

The Influence of Intrinsic Motivation on Performance With Work Behavior as A Mediating Variable

Tittis Narulita Kusuma ¹, Abdul Rasyid ^{2*}, Arry Pongtiku ³

abdulrasyidfeuniyap72@gmail.com ^{2*}

Magister Manajemen, Pascasarjana Universitas Yapis Papua, Indonesia ^{1*,2,3}

Abstract

This study aims to analyze the influence of intrinsic motivation on performance, the relationship between intrinsic motivation and work behavior, the impact of work behavior on performance, and the relationship between intrinsic motivation and performance through work behavior. The population in this study was all Civil Servants at the Papua Provincial Health Office. The research sample was 146 employees. The sampling technique employed in this study utilized a probability sample with a cluster sampling method. The analysis technique used was the Structural Equation Modeling (SEM) with the assistance of the Moment of Structure Analysis (AMOS) version 26 program. The results of the study indicate that intrinsic motivation has a positive and significant influence on employee performance, intrinsic motivation has a positive and significant impact on employee work behavior, work behavior has a positive and important influence on employee performance and intrinsic motivation has a positive and significant influence on employee performance through employee work behavior.

Kata Kunci: *performance, intrinsic motivation, and work behavior*

 This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

Introduction

The role of employees in each organization is expected to improve employee performance. For this, employees need to possess reliable skills or abilities in handling their job, as these skills can directly enhance employee performance. The issue of employee performance is so vital that it is not incorrect to say that the core of employee management is how to manage employee performance. Managing humans in the context of an organization means guiding them to achieve optimal performance for the organization. Therefore, employee performance needs to be effectively managed to achieve organizational goals, making it a key concept in performance management. Employee performance refers to the willingness of a person or group of people to undertake an activity and excel at it according to their responsibilities, yielding the expected results (Rivai, 2009). Performance is the fundamental foundation of an organization because without it, the organization's goals cannot be achieved. Performance needs to be used as an evaluation tool for leaders to identify high and low performers within the organization. Performance is a multidimensional concept that encompasses three key aspects: attitude, ability, and achievement. According to (Mathis & Jackson, 2006), the factors that influence performance are: (1) ability, (2) motivation, (3) support received, (4) the existence of the work they do, (5) organizational commitment, and (6) their relationship with the organization. Motivation is one of the factors that influences performance.

According to Herzberg's theory (Kaltsum, 2021), motivation consists of two factors: intrinsic motivation and extrinsic motivation. One of the motivational factors is intrinsic motivation. According to this theory, intrinsic motivation refers to things that encourage achievement that originate from within a person, meaning they are innate. Employees

who are intrinsically motivated will enjoy work that allows them to utilize their creativity and innovation, work with a high level of autonomy, and does not require close supervision. Conversely, those who are more motivated by extrinsic factors tend to focus on what the organization offers them, and their performance is directed towards obtaining the things they want from the organization.

The results of the studies by Kaltsum (2021), Novia Qulsum and Kadir (2024), Triswanto (2020), and Wahyuni et al. (2022) show that intrinsic motivation has a significant effect on performance. This indicates that intrinsic motivation can have a positive impact on employee performance. Intrinsic motivation is a drive that originates from within a person to engage in an activity. If intrinsic motivation is given to good employees, employee performance will increase. On the other hand, the study's results (Darmawan & Anggelina, 2022) have an impact on performance. Furthermore, the study results (Istanti, 2024) indicate that intrinsic motivation has no significant effect on performance.

