

The Impact Of Motivational Factors And Task-Related Behavior On Employee Performance

Motivational,
Behavior and
Performance

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ABSTRACT

This study aims to examine the influence of intrinsic and extrinsic motivation on employee task-related behavior and performance at PT. Admiral Lines. The background of this study is the instability of employee performance, so a study was conducted to determine the dominant motivational factors that influence employee task-related behavior and performance. The population of this study were employees of PT. Admiral Lines, with samples taken using purposive sampling techniques totaling at least 85 respondents. This study used a quantitative method with the *Structural Equation Modeling - Partial Least Square* (PLS-SEM) approach. The results of the study showed that intrinsic motivation has a positive influence on task-related behavior, but does not have a positive effect on employee performance. Conversely, extrinsic motivation has been shown to have a positive influence on employee task-related behavior and performance. In addition, task-related behavior also plays a significant mediation role in the relationship between motivation (intrinsic and extrinsic) and employee performance. These findings indicate that in order to improve employee performance, companies need to pay attention to motivational factors, especially extrinsic motivation, such as financial rewards and incentives, which have proven effective in influencing employee performance. After conducting the study, the researcher suggested expanding the population to the branches of PT. Admiral Lines which are located in other regions in Indonesia, in order to represent more answers from PT. Admiral Lines employees throughout Indonesia. In addition That way, you can add other supporting variables to measure employee performance such as *job satisfaction* and *employee engagement* or other relevant variables as research innovations.

Keywords : intrinsic motivation, extrinsic motivation, task-related behavior, employee performance

INTRODUCTION

Human resources are the basic and key resource and critical factor of an organization. Without this important driving force, the concept of performance cannot be achieved, and organizational performance and employee management can only be strategized by combining with organizational strategy (Diatmono et al., 2020; Riyanto et al., 2021; Rumaidlany et al., 2022a). HR behavior includes the most important reward factors, if an organization aims to achieve targets, then they must strategize and develop organizational goals that will help in strategizing organizational performance (Chandra et al., 2019; Imran et al., 2020; Niazi et al., 2023). Using the relationship between economics and

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behaviorism states that a person's actions at work can be rewarded with benefits and costs. When a company shows its appreciation for its employees and provides them with financial benefits, then the employees respond by giving their best performance to the company (Hoang, 2022; K. Kurniawati et al., 2024; Sukarno et al., 2020).

Therefore, it is important to examine the perceived role in the HR performance relationship and capture the variation caused by employee perceptions and interpretations. It is important to adopt an employee-centered approach to analyze how perceptions of HR practices drive work behavior (Das & Dash, 2024; Mariam et al., 2021; Meidiyanty et al., 2023; Nurdiansyah et al., 2020). Human resource management is one of the most important steps to be able to motivate employees in carrying out their behavior in the company, behavior plays an important role in continuously creating benefits and increasing the company's core competitiveness under pressure from various stakeholders (Ghazmahadi et al., 2020; Murillo-Ramos et al., 2023; Sinurat et al., 2024). To motivate workers to work hard, employee performance can be improved by encouraging them to behave positively and enthusiastically. Employee behavior when doing a particular job is influenced by employee anticipation that their efforts will be rewarded (Amalia et al., 2024; Rumaidlany et al., 2022b; Song et al., 2023).

Intrinsic and extrinsic motivation elements are indicators of performance measurement. Without rewards, employee performance levels cannot be maintained or improved (Ramli & Novariani, 2020; Thamanda et al., 2024). Factors that influence performance at every level include monetary and non-monetary rewards; performance outcomes cannot be achieved without the exchange of monetary value and recognition (Nurcahyani et al., 2023; M. P. Pratama et al., 2023; Shahzad et al., 2023). Motivation is known as the reason for starting a behavior that stimulates the achievement of organizational goals, this involves an employee working to achieve organizational goals as a result of their initiative (He & Tarnthamrong, 2023; Kalim et al., 2024; Khasanah et al., 2021; Yunus et al., 2023). Motivation becomes a revolutionary drive that urges a professional working in an academic environment to produce satisfactory results and productive performance so that employee performance becomes an important component needed by employers from an employee as well as qualified and trained workers and maintaining employee work behavior as another important consideration (Febriani et al., 2023; Jamil et al., 2023; Steven et al., 2023; Sutriani et al., 2024).

