

The Role of Job Satisfaction Mediation on The Relation of Intrinsic And Extrinsic Motivationstoward Employee's Performance of Pt Pegadaian (Persero) Branch Offices In Denpasar

I GustiAyuNguh Prabhassari¹, Putu Saroyini P²

^{1,2} Department of Master of Management, Faculty of Economics and Business
University of Udayana, Bali, Indonesia

Abstract: Every company continually works on their best to improve their employee's performance in order to reach their goals. Employee's capabilities are reflected in their performance. Good performance means the optimum performance. Employee's performance is one of the company's assets to reach their goals. Therefore it has to be taken into account by the company's management. This study was conducted in all of PT Pegadaian (Persero) Branch Offices in Denpasar. Unit sample was determined by applying saturated sampling method which took the entire population as the respondents with the total of one hundred and five respondents. Further, descriptive analysis and statistic inferential analysis were applied as the technique of analysing the data. Partial Least Square (PLS) with Smart PLS program as the part of inferential statistic was applied in analyzing the data. The findings show that intrinsic and extrinsic motivations have significant positive effect toward employees' performance. Then intrinsic and extrinsic motivations have significant positive effect toward job satisfaction and job satisfaction has positive effect toward employees' performance. The findings also give theoretical implication to the development of human resource management sciences especially on the theory of intrinsic motivation, extrinsic motivation, employees' performance, and job satisfaction. Besides, in order to improve employees' performance in PT Pegadaian (Persero) Branch Offices in Denpasar, factors regarding intrinsic motivation, extrinsic motivation and employees' job satisfaction are required to be taken into account. Therefore it is recommended to the persons concerned that the company's managements may give the opportunity to their employees so that they can develop the sense of belonging of the company. It is also important to allow them to give their best contributions in order to reach the company's goal as well as improving the employees' performance.

Keywords: job satisfaction, intrinsic motivation, extrinsic motivation, employee's performance

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I. Introduction

Performance is generally defined as one's achievement in completing a job. Employee's performance is the result of the work achieved by someone in carrying out the tasks given to her/him in order to reach the target. Employee is one of the factors that determines the success of a company or organization in reaching its goal. Therefore the employee's performance has to be taken into account by the head of the company. It is because the decrease of employee's performance can influence the entire company's performance.

PT Pegadaian (Persero) is a state-owned enterprise that was established in 1901. As one of the state-owned enterprises, it is mandatory for PT Pegadaian (Persero) to implement the social function that is to help the middle-low economic society to get the loan easily, quickly, and safely with the vision of being "The Most Valuable Financial Company" in Indonesia and as People's First Choice Financial Inclusion Agent. Employee's performance is one of the assets of the company to reach its goal. Thus, employee's performance has to be taken into account by company's management.

Table 1. The Average Rate of Employees' Key Performance Indicator (KPI) of PT Pegadaian (Persero) Branch Offices in Denpasar in 2018

No.	Branch Offices	Employees' KPI Average
1	Denpasar	97,43
2	Kreneng	94,28
3	Tohpati	85,91
4	Ubung	90,5
5	Hardys	102,03

6	Sesetan	92,27
7	Gatot Subroto	95,81
8	Renon	93,05
9	Kartini	88,35

Table 1 indicates the average rate of employees' Key Performance Indicator (KPI) of each of the PT Pegadaian (Persero) Branch Offices in Denpasar. Performance achievement as indicated on the above KPI is varied between the range of 88,35% - 102,03% by the end of 2018. It has to be taken into account by the management of PT Pegadaian (Persero) Regional Office VII Denpasar as the management targeted the achievement of 100% plus in the beginning of the year at the time of the contract between the management and employees. It can be seen from the table that from ninebranch officesin Denpasar, it is only Hardy's branch office that could reach the individual achievement above 100%.

Besidesthe data related to unit performance as one of the items of employee's performance review, the data related to it was also obtained from Human Resource Department of Pegadaian Regional Office Denpasar. It indicates that there were employees who failed to reach the target by the end of 2018 in which the management has to take it into consideration.

Interview results show that there are positive and negative sides revealed by the respondents. The negative side revealed from the interview is the work dissatisfaction like limited numbers of employee's formation on the unit, unclear job description, and rapid employee's transfer system including the transfer out of the island. The positive side indicates the employee's motivation to join PT Pegadaian (Persero) as a state-owned enterprise, having good relationship with their colleagues, sufficient income, good career, feeling pleased to join the company, and guidance from the leaders. The interview result also shows that the employees' reasons of joining PT Pegadaian are influenced by the intrinsic and extrinsic motivations. It is also supported by one of the motivation theories called Self Determination Theory (SDT) that is defined as the experience related to autonomic behavior which is completely supported by oneself, in contrast to the reasons like feeling underpressure or forced. Self determination has already attached to the activity that based on the intrinsic motivation, is done for the individual interest (Deci and Ryan, 2019).

