



**Analysis of Employee Performance: A Case Study Extrinsic
Motivation Effect and Development Career
(Study at PT. Angkasa Adibayu Buana Surabaya)**

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ABSTRACT

This study aims to examine and analyze the Implications of Extrinsic Motivation and Career Development on Employee Performance during the 2-year pandemic. Where since 2020-2022, it is experiencing a severe shock due to the distance or gap, if analyzed empirically with the potential it has achieved at PT Angkasa Adibayu Buana Surabaya. The total population in this study were 34 employees and the total sample of the study was 34 respondents. The sampling technique used is the total sampling technique, where the entire population is used as a sample in the study. The techniques used for data collection are questionnaires, observation and documentation. The analytical methods used in this study include Instrument Test (validity test and reliability test), Classical Assumption Test (normality test, multicollinearity test, and heteroscedasticity test), Multiple Linear Regression Analysis and Statistical Test (Ttest test and R^2 test). Hypothesis testing was carried out using SPSS software for Windows version 25. The results showed that extrinsic motivation did not have a significant effect on employee performance because employees did not feel safe with meeting family needs, the standard of giving rewards was not as expected, and the support for the work environment had not been realized, and this is indicated by a significant value of $0,452 > 0,05$. Next, career development shows a significant impact on employee performance, the impact of company policies providing opportunities for increasing formal education, the existence of programmed international training, and development opportunities and it is shown by SPSS analysis with a significant value of $0,000 < 0,05$. And the findings in this study, extrinsic motivation is not only due to rewards, family needs are not as expected, and the environment is not conducive, it turns out that there is a dominant variable that can affect performance, namely high emotional religiousness in all employees.

Keywords: Extrinsic motivation, career development, employee performance

INTRODUCTION

Business development in the modern era is currently growing rapidly and rapidly with the support of digitalization, especially the impact of social media which is so powerful that it affects human behavior such as Instagram, internet, google, youtube, tik tok, websites, Metaverse and so on. Moreover, in the current era of the technology-based Industry 4.0 revolution, many foreign companies and national companies are ready to compete in the business world. And Indonesia is one of the potential market shares with a population of approximately 272.229.372 million (Directorate General of Dukcapil, Ministry of Home Affairs, 2021). In addition, economic growth is increasingly promising and has a background in consumer behavior that is mostly irrational in their spending. This has consequences on a fairly high market share and this is profitable for companies to transact in selling their products.

Extrinsic motivation is one of the driving variables from humans that can cause, direct and organize behavior (Darmawan, 2013, George, JM., Jones, 2015, p.175) also has elements of behavior, level of effort, and level of motivation persistence as the main basis for someone entering the world of work, extrinsic motivation is able to increase one's efforts in improving a career with the support of rewards, fulfillment of family needs and the company is able to create a conducive environment, so that it becomes an effective driving force in efforts to improve the performance of a company. It is also supported by the opinion of Robbins (2007), in doing something extrinsic motivation, on encouragement or stimulation from outside either from superiors, a conducive environment and the basis for meeting needs, feeling satisfied, and fulfilling the responsibilities given in the organization. If in this case it cannot be fulfilled as a minimum requirement, do not expect much to fulfill the vision and mission personally (Kartika Dewi Adyarta, Suharnomo, Mirwan Surya Perdhana, 2016).

Career development is also one of the factors that can affect employee performance. Changes in the environment of increasing knowledge, development opportunities, international experience, technology, must be a priority in business during the last two decades. None contextual support for these two variables from the company can hinder employee career advancement, employee personality who is not proactive in the company, lack of training opportunities, rewards, family and environmental encouragement and employee development may be the cause of problems in employee career development (Belinda Renee Barnett and Lisa Bradley, 2017).

Employee performance is the result or level of success of a person as a whole both in terms of quality, quantity and cost effectiveness during a certain period in carrying out the task. Employee performance will be good if they have higher expertise, family needs fulfillment including salary or being paid according to the agreement, have expectations for a better future. Salary and expectations are things that create extrinsic motivation for an employee to be willing to carry out activities based on extrinsic motivation with good employee performance (Robbins, 2006: 65). Research objectives are examining and analyzing the implications of extrinsic motivation and career development on the performance of employees of PT. Angkasa Adibayu Buana Surabaya.