Performance

Performance can be measured based on the quality and quantity achieved. Performance is a description of the level of achievement in implementing an activity, program, or policy to realize the organization's goals, objectives, missions, and visions, as stated in its strategic plan. The term performance is often used to refer to the achievements or level of success of individuals or groups of individuals. According to Istanti (2024), performance can be defined as "Work performance, namely the comparison between work results and established standards." (Performance can be interpreted as "Work achievement, namely the comparison between work results and established standards". Furthermore, Sinambela (2016) states that employee performance is defined as the ability of employees to perform specific skills. Employee performance is essential, as it reveals the extent to which an employee's ability is in carrying out the tasks assigned to them. For this reason, it is necessary to establish clear and measurable criteria and agree on them as a reference. Furthermore, Rivai (2009) states that performance is the real behavior displayed by each person, as evidenced by work achievements produced by employees according to their roles within the company. Performance is the result of work that can be achieved by a person or group of people within an organization, according to their respective authorities and responsibilities, to achieve the organization's goals. This work is done in a manner that is both lawful and by morals and ethics.

Employee performance must be planned continuously, as improving it is not an instantaneous event but instead requires well-organized planning and action over a specific period. Employee performance needs to be and must be enhanced in response to current demands and developments. According to Mangkunegara (2016), in Khaeruman et al. (2021), employee performance has several dimensions, namely: (1) Ability to adapt; (2) Tenacity in working; (3) Productivity; and (4). Adaptability. Performance appraisal is a process or activity carried out by individuals or groups within a company to evaluate and communicate how employees perform their work by comparing their work results with a set of standards established over a specific period, which serves as a basis for considering an activity. Overall performance appraisal is a different process from job evaluation. Performance appraisal is concerned with how well a person does the assigned/given work.

According to Dessler (2020), performance appraisal involves evaluating an employee's performance in the present and/or past relative to their performance standards. Performance appraisal is an activity carried out by management or supervisors to assess workforce performance by comparing it with job descriptions over a specific period, usually at the end of each year. According to Mathis & Jackson (2006), performance appraisal is the process of evaluating how well employees perform their jobs against a set of standards and then communicating that information to them. According to (Hadari, 2016), there are various employee performance factors, including: 1) The

amount and composition of compensation given; 2) Proper job placement; 3) Training and promotion; 4) A sense of security in the future (with severance pay and so on); 5) Relationships with coworkers; 6) Relationships with leaders. According to (Mangkunegara, 2016) states that performance can be measured by considering several factors, including: (1) work quality, namely the quality of work as the output produced; (2) work quantity, which includes the amount of work that must be completed within a specified period; and (3) timeliness, concerning the suitability of the time that has been planned to complete the work. According to (Robbins, 2015), there are six indicators for measuring individual employee performance, namely (1) Work quality is measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities, (2) Quantity. Is the amount produced expressed in terms such as the number of units or the number of activity cycles completed? (3) Timeliness. Is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities, (4) Effectiveness. Is the level of use of organizational resources (labor, money, technology, raw materials) maximized to increase the results of each unit in the use of resources? (5) Independence. The level of an employee who will later be able to carry out their work function. Work commitment. It is a level where employees have a work commitment to the agency and an employee responsibility to the office.

Intrinsic Motivation

Intrinsic motivation is a motive that becomes active or functions without needing to be stimulated from the outside, because every individual already has a drive to do something. If someone already has intrinsic motivation within themselves, then they will consciously carry out an activity that does not require motivation from outside themselves or their environment. In learning activities, intrinsic motivation is essential for individuals to foster a continuous desire to learn. This desire is motivated by positive thinking that what is understood now will be needed and very useful for the present and the future. According to Lamato and Rahman (2022), intrinsic motivation is a type of motivation that arises, grows, and develops within a person, influencing them to engage in something valuable and meaningful. Employees with intrinsic motivation are more likely to be aware of their responsibilities and perform better than those with extrinsic motivation. This is because inherent motivation originates from within a person, thereby affecting the quality of their work. The awareness of working to fulfill one's life will lead to good-quality performance. In contrast, someone who works for others will likely produce unstable performance because they are working for others, not for themselves. Intrinsic motivation is defined as the activity of an activity for satisfaction and not because of some separate consequence. When intrinsically motivated, a person is driven to act for enjoyment or to take on a challenge, not because of external encouragement, pressure, or rewards (Andhy & Prasetyo, 2021). Intrinsic motivation refers to activities where the motivation is in the behavior itself. When someone is intrinsically motivated, it is a spontaneous, engaging, and enjoyable experience that can create a feeling of "reward" in the activity (Hidayat et al., 2016).