The data on the tablealso showsome indications of the relations. They are the relation between intrinsic and extrinsic motivationstowardjob satisfaction, the relation of intrinsic and extrinsic motivationstoward the employees' performance, the relation of job satisfactiontoward employees' performance, and the role of job satisfactionas the mediation of intrinsic and extrinsic motivationstoward the employees' performance.

II. Review Of Literatures And Hypotheses

Motivation

Giving the motivation to the employees is one of the most important and challenging aspects in management. Motivation is not only about hard work, but also the reflection of the point of view regarding individual capability. It is seen as a process to show the strength, direction, and the one'spersistence in order to reach the goal (Robbins and Judge, 2017:127).

Theory of Motivation

Self Determination Theory (Deci and Ryan, 2017) is a comprehensive motivation theory that differentiates the intrinsic and extrinsic motivations. Intrinsic motivation is determined by individual internally without any interference externally. In contrast, extrinsic motivation tends to be instrumental since the individual acts under the control of the outsider.

Motivational Factors

Motivation is the reason that drives oneself to achieve something that comes from the innerself of that individual. According to Deci et. al. (2017), Ryan et. al. (2000), Niemiec et. al. (2009), indicator consists of intrinsic motivation as the specific part of autonom motivation. It refers to the motivated activity that lays on that behaviour itself. Intrinsic motivation comprises of interest, enjoyment, inherent, self-acceptance, affiliation, community feeling, felt competence, positive coping, close relationship, and personal growth.

Extrinsic motivation is extrinsically motivatedbehaviorthat includes doing the activity to reach separate consequences, either tangible or intangible. It means that extrinsic motivation covers all instrumental behaviours. Its indicators comprise of compliance, reward, punishment, self-control, ego involvement, valuing, financial success, attractiveness, regulation, fame, and appealing image.

Job Satisfaction

Robbins and Judge (2017:46) state that job satisfaction is a positive feeling about the job as a result of its characteristics evaluation. Employee's job satisfaction is closely related to employee's performance. An employee who feels satisfy in his/her work will have motivation, commitment to organization and high level of

work participation which finally drive him/her to improve his/her performance. Further, high level of employees' performance will influence their job satisfaction. Job satisfaction will be related to attachment of employees to their organizations. If it is not being maintained, there is the tendency of the employees' turn over in the organization. Besides, employee's work dissatisfaction can be identified by the lack of employee's productivity, high level of possibility regarding the work load, and low level of commitment toward the organization.

Two-Factor Theory

Herzberg divides the two factors that influence one's performance in an organization, i. e. satisfaction factor and dissatisfaction factor. Satisfaction factor is also known as motivator factor or satisfier. It consists of encouraging factors for achievement and work motivation, such as achievement, recognition, work itself, responsibility, and advancement. Satisfaction factor is stated as satisfier factor since it can give job satisfaction of a person and also increase employees' achievement. However, this factor will not cause any dissatisfaction if it fails to fulfill the indicators. Therefore satisfaction factor is not the opposite of dissatisfaction factor.

Performance

Performance is defined as work result or work achievement. However, performance actually has broader meaning. It is not only about work result, but also includes the work process (Wibowo, 2017: 7). In addition, Mangkunegara (2014: 9) states that employee's performance is work result in terms of quality and quantity achieved by an employee in performing the duty given to him/her. Referring to several definitions, it can be concluded that performance is individual or group achievement in accomplishing the duty.

Performance Review

Performance review is described as a review process of how well the employee has performed his or her work over a certain period of time (Wibowo, 2017: 188). Generally, it is conducted in order to give feedback to the employees on how to improve their performance and increase the organization productivity, as well as specifically related to various policies for employees, such as: promotion, salary increment, education and training, etc. Thus, performance review can be used as the source of reviewing how well the Human Resource Management (HRM) activities like recruitment, selection, assignment, and training are conducted and further actions to be taken such as payroll, career plan, etc., is one of the most important things to do in human resource management. Performance review is not merely about giving mark which is about finding out the strength and weaknesses of the employees, but also about broader scopes such as guiding the employees to reach the organization's expected performance and employee/organization development oriented. In addition, Mathis and Jackson (2006: 382) mention that performance review is defined as the evaluation process on how well the employees perform their job compared to a set of standard and then communicate that information to the employees.