LITERATURE REVIEW

Extrinsic Motivation.

Motivation seems to be one of the most important tools to retain employees and increase productivity. Organizations design motivation systems to encourage employees to work in the most effective way and attract potential candidates. One way to motivate employees is to provide rewards and incentives for good performance (Memmott and Growers, 2012). Ryan and Deci (2000), (Khan et al., 2013). According to Cannizzaro et al., (2017) states that intrinsic motivation is defined as doing an activity for inherent satisfaction rather than for some separable consequences, and doing something because it is inherently fun or interesting. Intrinsic motivation includes challenge, aesthetic value, novelty, interest, and pleasure as opposed to monetary rewards or external pressures (Deci & Ryan, 2002). Intrinsic and extrinsic are two types of motivation (Mc Cormick & Tiffin, 1979). According to Ryan and Deci (2002), (Emeka et al., 2015). According to Remi (2011). In this context, extrinsic motivation represents psychological processes, which lead to the direction and persistence of voluntary activities aimed at achieving goals. Managers need to understand these psychological processes so that they can successfully coach their employees towards achieving company goals Winardi (2004).

Career development.

Andrew J. Fubrin (in Anwar Prabu Mangkunegara, 2013: 77) suggests that: "Career development, from an organizational point of view, is a personnel activity that helps individuals plan their future careers within the company, to help companies achieve and employees achieve self-development. maximally". "Career development is an effort that is carried out formally and continuously with a focus on improving and adding one's abilities". According to Flippo (in Donni Juni Priansa, 2017: 188) states that: "Career development is a series of separate work activities, but still constitutes or has a complementary, continuous relation, and gives meaning to the lives of employees. The Meaning of Development, Mangkunegara (2015) says that career development is an employment activity that helps employees plan their future careers in the company so that both the company and employees can develop themselves optimally.