According to Herzberg in (Hidayat et al., 2016), stated that employees are motivated to work due to several factors, namely: the work itself (the work itself); advancement; responsibility; recognition; and achievement. According to Herberg (Rahmi et al., 2024), there are groups of intrinsic condition factors, which include achievement, recognition, responsibility, employee progress itself, and the possibility of development. The absence of this condition does not necessarily mean a dissatisfied condition. Still, if such a condition exists, it is a strong motivator that can produce good performance. According to Asni Gani (2020), the purpose of intrinsic motivation is to direct employees to work optimally in line with the company's goals. Some explanations of the purpose of motivation are: a) Improving work performance. b) Improving work discipline. c) Increasing passion and enthusiasm for work. d) Increasing productivity and efficiency. e) Growing a sense of

employee loyalty to the company. f) Increasing a sense of responsibility. g) Changing employee behavior to meet the company's wishes. According to Herzberg (Nilasari, 2022), there are 6 (six) indicators of intrinsic motivation, which include: achievement, recognition, responsibility, progress, the work itself, and the possibility of development.

Work Behavior

Work behavior refers to a person's attitude, actions, or responses to their work. Work behavior can reflect a person's attitude towards the team and colleagues. This work behavior will be a fundamental factor that the company must understand to comprehend the work behavior that arises when employees are at work, as it will significantly impact the company's or organization's success on its business journey. According to Amar Hattami and Fikri Zakiyudin (2020), work behavior is an individual's response or reaction that arises in the form of actions, attitudes, or assumptions a person has towards their work, the working conditions experienced in the work environment, and the treatment of leaders towards employees. Work behavior can also be seen through gender differences. According to Dessler (2020), to foster good work behavior, it is essential to pay attention to communication between men and women, recognize emotions in the workplace, establish clear boundaries in each work behavior, and acknowledge the differences that exist. According to Robbins (2015), work behavior refers to how people in the work environment can actualize themselves while working, emphasizing that it is generally determined by workers to guide their actions in the workplace environment. Work behavior is a characteristic and behavior that exists in every individual or company with leadership dynamics. Work behavior includes personality, self-esteem, self-monitoring, and the tendency to take risks. To understand individual behavior effectively, we must first comprehend the inherent characteristics of each individual. The attributes in question are biographical traits, personality, perceptions, and attitudes.

Managers need to understand the factors that shape an employee's behavior (Robbins, 2015): 1) Genetic factors, namely genetic factors in this case, are traits that are present since birth, which are even "inherited" from both parents. For example, about the background of an employee's life, such as intelligence, anger, patience and so on; 2) Environmental factors, namely environmental factors here are the situations and conditions faced by a person in their youth at home and on the broader environment, including the school environment and the immediate community environment that is encountered every day; 3) Educational factors, namely education is a conscious and systematic effort to transfer knowledge from one person to another. Education can be formal and non-formal; 4) Experience factors, namely a person's experiences since childhood, also shape behavior in their organizational life. Experience can lead to apathy, stubbornness, intolerance, and easy discouragement, among other things. According to Amar Hattami & Fikri Zakiyudin (2020), work behavior indicators consist of: 1) work enthusiasm and passion, 2) work initiative, 3) work involvement, and 4) attachment to the organization.