This study is an associative (relation) study that aims at describing the relation between two or more variables (Sugiyono, 2018: 37). The type of relation is linear since it has the objective of finding the effect of independent variables (motivation and job satisfaction) toward the dependent variable (employee's performance). Job satisfaction is mediation variable in this study. Hypotheses of this study are presented below:

- H1 : Intrinsic motivation has positive effect toward employee's performance
- H2 : Extrinsic motivation has positive effect toward employee's performance
- H3 : Intrinsic motivation has positive effect toward job satisfaction
- H4 : Extrinsic motivation has positive effect toward job satisfaction
- H5 : Job satisfaction has positive effect toward employee's performance

III. Research Method

This study applied the explanatory research by explaining the relation between variables through the examination of hypotheses (Ghozali, 2018: 17). It is applied since the targeted objective includes the efforts of describing the relation and effect which consist of examined variables by collecting the data through survey on the employees of PT Pegadaian (Persero). Data were collected by using questionnaire.

This study was conducted in all of PT Pegadaian (Persero) Branch Offices in Denpasar, namely Branch Office Denpasar, Renon, Kartini Branch Office Syariah, Gatot Subroto, Ubung, Tohpati, Sasetan I, Hardy's, and Kreneng. Those branch offices are selected since they did not reach the company's target in 2018. Extrinsic motivation, intrinsic motivation, job satisfaction, and employees' performance are the objects of this study.

The exogenous variable in this study is intrinsic motivation (X1) and extrinsic motivation (X2). Dependent variable is employee's performance (Y2) and the intervening variable is job satisfaction (Y1).

Intrinsic motivation indicators are measured by the indicators proposed by Deci et. al. (2017), Ryan et. al. (2000), and Niemiec et. al. (2009), such as: interest, enjoyment, inherent, self-acceptance, affiliation,

community feeling, positive coping, close relationships, and personal growth. Then extrinsic motivation indicators comprise of compliance, reward, punishment, self-control, ego involvement, valuing, financial success, attractiveness, regulation, fame, and appealing image.

Job satisfaction indicators in this study are based on the indicators by Herzberg (1987) in Teck-Hong and Waheed (2011), i.e. pay, company policies and administrative policies, fringe benefits, physical working conditions, status, interpersonal relations, job security, recognition, sense of achievement, growth and promotional opportunities, responsibility, and meaningfulness of the work. Further, there are some indicators to measure the employees' performance in PT Pegadaian (Persero), i.e. quality that refers to the achievement of Out Standing Loan (OSL) of all products, quantity that refers to the numbers of customers of all products, and effectiveness that refers to based income phase.

Qualitative data as obtained for this study includes research location, the numbers of employees, target setting data, as well as the data on the performance achievement of PT Pegadaian (Persero) Branch Offices in Denpasar. While, quantitative data are data in the form of numbers for example the data from the questionnaire.

The data collected through interview and questionnaire filled by the employees of PT Pegadaian (Persero) in Denpasar are the primary data. Further, secondary data includes the data regarding the performance achievement of PT Pegadaian (Persero) Branch Offices in Denpasar along with the scores of Key Performance Indicators items of the respondents.

This study applied method of collecting the data through questionnaire. It was conducted by handing over the questionnaire to the respondents directly. In addition, interview was also conducted at the beginning of the research to gather the data from the respondents by selecting several employees of PT Pegadaian (Persero) Branch Offices in Denpasar.

Table 2. Numbers of Research Population

No.	Work Units	Estimator/ UPC Manager	Cashier	Total
1	Denpasar	9	11	20
2	Kreneng	6	7	13
3	Tohpati	6	5	11
4	Ubung	6	5	11
5	Hardys	2	3	5
6	Sesetan I	7	7	14
7	Gatot Subroto	4	4	8
8	Renon	7	7	14
9	Kartini Branch Syariah Office	4	5	9
	Total	51	54	105

Unit sampling method applied in this study is saturation sampling by taking all the population as respondents. This method is applied in order to ensure that the numbers of questionnaire results could still be continued although there were respondents who did not return the questionnaires. Then technique of analysing the data applied in this study is descriptive analysis and inferential statistic analysis. Inferential statistic applied to analyze the data was Partial Least Square (PLS) by using Smart PLS program.