Based on the nature of work behavior, it is necessary to plan the use of intrinsic or extrinsic rewards and more precisely explicitly categorize them as with the goals to be achieved by the company's performance (Mariam et al., 2022, 2023; Megawaty et al., 2024; R. A. Pratama et al., 2023). Social exchange behavior as an activity or interaction that can be reciprocated with rewards or punishments depending on the results of the behavior (Bachtiar et al., 2023; Hoang, 2022; Situmorang et al., 2023; Utama et al., 2020). Based on the description above, social exchange as a real and intangible reciprocal exchange of incentives or penalties, performance, or employee retention (Mulyadi et al., 2020; Rizky et al., 2023; Takaya et al., 2019; Ying et al., 2020). Employees will feel encouraged and eventually start using their work habits if managers or employers respond positively to their performance with rewards or admiration (Ramli et al., 2020; Supiati et al., 2021; Takaya et al., 2020). Employee performance increases when there is a pleasant social exchange between them and their employers, and employers will also obtain the necessary performance-based results (Fachridian et al., 2024; Mariam et al., 2020; Miaty et al., 2024; Widarko & Brotosuharto, 2022).

Based on practical research conducted by Liaquat *et al.* (2024) *Impact of Motivational Factors and Green Behavior on Employee Environmental Performance*, the difference between this research and previous research is that the researcher did not use *green* (environmentally friendly) in this research, then the object of the previous research conducted research at a banking company in Pakistan, different in this research, research will be conducted at a cargo shipping company in Jakarta.

It is interesting to conduct further research because there is still a lack of research that discusses the influence of intrinsic motivation, extrinsic motivation and task-related

behavior on employee performance in one research model, especially in companies engaged in cargo shipping. So this study will focus on intrinsic motivation and extrinsic motivation, through task-related behavior as a mediator of employee performance, which discusses the relationship between the four variables at once.

Based on the description above, the purpose of this study is to analyze the influence of intrinsic motivation, extrinsic motivation and task-related behavior on employee performance directly and indirectly, and the final goal is to find out which variables of intrinsic motivation, extrinsic motivation and task-related behavior will most dominantly influence employee performance.

LITERATURE REVIEW

Human resource management (HRM)

Human resource management is defined as a strategic and efficient approach to managing an organization's most valuable asset, the people who work in the organization who individually and collectively contribute to the achievement of the organization's goals (Ramli & Novariani, 2020; Rinaldi & Ramli, 2023). Human resource management can be considered as 'a set of interrelated policies with ideological and philosophical foundations' (Amstrong, 2016; Mariam & Ramli, 2023; Ramli, 2017). Human resource management is the process of hiring employees, training employees, compensating employees, developing employee-related policies and developing strategies for employee retention (Dewi & Ramli, 2023; Mariam & Ramli, 2021; Ramli, 2019b). As a field, human resource management has undergone many changes over the last twenty years, making it a more important role in today's organizations (Corti, 2016; Gunawan & Ramli, 2023; Sylvia & Ramli, 2023).

Employee performance

Performance is a series of actions designed to evaluate the level of employee competence in completing assigned tasks successfully, the financial success of the organization as a result of employee contributions, and the effective and efficient placement and utilization of organizational resources carried out by employees to meet specified organizational targets (Alkandi et al., 2023; Eki & Ramli, 2024; Mulya & Ramli, 2023; Sari & Ramli, 2023). Employee performance refers to the level of effort made by a worker in an organization for the purpose of achieving overall organizational goals or efforts made for a specific task (Harahap & Ramli, 2023; Rahmawati & Ramli, 2024; Ramli & Mariam, 2020; Widarko & Brotosuharto, 2022). The measurement of employee performance against previous research shows that employee performance is a planned process in developing indicators that can be measured and arranged in such a way that the level of achievement of predetermined goals can be assessed, and these indicators can also be continuously used in the future to measure employee performance (Indriani & Ramli, 2024; Jamil et al., 2023; Kadir & Ramli, 2024; Maharani & Ramli, 2024).

Intrinsic motivation

Intrinsic motivation for employees is the moral satisfaction and motivation that gives them psychological and emotional satisfaction that in return for their efforts, the organization values and needs them (Niazi et al., 2023; Novianti & Ramli, 2023; Salma & Ramli, 2023; Sylvyani & Ramli, 2023). Intrinsic motivation in organizational culture is also expressed as intrinsic rewards and incentives and moral incentives or rewards (Arbol & Ramli, 2024; Mariam & Ramli, 2020; Ramli, 2012; Samuel & Ramli, 2024). This type of motivational reward includes employee career development, recognition, gaining high power and responsibility, and getting more opportunities to excel and learn (Nagpal, 2022; Novarian & Ramli, 2020; Ramli, 2020). Intrinsic motivation is intangible because it does not have a physical presence, but the benefits associated with it provide a sense of satisfaction and future scope for employees because they feel that their feelings, emotions, and future goals are respected by their organization. With the expectation of career development and professional development of employees, intrinsic motivation becomes the main source of employee motivation to grow and progress (He & Tarndhamrong, 2023; E. Kurniawati & Ramli, 2024; Mariam & Ramli, 2022).