The Influence of Intrinsic Motivation on Performance

The results of the study (Kaltsum, 2021; Novia Qulsum & Kadir, 2024; Triswanto, 2020; Wahyuni et al., 2022) show that intrinsic motivation has a significant effect on performance. This indicates that intrinsic motivation can have a positive impact on employee performance. Intrinsic motivation is a drive that originates from within a person to engage in an activity. If intrinsic motivation is given to good employees, employee performance will increase. On the other hand, the study's results (Darmawan & Anggelina, 2022) indicate that motivation does not affect performance. Furthermore, the study results (Istanti, 2024) suggest that intrinsic motivation has no significant effect on performance. Work behavior refers to the attitudes, actions, or responses that a person exhibits at work. Work behavior encompasses how a person performs tasks, achieves goals, and interacts with others in the workplace. Intrinsic motivation is an internal drive to do something, without being

influenced by external rewards or incentives. This motivation can positively impact employee work behavior, leading to improvements in work quality, timely task completion, and effective challenge management. Research results (Andhy & Prasetyo, 2021; Hidayat et al., 2016) indicate that intrinsic motivation has a significant influence on performance.

The Influence of Intrinsic Motivation on Work Behavior.

Intrinsic motivation is the drive that comes from within to complete a task, which can improve work quality and job satisfaction. Intrinsic motivation has a significant influence on employee work behavior. With intrinsic motivation, employees can become more emotionally and intellectually engaged in their work. They take ownership of their duties and are willing to put in extra effort without being coerced. Employees who work because of their inner drive (such as curiosity, enjoyment, or meaning in their work) are more satisfied with their jobs than those who are only motivated by external factors such as salary or bonuses. Intrinsic motivation encourages employees to be more independent in completing tasks and finding solutions to challenges they face, without needing constant direction from superiors. Intrinsic motivation is crucial in fostering a productive and harmonious work environment. Therefore, companies should strive to increase employee's inherent motivation by providing interesting challenges, space for creativity, and non-material rewards such as recognition for their contributions. The results of the study (Andhy & Prasetyo, 2021) indicate that intrinsic motivation has a significant influence on work behavior.

The Influence of Work Behavior on Performance.

Work behavior refers to a person's attitude, actions, or responses to their work. Work behavior can reflect a person's attitude towards the team and colleagues. This work behavior will be a fundamental factor that the company must understand to comprehend the work behavior that arises when employees are at work, as it will significantly impact the company's or organization's success on its business journey. Work behavior is the level at which an employee actively participates and contributes to the organization. The underlying logic involves the involvement of employees in decision-making and carrying out tasks and responsibilities, thereby increasing employee autonomy and control over their work lives. Employees will be more motivated, more loyal to the organization, more productive, and more satisfied with their work. Full work involvement allows employees to deliver good and regular performance, and they will actively participate in completing their tasks. The results of the study (Amar Hattami & Fikri Zakiyudin, 2020) indicate that work behavior has a significant influence on performance. The better the employee's work behavior, the more likely their performance is to increase.

Analysis Method

The objective of this study is to develop a specific science or field of science, making a significant contribution to its advancement, as the source of the problem lies in the existing research gap identified by previous researchers. (Augusty, 2013). The study population consisted of 269 individuals. The sample size consisted of 146 employees, calculated using the Slovin formula. The sampling technique used in this study employed a probability sample method with a cluster sampling approach, which involves dividing the sample into groups or parts. Parts organized the groups in the sample. Furthermore, the proportionate cluster random sampling technique was employed, whereby samples were taken from each part. The data used in this study were primary, meaning they were collected and processed directly by the researcher from the subject or object of the study. While the data collection technique employed a questionnaire instrument, which contained statements related to the indicators of each research variable, using an interval measurement scale with a range of 1 to 10. The analysis method used was Structural Equation Modeling (SEM), with the AMOS

application employed for hypothesis testing. AMOS is particularly well-suited for this type of analysis, due to its ability to (1) estimate unknown coefficients from linear structural equations; (2) accommodate models that include latent variables; (3) accommodate measurement error in both dependent and independent variables; and (4) accommodate reciprocal, simultaneous, and interdependent caveats.