IV. Result And Discussion

There were one hundred and five (105) questionnaires given to the respondents dominated by male respondents (51,4%) and the rest are female respondents. In terms of age, respondents are dominated by a group of under 30 years old (48,6%) and the smallest numbers of respondents are the age group above 41 years old (19%). According to marital status, the respondents are dominated by the employees with the 'married' status (75,2%) and the rest are unmarried. Considering their educational background, there are 72,4% of the respondents are university graduates and the lowest percentage is represented by respondents with post-graduate degree (1,9%). Further, in terms of working experience, employees with 1 to 5 years working experience dominated these respondents (59%) while the employees with working experience above 10 years have the lowest percentage which is 13,3%. Cashier and UPC manager dominated the percentage based on designations that are 51,5% (cashier) and 48,5% (UPC manager).

Findings show that all of the items in this study are matched with the criteria, i.e. minimum score of factor loading item is >0,4. It means that respondents' perceptions toward each question of each variable of the research instrument are valid.

The results of research instrument examination indicate that all of the questions from four reasearch variables (intrinsic motivation, extrinsic motivation, job satisfaction, and employees' performance) show good reliability range (Cronbach alpha (α) correlation coefficient is above 0, 60). Therefore questionnaire as research instrument can be used and distributed to the entire target samples as decided in this study.

There are three criteria to evaluate the outer model, i.e. convergent validity, discriminant validity and composite reliability. Measurement model evaluation according to outer loading for reflective indicator with the criteria, is that reflective indicator is considered valid if the loading score is above 0,50 and/or the T-statistic value is bigger than 1,96. The result of the analysis indicates that all indicators in this study have the outer loading score bigger than 0,50 and the T-statistic value is above 1,96.

Felt competence indicators are the strongest measurement from the variable of intrinsic motivation as they have the highest outer loading score which is 0,922. Since all of the indicators have the outer loading score of more (bigger) than 0,50, it can be concluded that these ten indicators are valid to measure the variable of intrinsic motivation.

As regards to self control, its indicators are the strongest measurement of the extrinsic motivation variable as they have the highest outer loading score of 0,972. It can be concluded that these eleven indicators are valid to measure the extrinsic motivation variable as all of the indicators have the outer loading score of more (bigger) than 0,50.

Interpersonal relation indicators are the strongest measurement from job satisfaction variable as they have the highest outer loading score which is 0,809. Since all of these indicators have the outer loading score of more (bigger) than 0,50, then it can be concluded that these six indicators are valid to measure the variable of job satisfaction.

Related to fee based performance, its indicators are the strongest measurement from employees' performance variable as they have the highest outer loading score of 0,881. It can be concluded that these three indicators are valid for measuring the employees' performance variable since all of the indicators have the outer loading score of more (bigger) than 0,50.

Table 3. Comparison between Square Root of Average Variance Extracted and Latent Variable Correlations

Variable	AVE	\sqrt{AVE}	Correlation			
			IM (X ₁)	EM (X ₂)	JS (Y ₁)	EP (Y ₂)
Intrinsic Motivation (IM)	0,704	0,839	1,000			
Extrinsic Motivation (EM)	0,756	0,869	0,588	1,000		
Job Satisfaction (JS)	0,578	0,760	0,685	0,634	1,000	
Employees' Performance (EP)	0,605	0,777	0,652	0,716	0,704	1,000

Source: Analyzed data, 2020

Table 3 shows that all of the variables have the AVE score above 0,5. Besides, most of the scores for square root of average variance extracted ($\sqrt{AVE}\sqrt{AVE}$) of each variable are above the score of correlation coefficient among variables. Thus, the result indicates that discriminant validity of the research model is quite good and acceptable for further analysis.