Extrinsic motivation

Extrinsic motivation involves tangible rewards and workplace behaviors that go beyond the employee's internal psychological satisfaction to the employee's external achievements such as obtaining monetary rewards, and bonuses through promotions (Afaneh et al., 2023). Extrinsic motivation sometimes has a long-term effect on employee psychological satisfaction and their enthusiasm to show their best performance if they get financial incentives (Gupta & Jangra, 2024). Extrinsic motivation is a basic need for every employee, but sometimes employees are not monetary but need motivation and monetary rewards that only come with gaining power (Xue et al., 2022). Motivation to get performance incentives is a monetary benefit that fulfills the desire to excel and also helps employees in meeting their personal needs. By obtaining incentives, employees immediately feel excited to continue to show the best results in their performance (Mariam & Ramli, 2022; Mouro & Duarte, 2021; Ramli, 2013, 2019a).

Task related behavior

Task-related behavior is defined as behavior that is performed and measured in the context of the work tasks to be performed (Kim, 2022). Task-related behavior is also referred to as goal-oriented behavior that focuses on the employee's work ability in completing work tasks (Das & Dash, 2024). Employees' work behaviors and contributions that enhance their performance capabilities are their job-specific behaviors and are evaluated separately from other job-specific roles and responsibilities. Employee behavior for a task cannot be evaluated in the same way as field tasks (Ying et al., 2020). Task-related behavior is in-role behavior that includes specific environment-based behavioral actions that employees perform in their defined job roles (Ali et al., 2022). In defined job tasks and certain routine tasks, employees adopt work behaviors when performing daily tasks (Murillo-Ramos et al., 2023).

The relationship between intrinsic motivation and task-related behavior

Intrinsic motivation provides satisfaction to employees because they feel valued by the organization and in return for every task-based behavior, they will ultimately be rewarded with high responsibilities and rewards (Song et al., 2023). Employee behavior at work requires intrinsic rewards such as more opportunities to demonstrate task-related skills, career growth, and gaining power and authority. If the organization fails to do so, employees will not feel motivated to demonstrate good behavior in the future (Chen *et al.*, 2023). Intrinsic motivation in an employee has a positive effect on employee behavior, because with their daily practice if they get appreciation, they will continue to do the same behavior to get more appreciation and rewards (Jamil et al., 2023). Intrinsic motivation dominates human behavior when organizational behavior aims to achieve psychological and emotional stability by fulfilling the basic needs of its subordinates or employees by showing a positive attitude and helping them solve professional problems that save them from any losses and official punishments, also working to provide a comfortable environment as well as efficient and effective professionally to employees also increases their efficiency and motivation to do their jobs (Shahzad et al., 2023). Conclusion of the results of the study (Song *et al.*, 2023 ; Chen *et al.*, 2023 ; Jamil *et al.*, 2023 ; Shahzad *et al.*, 2023) has proven that intrinsic motivation has a positive effect on task-related behavior. Based on the research above, the hypothesis that the researcher will propose is:

H1 : Intrinsic motivation has a positive effect on task-related behavior.

The relationship between extrinsic motivation and task-related behavior

The wages given to employees are clearly an exchange for their work services so that employees are expected to contribute to advancing the company's business, more specifically employee behavior in carrying out their duties (Kim, 2022). Employees in today's organizations are expected to demonstrate behavior in their job roles that is not part of the job description but they are forced to demonstrate such behavior so that extrinsic motivation for task-related behavior provides direct satisfaction to employees (Murillo-Ramos et al., 2023). Extrinsic motivational factors dominate intrinsic rewards by developing employee behavior, and this fact is also tested and accepted by (Hoang,

2022). The conclusion of the research results (Kim, 2022 ; Murillo-Ramos *et al.*, 2023 ; Hoang, 2022) has proven that extrinsic motivation has a positive effect on task-related behavior. Based on the statement above, the hypothesis that researchers can put forward is: H2 : extrinsic motivation has a positive effect on task-related behavior.