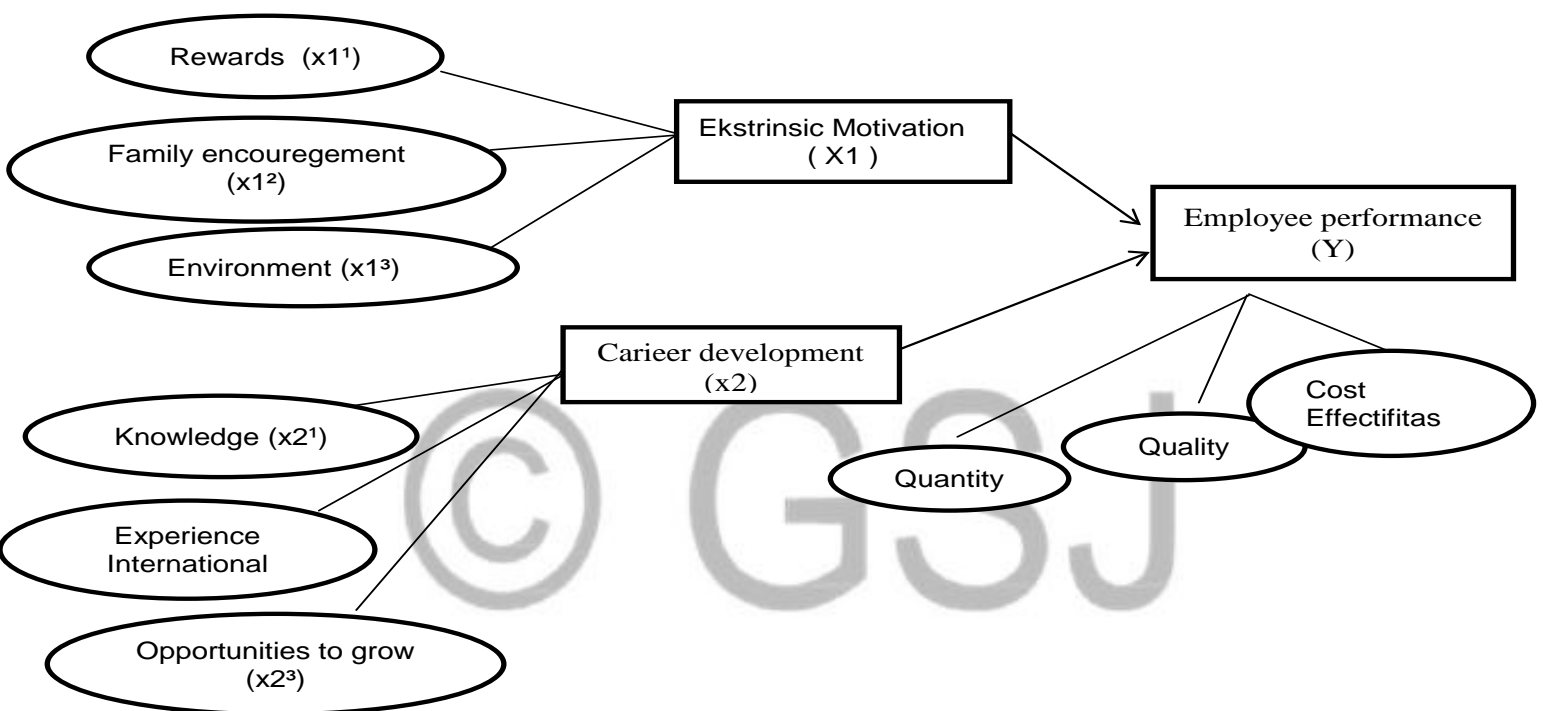
Career Development is a personal improvement carried out by a person to achieve a career plan and an increase performed by the personnel department to achieve an extrinsic plan according to the path or level of the organization. Career is the entire position or description or position that can be occupied by a person during their extrinsic life in the organization or in several organizations. From the employee's point of view, the position is a very important thing because everyone wants a position that is in accordance with his wishes and wants the highest possible position according to his abilities. A higher position usually results in a bigger salary, more responsibility, and better knowledge, which employees usually expect.

Employee Performance.

The understanding of performance (performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Yoyo Sudaryo (2018:205) states that: Sinambela, (2011), suggests that employee performance is defined as the ability of employees to perform a certain skill. Other researchers found, measuring how much they provide positive extrinsic results to the organization. Positive employee performance can be achieved if the company can find out the factors that can have an

impact on performance, including motivation, career development and extrinsic satisfaction as a reference in this study (Baskoro & Susanti 2012; Sanjangbati, 2013; Nisyak, 2016, Ivonne, 2013), Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him. For this reason, clear and measurable criteria are needed and applied together as a reference. Every employee has achievements with assigned tasks according to Ilyas in Dahlan (2018: 54). Performance indicators according to Robbins and Judge (2013) includes Quantity, Quality, Effectiveness, Timelines, Freedom to innovate, Commitment to respond to the company to move forward.

Conceptual Framework



Hypothesis

- H1 : There is no effect of extrinsic motivation on employee performance (study at PT. Angkasa Adibayu Buana Surabaya)
- H2 : There is an effect of career development on employee performance (study at PT. Angkasa Adibayu Buana Surabaya)

RESEARCH METHODS

This study uses a quantitative approach, namely research that uses data in the form of numbers as a tool to find information about what you want to know, namely the implications of extrinsic motivation and career development on employee performance. This study intends to reveal and gain an understanding of the strong influence of 1) Extrinsic motivation on employee performance, 2) Career development on employee performance. In this regard, it can be stated that the related variables are as follows: the independent variable (independent variable) in this study is extrinsic motivation (X1)

and career development (X2) while the dependent variable (dependent variable) is employee performance (Y).

The measuring instrument of this research is in the form of a questionnaire, with an ordinal level of measurement, the answer category consists of 5 levels. For quantitative analysis, the alternative answers are given a score of 1-5 as follows: 1) SS (Strongly agree, has 5 points); 2) S (Agree, have 4 points); 3) R (Doubtful, has 3 points); 4) TS (Disagree, has 2 points) and; 5) STS (Strongly disagree, has 1 point).