Table 4. Composite Reliability

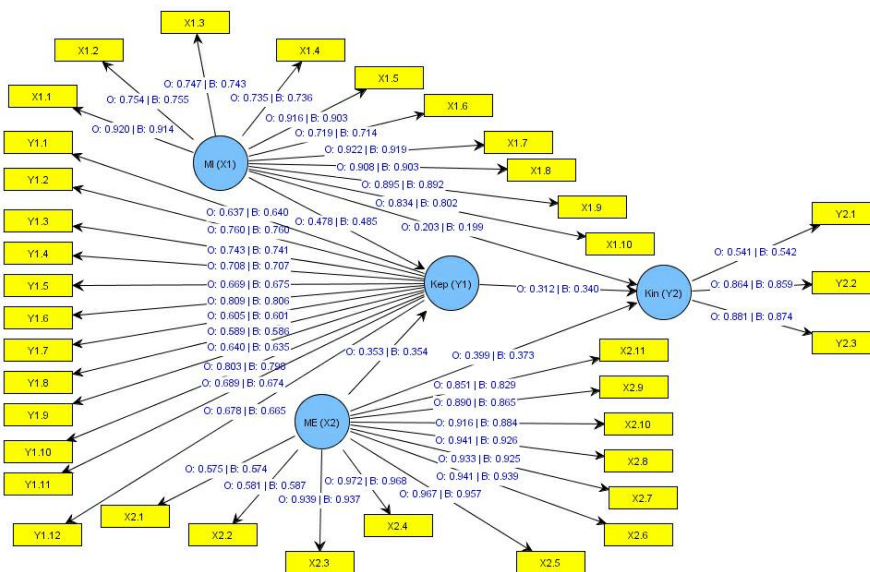
No.	Variable	Composite Reliability	Cronbachs Alpha	Remarks
1	Intrinsic motivation	0,959	0,971	Reliable
2	Extrinsic motivation	0,971	0,960	Reliable
3	Job satisfaction	0,915	0,928	Reliable
4	Employees' performance	0,815	0,767	Reliable

Source: Analyzed data, 2020

Table 4 describes that the Composite Reliability score and Cronbachs Alpha score of all the constructs are more than 0,70. Therefore with regards to the research model, each construct of this study fulfill good reliability.

Evaluation of Structural Model or Inner Model

Figure 1. Structural Model



Structural model is evaluated by using Q-square for dependent construct and t examination as well as significance from structural path parameter coefficient.

Table 5. R-square

Structural Model	Independent Variable	R-square
1	Job satisfaction (Y1)	0,551
2	Employees' performance (Y2)	0,638
Calculation : $Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$ $Q^2 = 1 - [(1 - 0,551^2) (1 - 0,638^2)]$		
$Q^2 = 1 - [(0,696) (0,592)] = 0,587$		

Source: Analyzed data, 2020

Model in this research is measured by using Q-Square predicate relevance especially for structural model. It measures how well the observation result of the model and also the estimation of the parameter. Q-Square score of >0 shows that the model has the predicate relevance, in contrast, if the Q-Square score is ≤ 0 then it indicates that the model does not have predicate relevance.

Calculation results show that R² score is more (bigger) than 0 (0,587) which can be interpreted that the model as good since the model has predicate relevance score of 58,70%. It indicates that variation on employees' performance variables can be shown by all variables, such as intrinsic motivation, extrinsic motivation, and job satisfaction. While the rest 41,30% is shown by other variables that haven't been included in the model.

Table 6. Examination Result of Direct Effect

No.	Relation between Variables	Bootstrapping Path Coefficient	t-Statistic
1	Intrinsic Motivation (X ₁) ⇌ Employees' Performance (Y ₂)	0,203	2,633
2	Extrinsic Motivation (X ₂) ⇌ Employees' Performance (Y ₂)	0,399	5,347
3	Job Satisfaction (Y ₁) ⇌ Employees' Performance (Y ₂)	0,312	3,650
4	Intrinsic Motivation (X ₁) ⇌ Employees' Performance (Y ₁)	0,478	6,361
5	Extrinsic Motivation (X ₂) ⇌ Employees' Performance (Y ₁)	0,353	4,851

Source: Analyzed data, 2020

Hypothesis examination can be conducted by t-statistic. If the score of t-statistic \geq t-table score (1,96) then this research hypothesis is acceptable. Table 6 shows that the intrinsic motivation toward employees' performance has the path coefficient score of 0,203 with t-statistic score of 2,633 \geq 1,96, then this research hypothesis is acceptable. It indicates that there is positive effect between intrinsic motivation variable toward employees' performance. The higher the level of the intrinsic motivation felt by the employees of PT Pegadaian (Persero) Branch Offices in Denpasar the higher the the level of employees' performance shall be.

Extrinsic motivation variable toward employees' performance has the path coefficient score of 0,399 with the t-statistic score of 5,347 \geq 1,96; therefore the hypothesis of this study is acceptable. It shows that there is positive effect of extrinsic motivation variable toward employees' performance. The higher the level of the extrinsic motivation being felt by the employees of PT Pegadaian (Persero) Branch Offices in Denpasar, the higher the increase of their employees' performance.