The relationship between intrinsic motivation and employee performance

Intrinsic motivation in terms of moral incentives, professional development, career growth, recognition and gaining power and responsibility, and having more opportunities for professional learning, all have an impact on employee performance (Xue *et al.*, 2022). Companies need to provide recognition and responsibility for their employees' tasks so that they feel confident in their abilities and are motivated towards their task goals so that they will show the best performance results (Widarko & Brotosuharto, 2022) . Therefore, maintaining employee motivation for their performance, giving them the freedom to work, taking their own initiative, and getting recognition are important rewards from the organization for employees (Ying *et al.*, 2020). Intrinsic motivation and rewards have a major impact on employee psychological improvement because they believe that with the right behavior and consistent performance improvement, they will achieve more (Gill *et al.*, 2023). The conclusion of the research results (Xue *et al.*, 2022 ; Widarko & Brotosuharto, 2022 ; Ying *et al.*, 2020 ; Gill *et al.*, 2023) has proven that intrinsic motivation has a positive effect on employee performance. Based on the statement above, the hypothesis that the researcher will propose is: H3 : intrinsic motivation has a positive effect on employee performance.

The relationship between extrinsic motivation and employee performance

Employee performance is influenced by the type of motivational rewards given to them, so extrinsic motivation is also a measure of employee performance (Mouro & Duarte, 2021). Recognition without monetary incentives does not bring significant changes to employee performance. Comparison of intrinsic and extrinsic motivation shows that psychologically, employees get job satisfaction with recognition or rewards or other intrinsic rewards, but when it comes to performance, employees always want financial rewards for their continuous efforts and hard work (Das & Dash, 2024) . The monetary needs of employees are constant in every position and in every type of work and when they have psychological satisfaction that their efforts will pay off, employee performance increases rapidly and motivates them towards good performance improvement (Alkandi *et al.*, 2023). Employees with the perception and expectation of getting monetary rewards or compensation for their performance always give their best performance and are more active and enthusiastic in their job roles (He & Tarndhamrong, 2023). The conclusion of the research results (Mouro & Duarte, 2021 ; Das & Dash, 2024 ; Alkandi *et al.*, 2023 ; He & Tarndhamrong, 2023) has proven that extrinsic motivation has a positive effect on employee performance. Based on the statement above, the hypothesis that the researcher will propose is: H4 : extrinsic motivation has a positive effect on employee performance.

The relationship between task-related behavior and employee performance

Task-related behaviors are important measures of employee performance because they highlight not only employee performance in a particular job domain but also indicate the employee's ability and capacity to perform a task in the best possible manner (Chen *et al.*, 2022) . Task-related behaviors determine the efficiency of an individual's behavior in managing work within a given time and maintaining specific and required accuracy in the job. In a workplace environment, these behaviors are observed from work outcomes that include completing assigned tasks and also producing expected work outcomes (Nagpal, 2022). It is stated that high performance of an employee is achieved with the ability, relevant skills, and knowledge accompanied by desired and appropriate behavior. The construct of behavior in organizational performance is an important factor (Afaneh *et al.*, 2023) . The conclusion of the research results (Chen *et al.*, 2022 ; Nagpal, 2022 ; Afaneh *et al.*, 2023) has proven that task-related behavior has a positive effect on employee

performance. Based on the research above, the hypothesis that the researcher will propose is: H5 : task-related behavior has a positive effect on employee performance.

The relationship between intrinsic motivation and employee performance through task-related behavior

Employees become enthusiastic with some words of encouragement, appreciation, and positive attitude from their superiors (Shahzad et al., 2023). Positive attitude requires strategic intrinsic motivation practices. Employees are usually greedy for all kinds of achievements and motivations given by their organization. Their behavior and attitude require logic to do a particular job and also they need organizational appreciation requires and puts a lot of pressure on employees to show behavior in all specific and general tasks performed (He & Tarndhamrong, 2023). When employees perform specific project-based tasks and also show their awareness of environmentally friendly behavior, then they expect the organization to appreciate and respect specific behavior related to the task, if employees lack motivation to implement task-related behavior, then their environmental performance will be low (Gupta & Jangra, 2024). Some organizations, evaluate task-related behavior through performance awards given to employees ultimately, these awards improve and influence employee performance (Murillo-Ramos et al., 2023). Conclusions from the research (Shahzad et al., 2023 ; He & Tarndhamrong, 2023 ; Gupta & Jangra, 2024 ; Murillo-Ramos et al., 2023) has proven that intrinsic motivation has a positive effect on employee performance through task-related behavior. Based on the statement above, the hypothesis that researchers can propose is:

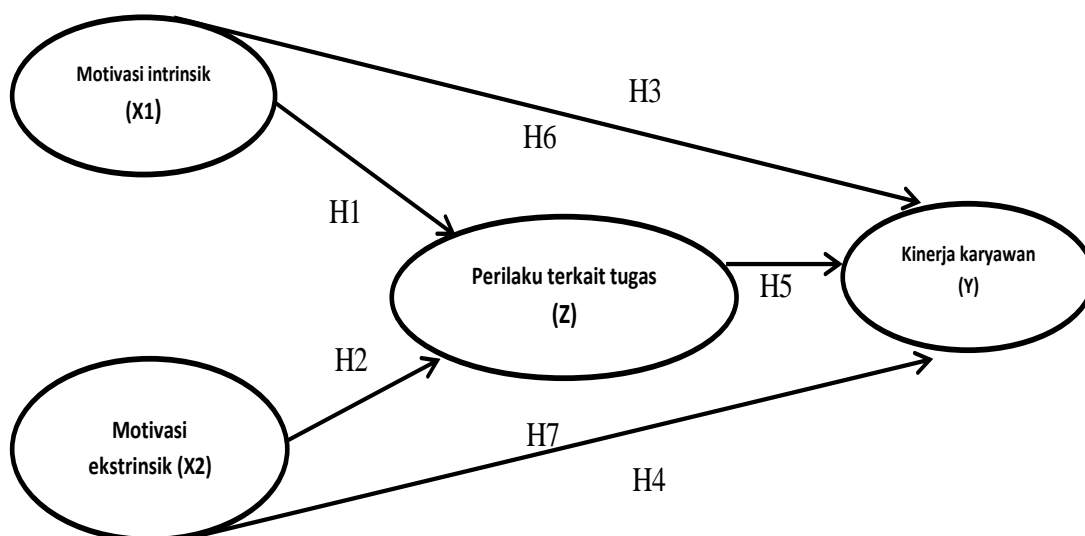
H6 : task-related behavior mediates intrinsic motivation on employee performance.

The relationship between extrinsic motivation and employee performance through task-related behavior

Employees have a great psychological impact when the organization provides immediate monetary response in return for their task-based performance (Song et al., 2023). But when employees are rewarded with performance pay called task-related performance, then employees feel emotionally and psychologically satisfied and in return, they show positive task-related behavior (Riyanto et al., 2021). When employees perform a particular task, then they expect the organization to reward them in return for their extra role in behavior and performance rewards are one of the most effective extrinsic rewards that influence employee task-related behavior (Niazi et al., 2023). The need for salary increases, bonuses, promotions for achieving targets, and additional benefits dominate employees' intentions to do a job and consequently impact performance behavior (Ali et al., 2022). With an effective and well-organized intrinsic and extrinsic reward motivation system, an organization can achieve the expected level of employee performance. With reward motivation, the desired behavioral factor is another element that influences the level of employee performance. Performance measurement, in addition to achieving measurable goals, is also a fact about how employees achieve the targets that have been set (Yuriev et al., 2018).

Conclusion of the results of the study (Song et al., 2023 ; Riyanto et al., 2021 ; Niazi et al., 2023 ; Ali et al., 2022 ; Yuriev et al., 2018) has proven that extrinsic motivation has a positive effect on employee performance through task-related behavior. Based on the statement above, the hypothesis that researchers can propose is:

H7 : task-related behavior mediates extrinsic motivation on employee performance



Gambar 1. Model Penelitian

METHODS

Research Design

The design of this study aims to test a theory or hypothesis to strengthen or reject a theory or hypothesis of previously existing research results. This study examines the causal relationship between variables which are the direct or indirect influence of the independent variable on the dependent variable and the mediating variable on the dependent variable (Purwanza *et al.*, 2022). The variables in this study include intrinsic motivation (X1), extrinsic motivation (X2), task-related behavior (Z) and employee performance (Y). The data used for analysis purposes in this study are data consisting of primary data obtained from distributing questionnaires using the help of Google forms distributed via *WhatsApp*.

Measurement

In this research, data collection was conducted through the distribution of questionnaires, with the scale used being a *Likert scale* containing 1 (strongly disagree) to 4 (strongly agree) levels of answers. The use of a score of 1-4 is used to avoid ambiguous middle scores and the number of those who answer the middle score when respondents do not determine their attitude. In this study, there are independent variables, namely intrinsic motivation and extrinsic motivation, a mediating variable, namely task-related behavior and a dependent variable, namely employee performance. Measurement of intrinsic motivation variables as many as 5 statements, extrinsic motivation as many as 5 statements, task-related behavior as many as 3 statements and employee performance as many as 4 statements, a total of 17 statements adapted from (Liaquat *et al.*, 2024).