Results and Discussion

Results and Discussion

Bagian ini adalah bagian utama dari artikel. Di sinilah penulis harus menjelaskan dengan kata-kata apa yang mereka temukan dalam penelitian. Hal ini harus ditata dan dalam urutan yang logis. Hasil penelitian yang disajikan pada bagian ini merupakan hasil dari proses analisis data yang bersih, seperti perhitungan dan pengujian statistik atau proses lain untuk pencapaian penelitiannya. Nyatakan temuan-temuan penelitian secara ringkas. Jika penulis ingin menampilkan tabel, gunakan format berikut. Tabel dan gambar harus dirujuk dalam teks, namun sebaiknya hindari pengacuan "di atas" atau "di bawah", misalnya hindari penulisan "berdasarkan Gambar 1 di bawah ini:...".

After analyzing the unidimensionality level of the dimensions and indicators that form the latent variables tested with confirmatory factor analysis, the following analysis presents the complete Structural Equation Model (SEM) analysis. The results of data processing for the whole model SEM analysis are as shown in the following figure:

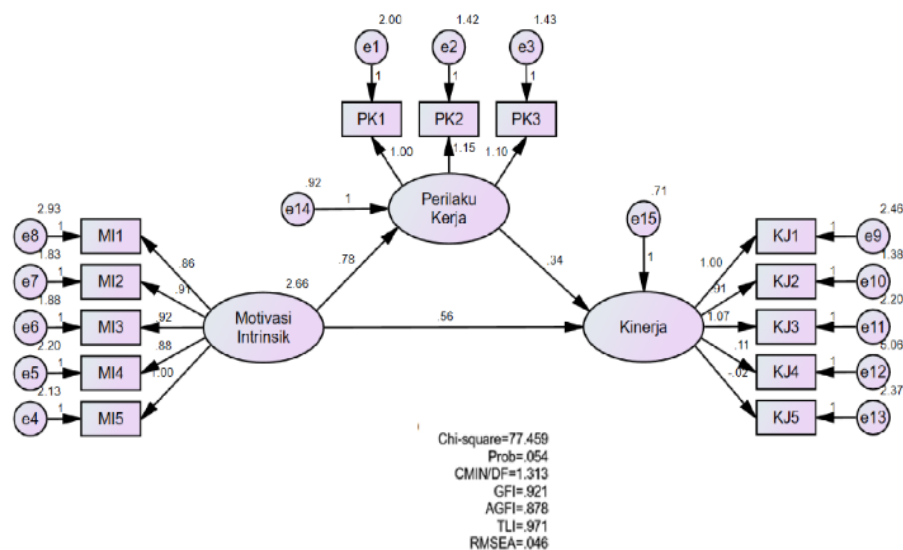


Figure 1. Analysis of Structural Equation Model (SEM)

The results of data analysis using the Structural Equation Model (SEM) with the AMOS program, obtained results to test the influence of independent variables on dependent variables as in the following table:

Table 1. Regression Weight

			Estimate	S.E.	C.R.	P
Intrinsic Motivation	→	Work Behavior	0.563	0.132	4.741	0.000
Intrinsic Motivation	→	Performance	0.799	0.082	3.698	0.000
Work Behavior	→	Performance	0.336	0.296	3.094	0.002

The results of the analysis, as shown in Table 1 above, show that the influence of intrinsic motivation on performance has a critical ratio (CR) value of 3,698, a coefficient value of 0.799, and a probability value (significant) of 0.000; thus, intrinsic motivation has a positive and significant influence on performance. The influence of intrinsic motivation on performance, as indicated by a critical ratio (CR) value of 4,741, a coefficient value of 0.563, and a probability value (significant) of 0.000, suggests that intrinsic motivation has a positive and significant influence on work behavior. The Influence of Work Behavior on Performance, with a critical ratio (CR) value of 3,094, a coefficient value of 0.336, and a probability value (significant) of 0.002, indicates that work behavior has a positive and significant influence on performance. The results of the Sobel test show the coefficient values of the influence of intrinsic motivation on work behavior (0.799) and the influence of work behavior on performance (0.336). The results of the Sobel test calculation yielded a Sobel test statistic value of 3.294 with a probability of 0.000, indicating the mediation role of work behavior variables on performance. Thus, intrinsic motivation has a positive and significant influence on employee performance through work behavior.