Intrinsic motivation variable toward job satisfaction has the path coefficient score of 0,312 with the t-statistic score of 3,650 \geq 1,96, thus the hypothesis of this study is acceptable. It shows that there is positive effect of intrinsic motivation toward job satisfaction. The higher the level of intrinsic motivation felt by the employees of PT Pegadaian (Persero) Branch Offices in Denpasar, the more they feel satisfy with their job.

Extrinsic motivation variable toward job satisfaction has the path coefficient score of 0,478 with the t-statistics score of 6,361 \geq 1,96. It indicates that the hypothesis of this study is accepted. It shows the positive effect of extrinsic motivation toward job satisfaction. The higher the level of extrinsic motivation felt by the employees of PT Pegadaian (Persero) Branch Offices in Denpasar, the more they feel satisfy with their job.

Job satisfaction variable toward employees' satisfaction has the path coefficient score of 0,353 with the t-statistics score of 4,851 \geq 1,96 and indicates that the hypothesis of this study is accepted. It shows that there is positive effect of job satisfaction toward employees' performance. The higher the level of job satisfaction felt by the employees, the higher the increase of employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. As regards to the above explanation, it can be concluded that all the hypotheses in this study are accepted.

The Assessment of the Role of Job Satisfaction Mediation on the Relation of Intrinsic and Extrinsic Motivation toward Employee's Performance.

Mediation effect shows the relation between exsogent variable and endogen variable through mediation variable. The effect of exsogent variable toward the endogent variable does not occur directly but through the transformation process represented by mediation variable. Mediation effect is tested when it is assumed that there is mediation variable between exsogent and endogent variables. It means that the effect of exsogent variable toward endogent variable does not occur directly but through the transformation process represented by mediation variable. VAF is the measurement as to how big the mediator variable can absorb the direct effect which is previously significant from the model without mediator.

Table 7. Calculation of Direct Effect, Indirect Effect, and Total Effect

No.	Relation of Variables	Direct Effect	Indirect Effect	Total Effect
1	Intrinsic Motivation (X ₁) ⊕ Employees' Performance (Y ₂)	0.203 ^s	0.203*0.358 (0.072)	0.275 ^s
2	Extrinsic Motivation (X ₂) ⊕ Employees' Performance (Y ₂)	0.399 ^s	0.399*0.508 (0.202)	0.601 ^s
3	Job Satisfaction (Y ₁) ⊕ Employees' Performance (Y ₂)	0.312 ^s	-	0.312 ^s
4	Intrinsic Motivation (X ₁) ⊕ Job Satisfaction (Y ₁)	0.478 ^s	-	0.478 ^s
5	Extrinsic Motivation (X ₂) ⊕ Job Satisfaction (Y ₁)	0.353 ^s	-	0.353 ^s

Source: Analyzed data, 2020

Before the mediator was added in the model, intrinsic motivation had direct effect toward employees' performance shown by positive score with the coefficient score of 0,203. Further, after the job satisfaction mediator was added into the model, then intrinsic motivation had indirect effect toward employees' performance with the positive score of 0,072. Intrinsic motivation had direct effect toward job satisfaction shown by positive score of 0,478 and job satisfaction had direct effect toward employees' performance indicated by positive score of 0,312. Total effect between intrinsic motivation and employees' performance is

0,270. The score of VAF in the relation between intrinsic motivation and employees' performance with job satisfaction mediation is:

$$\begin{aligned} \text{VAF} &= \frac{\text{Indirect effect} \times 100\%}{\text{Total effect}} \\ \text{VAF} &= \frac{0,072}{0,270} \times 100\% \\ \text{VAF} &= 26,6\% \end{aligned}$$

The score of VAF is 26,6% which is within the range of 20% - 80%. It can be categorized as partial mediator. It shows that in this relation, job satisfaction is partially mediating between intrinsic motivation and employees' performance. This result indicates that intrinsic motivation has positive effect toward job satisfaction which also has an impact to the improvement of employee's performance. However, in this case, job satisfaction is not the determining factor on the effect of intrinsic motivation toward employees' performance.