In this study, the population to be studied is all employees of PT. Angkasa Adibayu Buana Surabaya, totaling 34 employees with a research sample of 30 employees obtained using the total sampling technique method, where the entire population is used as respondents.

The data analysis method used to test the hypothesis is multiple linear regression which is used to determine the effect of extrinsic motivation and career development on employee performance. Hypothesis testing is done through t test (partial test), analysis of the coefficient of determination (R^2). In this study, the data obtained were then processed using the SPSS (Statistical Product and Service Solutions) application analysis tool version 25.

FINDING AND DISCUSSION

Validity Test Results

Validity test is used to measure whether a questionnaire is valid or not. This test is carried out using Pearson Correlation, the guideline of a model is said to be valid if the value of $r_{count} > r_{table}$, then the questionnaire items are declared valid. The following table shows the results of the validity test of the three variables used in this study. Extrinsic motivation, career development, and employee performance with 30 respondents.

Reliability Test Results

Reliability test was used to determine the consistency of the questionnaire. According to Ghozali's research (2018), reliability is a measuring tool in questionnaires and questionnaires which are indicators of research variables. The questionnaire can be said to be reliable if every answer from the respondent can be consistent every time. Reliability test was conducted to assess the consistency of the research instrument. A research instrument can be said to be reliable if the Cronbach Alpha value is above 0,60. Table 4.8 shows the results of the reliability test for the research variables used in this study.

Extrinsic Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.895	8

Career Development

Reliability Statistics

Cronbach's Alpha	N of Items
.902	7

Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.841	7

Normality test

The data can be said to be normal using the One-Sample Kolmogorov-Smirnov Test can be said to be normal if it is Asymp. Sig. (2-tailed) above 0,05. The following are the results of the One-Sample Kolmogorov-Smirnov test.

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual

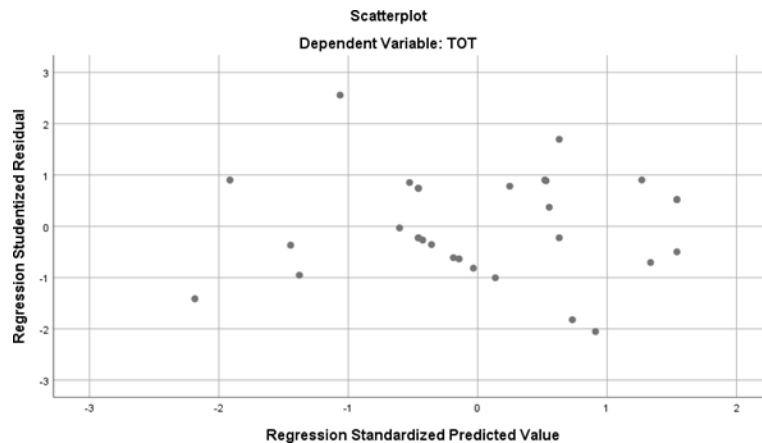
Table 1. One-Sample Kolmogorov-Smirnov Test Results

N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.06001592
Most Extreme Differences	Absolute	.123
	Positive	.123
	Negative	-.105
Test Statistic		.123
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The result of the One-Sample Kolmogorov-Smirnov test is 0,200. You could say it's normal if Asymp. Sig. (2-tailed) above 0,05. So it can be said that the data has met the assumption of normality.

Heteroscedasticity Test

The heteroscedasticity test serves to test the regression model in determining the existence of the variance inequality of the regression model on the residuals from one observation to another. If the residual variance from one observation to another is constant, it is called the mean squared error. To find out the existence of heteroscedasticity, you can look at the scatterplot graph. If there is regularity, it means that heteroscedasticity is taking place. And conversely, if heteroscedasticity does not occur, then there is no definite pattern and the direction of development at number 0 on the Y axis is either above or below. Following are the results of the heteroscedasticity test in Figure 4.3.



From the results of the heteroscedasticity test above, the scatterplot graph shows that the distribution of residual data looks random or there is no clear pattern and the direction of its distribution is above or below the number 0 on the Y axis. It can be said to be free from heteroscedasticity.