Population and Sample

Population is defined as a collection of all research objects consisting of individuals who are the source of data in a study and have certain characteristics (Purwanza *et al.*, 2022). This research will be carried out in PT. Admiral Lines, The determination of the number of samples in the study used the Hair *et al.* (2022) method formula where the formula used is the minimum sample size of 5 x the number of statements of which there are 17 statements in this questionnaire, so that the sample size obtained is 85 respondents. The sampling method in this study will use the *purposive sampling method* which is a data collection technique by determining samples that have been considered. Thus, the sample used as respondents in this study was 85 people who were employees of PT. Admiral Lines.

Data Analysis Methods

This research analysis method uses (PLS-SEM). Therefore, a measuring instrument is used to measure its validity and reliability. Validity test through *convergent* validity and discriminant validity. *Convergent validity* by applying the guidelines for loading *factor values* > 0.7 , and *average variance extracted* (AVE) > 0.5 (Joseph F. Hair et al., 2022). Next, to test reliability through *Cronbach alpha* > 0.7 and *composite reliability* > 0.7 . Furthermore, an *inner* model test is carried out to test the relationship between the variable arrangement indicators. The measurements applied are *r-square*, *path coefficient* and *indirect effect*. The *rsquare test guideline* is 0.75 indicating a strong model, 0.50 moderate and 0.25 weak. The guidelines for *the path coefficient value* range from -1 to 1, with values closer to 1 or -1 indicating a stronger positive or negative relationship. For guidelines on *significant indirect effects*, a *T statistic value* of ≥ 1.96 and a *P value* of ≤ 0.05 are used (Haryono, 2016)

RESULTS AND DISCUSSION

This research was conducted on employees working at PT. Admiral Lines, by distributing 17 questionnaire statements. The number of samples used in this study uses the sampling method from Hair *et al.* (2022), namely the statement of the minimum sample size of 5 x the number of statements which has 17 statements in this questionnaire, so that the sample size obtained is 85 respondents. but the total number of respondents who filled out the questionnaire was 100. Each respondent in this study has different characteristics, these characteristics include gender, age, length of service and last education. The following are the results of the grouping of respondents based on the questionnaires that have been distributed as follows, the gender of the respondents is mostly male, 51 people (51%), the most dominant age of respondents is > 41 years, 35 people (35%), the length of service of respondents is most > 10 years, 43 respondents (43%) and the most dominant last education is S1, 42 people (42%).

As stated by Hair *et al.* (2022), indicators with an *outer loading value* ≥ 0.7 and an AVE value > 0.5 are considered valid. Meanwhile, the reliability of the variable can be measured using *Cronbach's alpha* and a *composite reliability value* > 0.7 . Based on table 1, all variable indicators are declared valid and reliable because the outer loading, AVE, *Cronbach's alpha*, and *composite reliability* values meet the criteria. This can be seen that intrinsic motivation variables own mark AVE = 0.670, *cronbach's alpha* = 0.876, And *composite reliability* = 0.883. Then, extrinsic motivation variables own AVE value = 0.635, *Cronbach's alpha* = 0.855, and *composite reliability* = 0.859. Task-related behavioral variables with mark AVE = 0.769. *cronbach's alpha* = 0.849, And *composite reliability* = 0.851. Finally, employee performance variables with AVE values = 0.698, *Cronbach's alpha* = 0.854, and *composite reliability* = 0.858.

According to Hair *et al.* (2022) mark R^2 ranges from 0-1, where the higher the value, the stronger also its influence. Hair *et al.* (2022) participate grouping mark R^2 into 3 categories, namely the value of $R^2 = 0.75$ for the strong category, $R^2 = 0.50$ for the moderate category, and $R^2 = 0.25$ for the weak category. Based on the research that has been conducted, it can be seen that the *R-Square value* of employee performance of 0.986, which means that the variables of intrinsic motivation, extrinsic motivation and task-related behavior are able to explain their influence on employee performance by 98.6%, while 1.4% is influenced by other variables outside the model studied. While the *R-Square value* of the task-related behavior variable is 0.656, which means that intrinsic motivation and extrinsic motivation are able to influence task-related behavior by 65.6%, while 34.4% is influenced by other variables outside the model studied.

Next, hypothesis testing with a significance level of 5%, where the hypothesis will be accepted if *the T-statistic* > 1.96 and *P-value* < 0.05 (Haryono, 2016).