Before the mediator was added into the model, extrinsic motivation had direct effect toward employees' performance and had positive score with coefficient score of 0,399. Then after the mediator of job satisfaction was added to the model, extrinsic motivation had indirect effect toward employees' performance, had positive score of 0,353 and job satisfaction had direct effect toward employees' performance with its positive score of 0,312. The total effect between extrinsic motivation and the employees' performance is 0,601. The VAF score in the relation between extrinsic motivation and employees' performance by using job satisfaction as the mediation is presented below:

$$\begin{aligned} \text{VAF} &= \frac{\text{Indirect effect} \times 100\%}{\text{Total effect}} \\ \text{VAF} &= \frac{0,202}{0,601} \times 100\% \\ \text{VAF} &= 33,6\% \end{aligned}$$

The VAF score is 33,6% which is within the range of 20%-80%. It can be categorized as partial mediator. Therefore in this case job satisfaction is the partial mediation between extrinsic motivation and employee's performance. This result indicates that extrinsic motivation has positive effect toward job satisfaction which also gives impact to the improvement of employees' performance. However, job satisfaction is not the determining factor in relation to the effect of intrinsic motivation toward employees' performance. Finally, calculation result indicates that the mediation effect of job satisfaction variable to the indirect effect of intrinsic and extrinsic motivation toward employees' performance is as the partial mediator.

The Effect of Intrinsic Motivation toward Employees' Performance

Intrinsic motivation gives significant positive effect through its indicators toward employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. The finding shows that in order to improve the employees' performance, intrinsic motivation is required. The high level of intrinsic motivation would be reflected to the better level of employees' performance.

The finding of this study is in line with the study conducted by Deci, et. al. (2017). Deci's study shows that research conducted in an organization has given the support to propose that by supporting the employees' autonomy in their work environment and management method are the basic of needs, intrinsic motivation, internalization, extrinsic motivation, and further giving the effect to the preserverence, performance effectiveness, job satisfaction, positive working attitude, commitment to organization, and psychological well-being.

This study is also in line with another study conducted by Elvina and Chao (2019) in which their study proves that intrinsic motivation is dominantly related to employees' performance. Every change occurred in intrinsic motivation will also occur in employees' performance. Their finding shows that most of the respondents want to find the job that is interesting, most of them expect the recognition for their work, and most of them want to experience job satisfaction by working at the bank. Thus, the first hypothesis that is intrinsic motivation has positive effect toward employees' performance is accepted.

The Effect of Extrinsic Motivation toward Employees' Performance

Extrinsic motivation gives significant positive effect through its indicators toward employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. The result of his study shows that extrinsic

motivation is required in order to improve the employees' performance. The high level of extrinsic motivation will impact to the better level of employees' performance.

The result of this study is in line with the study conducted by Nurun et. al. (2017) which concludes that motivation indeed has important effect to the employees' performance. The analysis shows that factors being considered during the survey such as extrinsic factor, job enrichment and performance review, relation and job safety, decision making authority, opportunity growth etc, pragmatically dominating employees' determination to do and reach the goals of each organization. Further, factors to be considered under extrinsic motivation are salary, monetary incentive and compensation package; then factors to be considered under job enrichment and performance review are work environment, responsibilities, promotion and recognition of the work being accomplished; while factors to be considered under relation and safety are relation with employer, colleagues and job safety. As regard to authority, decision has to be made; opportunity growth and prospect have to be considered. It is clear that the results represented the real sorting as to how motivation has to be taken into account in improving employees' performance.

Another study conducted by Omollo (2015) draws the conclusion that extrinsic motivation like monetary reward is significantly giving the effect to the employees' performance in an organization. Thus, the second hypothesis that is extrinsic motivation has positive effect toward employees' performance is accepted.

The Effect of Intrinsic Motivation toward Job Satisfaction

Intrinsic motivation gives significant positive effect toward employees' job satisfaction. It can be concluded that the higher the level of intrinsic motivation felt by the employees, the higher the level of job satisfaction felt by them. This finding shows that in order to increase job satisfaction of PT Pegadaian (Persero) Branch Offices in Denpasar, intrinsic motivation is required to be taken into account. The high level of intrinsic motivation would give the impact to the high level of employees' job satisfaction.

The result of this study is in line with the study conducted by Raza, et. al.(2015) which indicates that intrinsic motivation factors are significantly related to employees' job satisfaction. The study conducted by Ismal and Razak (2016) emphasized that job satisfaction is the significant determiner of work motivation in the organization being studied. In this study, organization administrator focused on the issue related to employees' job satisfaction.

The study conducted by Linge and Mutinda (2016) found out that there is a strong relation between job satisfaction and the intrinsic motivation. In this relation the employees refused to be transferred to the other organizations, even a good compensation is offered. Therefore the third hypothesis that is intrinsic motivation has positive effect toward job satisfaction is accepted.

The Effect of Extrinsic Motivation toward Job Satisfaction

Extrinsic motivation has significant positive effect toward employees' job satisfaction of PT Pegadaian (Persero) Branch Offices in Denpasar through its indicators. It also indicates that extrinsic motivation is required to improve their employees' job satisfaction. The high level of extrinsic motivation will imply to the high level of employees' job satisfaction.