Multicollinearity Test

One of the testing tools for the regression model in finding correlations related to independent variables or not is called the multicollinearity test. Regarding the existence of multicollinearity, it can be seen from the magnitude of the Tolerance Value and VIF (Variance Inflation Factor). To measure the chosen variability can be done with Tolerance Value, while the other independent variables do not explain it. To determine the presence or absence of multicollinearity symptoms, it can be seen from the VIF value <10 and the tolerance value >0.10 .

Here are the results

Table 2. Multicollinearity test results

Unstandardized Coefficients			Standardized Coefficients		Sig.	Collinearity Statistics
Model	B	Std. Error	Beta	T		
1	(Constant)	6.413	4.644		1.381	.179

TOTX1	.094	.123	.090	.763	.452	.942
TOTX2	.681	.104	.775	6.533	.000	.942

Coefficients^a

Model		Collinearity Statistics VIF
1	(Constant)	
	TOTX1	1.061
	TOTX2	1.061

From the calculation results above, it shows that from each independent variable, the Tolerance value is greater than 0,10 and the VIF value is less than 10. It can be concluded that the regression model is free from multicollinearity.

Multiple Linear Regression Analysis Results

Table 3. Results of multiple linear regression analysis

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	6.413		1.381	.179
	TOTX1	.094	.123	.090	.763
	TOTX2	.681	.104	.775	6.533

Model Summary^b

Model	R	R Square	Adjusted Square	R. Error of the Estimate
1	.801 ^a	.642	.616	2.135

a. Predictors: (Constant), TOT, TOTX1

b. Dependent Variable: TOT

The results are in table 4.11. The multiple linear regression equation in this study is as follows: $Y = 6.413 + 0,094X1 + 0,681X2$

In table 4.10. the test result in this study is 0,000 with a significant F test that is 0,000 smaller than the constant 0,05, then the model is said to be feasible. The coefficient of determination of Adjusted R Square in table 4.11 is 0,616, meaning that the independent variables (extrinsic motivation and career development) affect 61,6% in predicting the dependent variable (employee performance), while 38,4% is explained by other factors not used in this study. .

Based on the results of the analysis that has been carried out, the following is the discussion:

The first hypothesis is "There is no effect of extrinsic motivation on employee performance (study at PT. Angkasa Adibayu Buana Surabaya)." This is shown in the t-test known which indicate that the t-count value is smaller than the t-table value ($0,763 < 2,052$), then the hypothesis cannot be accepted or can be seen through the significant value (Sig.). The significant value (Sig.) on the X1 variable is 0,452, indicating that the significant value (Sig.) of the X1 variable is above 0,05, so the X1 variable on the Y variable has no effect.

This is in line with research by Mullins (2005: 88; Uzonna, 2013; Yuli Suwati; 2013) which states that extrinsic motivation has no significant effect on employee performance, meaning that extrinsic motivation is not the dominant factor in improving employee performance. Employees can carry out their duties to the maximum, among others, not determined by extrinsic motivation that encourages employees to take the initiative and to innovate diligently, as well as the discipline applied so that company goals can be achieved. Research conducted by Sulistyowati et al (2017), Maulana (2015), Muslih (2012) and Iriani (2010) shows that there is a significant influence of extrinsic motivation on job satisfaction. However, the results of a different study conducted by Murty (2012) using Partial Least Square showed that extrinsic motivation had no significant effect on the performance of employees at the University of Palangka Raya.

Extrinsic motivation is an important factor in improving employee performance, but contrary to this research it is known that extrinsic motivation has no effect on employee performance. This study is similar to Surjosuseno (2015) where extrinsic motivation does not affect employee performance. According to Herzberg (in Siagian, 2002) that motivation can be caused by intrinsic and extrinsic factors. One of the extrinsic factors is the condition of management and administration as well as company policies in terms of rewards, fulfillment of employee needs, and the creation of a conducive environment that causes no motivation that occurred.