Conclusion and Suggestion

The study's results indicate that intrinsic motivation has a positive and statistically significant effect on performance. Intrinsic motivation has a positive and significant impact on work behavior. Work behavior has a positive and significant effect on performance. Intrinsic motivation has a positive and significant impact on employee performance through work behavior at the Papua Provincial Health Office.

Reference

- Augusty, F. (2013). *Metode Penelitian Manajemen*. Penerbit Universitas Diponegoro.
- Amar Hattami, & Fikri Zakiyudin. (2020). Pengaruh Kompetensi Dan Perilaku Kerja Terhadap Kinerja Pemeriksa Di Inspektorat KabupatenBangka. *Kemudi: Jurnal Ilmu Pemerintahan*, 4(2), 275–291. <https://doi.org/10.31629/kemudi.v4i2.1932>
- Andhy, A. T., & Prasetyo, A. (2021). Pengaruh Motivasi Intrinsik dan Knowledge Sharing terhadap Produktivitas Kerja Melalui Perilaku Inovatif Sebagai Variabel Intervening (Studi pada PT. BPR Rudo Indobank). *Permana: Jurnal Perpajakan, Manajemen, Dan Akuntansi*, 13(1), 35–45. <http://permana.upstegal.ac.id/index.php/permana>.
- Asni Gani, N. (2020). *Perilaku Organisasi Cetakan Pertama*. Penerbit Mirqat.
- Bernadin, H. J., & Russel Joice E A. (2003). *Human Resource Management*. McGraw-Hill, Inc.
- Darmawan, A., & Anggelina, Y. (2022). Motivasi, Pelatihan Kerja, Pengembangan Karir dan Self Efficacy terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 1(2). <https://doi.org/10.32502/jimn.v1i2i1.5142>
- Dessler, G. (2020). *Human Resource Management (16th ed.)*. Pearson Education.
- Dewa Made Bima Dwi Prastya, M. M. (2024). Pengaruh Perilaku Inovatif, Disiplin Kerja, Dan Komunikasi Terhadap Kinerja Karyawan Intermodal Logistik Di Surabaya. *Jurnal Ilmu dan Riset Manajemen*, 13(11), 1–20.
- Hadari, N. (2016). *Manajemen Sumberdaya Manusia: Untuk Bisnis yang Kompetitif Ekonomi & Bisnis*. Gadjra Mada University Press.
- Hidayat, B. Ri., Saleh, C., & Prihartini, D. (2016). Pengaruh Motivasi Intrinsik dan Motivasi Ekstrinsik Terhadap Kinerja Melalui Perilaku Kerja. *Jurnal Ilmiah Mahasiswa*, 1(1).
- Istanti, E. (2024). The Impact of Intrinsic Motivation and Extrinsic Motivation on The Performance Employees of ABC Hospital Surabaya Enny Istanti The Impact of Intrinsic Motivation and Extrinsic Motivation on The Performance Employees of ABC Hospital Surabaya. *IJED: International Journal of Entrepreneurship and Business Development*, 07(06), 1237–1246.