The result of the study conducted by Azman and Ridwan (2016) also shows that the ability of the administrator to provide enough intrinsic satisfaction resulted in the condition that the extrinsic satisfaction would give the motivation to the employees to reinforce the job satisfaction. In addition, Toufaily's research finding (2018) shows that there is a positive relation between extrinsic motivation and job satisfaction where it proves that the higher the level of extrinsic motivation, the better the level of the performance. Besides, the previous study also proves that there is a positive correlation between performance review at the workplace and satisfying the employees based on their needs, could improve their motivation at work. Thus, the fourth hypothesis that is extrinsic motivation has positive effect toward job satisfaction is accepted.

The Effect of Job Satisfaction toward Employees Performance

Employees' job satisfaction has significant positive effect toward employees' performance. Through its indicators, it has the effect to the level of employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. Thus, the high level of job satisfaction implies to the better level of employees' performance.

The result of the study conducted by Ezeanyim, et. al. (2019) supports the finding of this study which states that job satisfaction has positive effect toward employees' performance among the public companies in Awka, the state of Anambra. Moreover, another study conducted by Inuwa (2015) prevails that employees with high level of performance tends to be efficient and effective in playing their own roles. They embrace their works and workplace fully-heartedly and provide their services punctually. Thus, the fifth hypothesis that is job satisfaction has positive effect toward employees' performance is accepted.

Research Implication

This study's finding gives theoretical implication to the development of human resource management science especially related to the theory of intrinsic motivation, extrinsic motivation, employees' performance and job satisfaction. This study describes that intrinsic and extrinsic motivations have significant positive effect toward employees' performance, intrinsic and extrinsic motivations have significant positive effect toward job satisfaction, job satisfaction has significant positive effect toward employees' performance, and it is the partial mediator on the relation of intrinsic and extrinsic motivations toward employees' performance. Therefore this study is expected to be the empirical source for future studies with related variables. Besides, factors related to intrinsic motivation, extrinsic motivation, and employees' job satisfaction have to be taken into account in order to improve the employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. It signifies that those factors have significant effects toward the employees' performance in order to reach the company's goals.

Scope of Study

The scope of this study was limited to all of PT Pegadaian (Persero) Branch Offices in Denpasar. However, the results of the study might vary depending on how the perception or level of interpretation of each respondents of other state enterprises. This study's limitation was the study of intrinsic motivation, extrinsic motivation, job satisfaction and employees' performance. Thus, the deeper study could not be conducted beyond those variables. Other variables could be used to completely find the factors that had the effect toward the employees' performance. Further, sampling method applied in this study was saturated sampling in which future studies may also apply different sampling technique such as random sampling in order to be able to be degeneralized. In one hand, cross-sectional time planning or certain timing was also applied. On the other hand, this study also observed the dynamic of the condition whose every period was changing. Finally, it is important that this study to be restudied in the future.

V. Conclusion and Suggestion

This study draws the conclusion that intrinsic and extrinsic motivations have significant positive effect toward employees' performance. The high level of intrinsic and extrinsic motivations of the employees would give the impact to the improvement of employees' performance of PT Pegadaian (Persero) Branch Offices in Denpasar. Further, intrinsic and extrinsic motivations have significant positive effect toward job satisfaction. The high level of intrinsic and extrinsic motivations of the employees would give the impact to the improvement of employees' job satisfaction of PT Pegadaian (Persero) Branch Offices in Denpasar. Subsequently, job satisfaction has positive effect toward employees' performance. It shows that the more the employees feel satisfy in their works, the higher the level of their performance.

It is recommended to the persons concerned that the management may give the opportunity to the employees so that they can have sense of belonging of the company as well as giving them the chance to show their best contribution in order to reach the company's goals and improve the employees' performance. Company's management should pay more attention to the employees in relation to the expected standard of the tasks given to them as well as putting into account the policy that can be decided by the employees in order to make them feel heard and further could improve their performance. Besides, the responsibilities shown by the employees in completing their jobs may have to be considered by management and at the same time it is important for the management to give trust to the employees in completing their jobs. It could help to make the employees feel more comfortable during their working hours so that they can finish their work well. Future researcher may use other variables in improving the employees' performance. It is expected that future study will be able to describe the dynamic of social changes more specifically and accurately. Further, future study may add other categories as research subject as well as applying other sampling technique such as random sampling technique in order to be able to be degeneralized.

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