Previous research by Cetin and Askun (2018), examined intrinsic motivation which can be a mediator of self-efficacy on performance. Based on company policy of CV. Mega Jasa, it is known that there is no career path development for employees, this is the most influential factor in the level of motivation. Employees feel they have no challenges in carrying out their duties, because there is no career or position advancement. This lack of challenge in taking the initiative can be the reason why employees become lazy in working on time, coupled with the lack of strict supervision from superiors for violations of punctuality at work (syawal, 2018; Bacal, 2005; Manulang; 2001), researchers found variables that dominant in improving performance is necessary to develop religious emotionality so that in carrying out tasks it is not solely because of the material that must be met, especially on the salary side (Lawler and Jenkins, 1992; Gardner et.al, 2004; Gerhart and Milkovich, 1992), religious elements that are emphasized here is basically a form of human surrender to the helplessness of facing everything that is not capable of dealing with it, through religious lectures guided by experts in terms of kyai, available prayer rooms that are fun and interesting, facilities available to carry out their worship, considering the majority of employees (95,5%) are Muslim.

The second hypothesis is "There is an effect of career development on employee performance (study at PT. Angkasa Adibayu Buana Surabaya)." This is shown in the t-test known to be 6,533, while the t-table with $n = 30$ and $\alpha = 0,05$ obtained a value of 2,052. Shows that the t-count value is greater than the t-table value ($6,533 > 2,052$), then the hypothesis can be accepted or can be seen through the significant value (Sig.) on the

X2 variable obtaining 0,000, indicating that the significant value (Sig.) on the X2 variable is below 0,05 then the X2 variable to the Y variable is influential.

The results of this study are in line with the results of previous studies conducted by Cedaryana et al. (2018) shows that career development has a positive and significant effect on employee performance. This is also supported by the findings of previous research (Saluy and Kemalasari, 2017; Wiyani and Rahardjo, 2015; Dewi and Utama, 2016) which concluded that career development affects employee performance. Dewi and Mudiarta (2016) this research is in line with research (Alfa, 2018; Anggara Lelly syaharudin, 2016) which includes that career development has a significant effect on employee performance, meaning that career development as a form of need for career advancement that is desirable by all employees in improving individual achievement, by demonstrating their best responsibilities and abilities. According to Arif Yusuf Hamali (2016:153), "career development is an effort that is carried out formally and continuously with a focus on improving and adding to one's abilities". According to Flippo (in Donni Juni Priansa, 2017: 188) states that: "Career development is a series of separate work activities, but still constitutes or has a relationship that is complementary, sustainable, and gives meaning to the lives of employees"

Another supporter by Fauziah, et al (2016) which states that career development has a positive and significant effect on employee performance. Performance is one way to measure the effectiveness of employees' work. Pang and Lu (2018), further increasing career development will also improve employee performance, because career development can provide opportunities for employees to fill positions at the next level according to the abilities and interests of employees, so that in the career development process it can affect employee performance. Improving career development will also improve employee performance, because career development can provide opportunities for employees to fill positions at the next level according to the abilities and interests of employees, so that in the career development process it can affect employee performance.

CONCLUSION

Testing of the first hypothesis is "There is no effect of extrinsic motivation on employee performance (study at PT. Angkasa Adibayu Buana Surabaya), showing a sig value of 0,452 > 0,05. The results of this study are supported by research conducted by Yuli Suwati (2013; Murty (2012; Mullins; 2005:88; Uzonna, 2013; Yuli Suwati; 2013) which states that extrinsic motivation has no significant effect on employee performance. Likewise the research conducted by Surjosuseno (2015) where extrinsic motivation does not affect employee performance.

Testing of the second hypothesis is "There is a significant effect of career development on employee performance (study at PT. Angkasa Adibayu Buana Surabaya)." Shows sig value 0,000 < 0,05. The results of this study are supported by research conducted by (Anggara Lelly syaharudin, 2016; Alfa, 2018; Anggara Lelly syaharudin, 2016)) which includes that career development has a significant effect on employee performance. Likewise research conducted by Fauziah, et al (2016) which states that career development has a positive and significant effect on employee performance.

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