- Kaltsum, dan N. (2021). The Effect Of Instrinsic Motivation And Extrinsic Motivation On Employee Performance At The Manpower And Transmigration Department Of Pinrang Regency. *Jurnal Ekonomi Dan Bisnis*, 2(2), 248–256.
- Khaeruman, Marnisah, & Idrus, S. (2021). Meningkatkan Kinerja Manajemen Sumber Daya Manusia Konsep dan Studi Kasus (Pertama). CV. AA. Rizky. [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://repositori.uma.ac.id/bitstream/123456789/15469/1/Bookchapter MSDM Buku FULL.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://repositori.uma.ac.id/bitstream/123456789/15469/1/Bookchapter%20MSDM%20Buku%20FULL.pdf)
- Lamato, R. M., & Rahman, W. (2022). Pengaruh Motivasi Intrinsik dan Lingkungan Kerja terhadap Kinerja Karyawan PT. Adira Multi Finance Cabang Banggai. *Jurnal Mirai Management*, 7(2), 129–141. <https://doi.org/10.37531/mirai.v7i2.2014>
- Luthans. (2011). *Perilaku Organisasi (Sepuluh)*. PT. And.
- Mangkunegara, A. A. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Mathis, & Jackson. (2006). *Manajemen Sumber Daya Manusia Jilid 2. Saemba Empat*.
- Nilasari, M. B. (2022). The Role Of Instrinsic Motivation On Innovative WorkBehavior In Jakarta Post Covid-19 Pandemic. *International Journal Of Organization Innovation*, 14(4), 190.
- Nopitasari, E., & Krisnandy, H. (2019). Pengaruh Gaya Kepemimpinan Demokratis, Motivasi Intrinsik Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt Pangansari Utama Food Industry. *Oikonomia: Jurnal Manajemen*, 14(1), 15–30. <https://doi.org/10.47313/oikonomia.v14i1.511>
- Novia Qulsum, L., & Kadir. (2024). The Influence of Intrinsic Motivation and Compensation on Employee Performance. *Management and Technology Journal*, 2(1), 43. <https://doi.org/10.55208/ebmtj>
- Rahmi, E. R., Yusuf, M., & Priyatama, A. N. (2024). The Relationship between Intrinsic Motivation and Self-Efficacy with Job Involvement on the Employees in Garment Division of P.T. Dan Liris Sukoharjo.
- Rivai, V. dan S. (2009). *Manajemen Sumber Daya Manusia untuk. Perusahaan*. Rajagrafindo Persada.
- Robbins, S. (2015). *Perilaku Organisasi*. Penerbit Salemba Empat.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Susanto. (2019). Pengaruh Motivasi Kerja, Kepuasan Kerja, Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Divisi Penjualan PT. Rembaka. *Agora Jurnal*, 7(1), 1–6.
- Sutrisno, E. (2011). *Manajemen Sumber Daya Manusia*. Penerbit Kencana.
- Simanjuntak, J. P. (2011). *Manajemen dan Evaluasi Kinerja*. Lembaga Penerbit Fakultas Ekonomi UI.
- Sinambela, L. P. (2016). *Kinerja Pegawai*. Graha Ilmu.
- Teck-Hong, T., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the malaysian retail. *Asian Academy of Management Journal*, 16(2116), 0–33.
- Triswanto, H. (2020). The Effect of Intrinsic and Extrinsic Motivation on Employee Performance Productivity PT. Timbang Deli Indonesia. *Journal of Management Science (JMAS)*, 3(4), 115–121. <https://iocscience.org/ejournal/index.php/JMAS>
- Wahyuni, D. T., Tadung, E., & Fadli, A. M. D. (2022). Intrinsic Motivation on Employee Performance in the Organization and Personnel Section of the Konawe Regency Regional Secretariat. *Journal of Government Science (GovSci): Jurnal Ilmu Pemerintahan*, 3(1), 63–73. <https://doi.org/10.54144/govsci.v3i1.26>
- Zikri, A., Sry, ;, & Dwi Kurniawan, R. ; (2019). Peran perilaku kerja terhadap promosi jabatan dan dampaknya pada kinerja pegawai Kementerian Agama Kota Jambi. *Jurnal Dinamika Manajemen*, 7(3), 8148.