Table 1 Results of Hypothesis Testing of Research Model

Hypothesis	Hypothesis Statement	Original sample	T - Statistic	P -values	Conclusion
H1	Intrinsic motivation has a positive effect on task-related behavior.	0.410	2,551	0.011	H1 accepted
H2	Extrinsic motivation has a positive effect on task-related behavior	0.466	2,951	0.003	H2 accepted
H3	Intrinsic motivation has a positive effect on employee performance	0.032	1,404	0.160	H3 rejected
H4	Extrinsic motivation has a positive effect on employee performance	1.174	28,587	0.000	H4 accepted
H5	Task-related behavior has a positive effect on employee performance	-0.291	9.299	0.000	H5 accepted

Source: Data processed by researchers using SEM PLS 2024

Based on the results of the hypothesis test, it can be seen that 4 hypotheses are accepted and 1 hypothesis is rejected in this study. In the first hypothesis, the T- *statistic value* = 2.551 and P- *value* = 0.011 means that there is a positive influence between intrinsic motivation and task-related behavior. The second hypothesis has a T- *statistic value* = 2.951 and P- *value* = 0.003, which means that extrinsic motivation has a positive effect on employee performance. The third hypothesis shows that intrinsic motivation does not have a significant positive effect on employee performance because the T- *statistic* = 1.404 is below 1.96 and the P- *value* = 0.160 is above 0.05. The fourth hypothesis with T- *statistic* = 28.587 and P- *value* = 0.000 proves that there is a positive influence between extrinsic motivation and employee performance. Finally, the fifth hypothesis with T- *statistic* = 9.299 and P- *value* = 0.000 explains that task-related behavior has a positive effect on employee performance.

Hypothesis	Hypothesis Statement	Original sample	T - Statistic	P - values	Conclusion
H6	Intrinsic motivation has a positive effect on employee performance through task-related behavior.	-0.528	2,772	0.006	H6 accepted
H7	Extrinsic motivation positively influences employee performance through task-related behavior	0.186	2.455	0.014	H7 accepted

Source: Data processed by researchers using SEM PLS 2024

In addition to the direct influence, it was also found that there was an indirect effect *between* intrinsic motivation having a positive effect on employee performance through task-related behavior with a T- *statistic value* = 2.772 and P- *value* = 0.006. While the influence of extrinsic motivation has a positive effect on employee performance mediated by task-related behavior with a T- *statistic value* = 2.455 and P- *value* = 0.014.

This study examines how intrinsic motivation and extrinsic motivation influence each other. to task-related behavior and employee performance towards PT. Admiral Lines employees. The first hypothesis shows a positive influence between intrinsic motivation and task-related behavior. Intrinsic motivation provides satisfaction to employees because they feel appreciated by the organization and in return for every task-based behavior, they

will ultimately be rewarded with high responsibility and appreciation. Intrinsic motivation in an employee has a positive effect on employee behavior, because with their daily practice if they get appreciation then they will continue to do the same behavior to get more appreciation and appreciation. This is in line with research (Song *et al.*, 2023 ; Chen *et al.*, 2023 ; Jamil *et al.*, 2023 ; Shahzad *et al.*, 2023) which states that intrinsic motivation has a positive effect on task-related behavior.

The results of the second hypothesis test show a positive influence between extrinsic motivation and task-related behavior. As stated by (Kim, 2022 ; Murillo-Ramos *et al.*, 2023 ; Hoang, 2022) The wages given to employees are clearly an exchange for their work services so that employees become parties who are expected to contribute to advancing the company's business, more specifically employee behavior in carrying out their duties. Employees in today's organizations are expected to demonstrate behavior in their job roles that are not part of the job description but they are forced to demonstrate such behavior so that extrinsic motivation for task-related behavior provides direct satisfaction to employees. Extrinsic motivation factors dominate intrinsic rewards by developing employee behavior, and this fact is also tested and accepted.

The third hypothesis rejects the positive influence between intrinsic motivation and employee performance. So that recognition without monetary incentives does not bring significant changes to employee performance, Comparison of intrinsic and extrinsic motivation shows that psychologically, employees get job satisfaction with recognition or awards or other intrinsic rewards, but when it comes to performance, employees always want financial rewards for their continuous efforts and hard work. This does not agree with research (Xue *et al.*, 2022 ; Widarko & Brotosuharto, 2022 ; Ying *et al.*, 2020 ; Gill *et al.*, 2023) which found that intrinsic motivation in terms of moral incentives, professional development, career growth, recognition and gaining power and responsibility, and having more opportunities for professional learning, all have an impact on employee performance.

The fourth hypothesis shows the positive influence of extrinsic motivation and employee performance. The correlation results show that extrinsic motivation and employee performance are positively related. Employees with the perception and expectation of receiving monetary rewards or compensation for their performance always give their best performance and are more active and enthusiastic in their work roles. This is in line with research (Mouro & Duarte, 2021 ; Das & Dash, 2024 ; Alkandi *et al.*, 2023 ; He & Tarndhamrong, 2023) .

The results of the fifth hypothesis test mean that task-related behavior has a positive influence on employee performance. This is proven by Task-related behavior being an important measure of employee performance because it highlights not only employee performance in a particular job domain but also shows the employee's ability and capacity to do a task as well as possible. Task-related behavior determines the efficiency of individual behavior in managing work within a certain time and maintaining specific and requested accuracy in the job. In the workplace environment, this behavior is observed from work results that include completing specified tasks and also producing expected work results. This is in accordance with research (Chen *et al.*, 2022 ; Nagpal, 2022 ; Afaneh *et al.*, 2023) .

The results of the sixth hypothesis test found the influence of task-related behavior mediating intrinsic motivation on employee performance which is positive. Employees become enthusiastic with some words of encouragement, appreciation, and positive attitudes from their superiors. When employees carry out specific project-based tasks and also show their awareness of task-related behavior, they expect the organization to appreciate and respect specific task-related behavior, if employees lack motivation to implement task-related behavior, then their task-related behavior will be low. Some organizations evaluate task-related behavior through performance awards given to employees in the end, these awards improve and influence employee performance. This is in line with research (Shahzad *et al.*, 2023 ; He & Tarndhamrong, 2023 ; Gupta &

Jangra, 2024 ; Murillo-Ramos *et al.*, 2023) .

Finally, the seventh hypothesis also shows a positive influence between extrinsic motivation on employee performance mediated by task-related behavior. As stated by (Song *et al.*, 2023 ; Riyanto *et al.*, 2021 ; Niazi *et al.*, 2023; Ali *et al.*, 2022 ; Yuriev *et al.*, 2018) when employees perform certain tasks, then they expect the organization to reward them in return for their extra role in behavior and performance rewards become one of the most effective extrinsic rewards that influence employee task-related behavior. The need for salary increases, bonuses, promotions for achieving targets, and additional benefits dominate employees' intentions to perform a job and consequently have an impact on performance behavior.

CONCLUSION

Based on the research that has been conducted, from all the research hypotheses there is one hypothesis that is rejected. Starting from the first hypothesis, intrinsic motivation is proven to have a positive effect on task-related behavior, followed by the next hypotheses, namely extrinsic motivation has a positive effect on task-related behavior, intrinsic motivation does not have a positive effect on employee performance, *extrinsic* motivation has a positive effect on employee performance, task-related behavior has a positive effect on employee performance, to the indirect effect hypothesis which proves that task-related behavior is able to mediate intrinsic motivation and extrinsic motivation on employee performance.

Extrinsic motivation is proven to have a dominant influence on employee performance at PT. Admiral Lines, while intrinsic motivation does not show a positive influence. This shows that financial rewards and incentives are more effective in improving employee performance compared to moral or non-monetary rewards. In addition, task-related behavior is proven to play a significant mediating role in the relationship between motivation (both intrinsic and extrinsic) and employee performance. In other words, employee behavior in carrying out their duties is greatly influenced by the motivation they receive, and this behavior then has a positive impact on their performance.

Limitation And Suggestion

This research has limitations that can be improved in further research. First, the population in this study is still too narrow and only focuses on the Jakarta area. just, so that results study No Can representing all employees of PT. Admiral Lines in Indonesia. Second, this study does not group employee income, so it cannot analyze influence income on employee performance. On study Next, the population can be expanded to the branches of PT. Admiral Lines which are found in other regions in Indonesia. Besides That way, you can add other supporting variables to measure employee performance such as *job satisfaction* and *employee engagement*, from research (Riyanto *et al.*, 2021) found that *job satisfaction* and *employee engagement* have a positive and significant impact on employee performance. Or other relevant variables as research novelties.

Implications Managerial

Although employee considers that intrinsic motivation at PT. Admiral Lines has no effect on employee performance, but based on results test hypothesis, seen from the results of the study, the relationship between variables with the highest influence is extrinsic motivation on employee performance compared to other hypothetical relationships. This proves that extrinsic motivation when obtained by PT. Admiral Lines employees is successful and able to form good employee performance. The employee performance obtained is much better, generating positive feelings and work enthusiasm in employees. In the future, PT. Admiral Lines can increase extrinsic motivation in employees such as providing *rewards* or compensation if the target is achieved in order to encourage stronger extrinsic motivation and employee performance so that it has an impact on the company's increasingly solid performance.

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