

The Effect of Work Motivation On The Performance of Employees of The Regional Public Service Agency For The Drinking Water Supply System of The Public Works And Spatial Planning Service of East Nusa Tenggara Province

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Abstract.

Low employee performance and its relation with extrinsic and intrinsic work motivation have been the focus of this study. The study examines how extrinsic and intrinsic motivation partially and simultaneously affect the performance of employees at the Regional Public Service Agency for the Drinking Water Supply System of the Public Works and Spatial Planning Service (Badan Layanan Umum Daerah Sistem Penyediaan Air Minum Dinas Pekerjaan Umum dan Penataan Ruang - BLUD SPAM of DPUPR) of East Nusa Tenggara Province. This study was quantitative, with a cross-sectional approach from September to November 2020. The population was 38 employees, and the sample consisted of 33 people determined purposively by considering their willingness to be respondents. We used a questionnaire as the instrument, and data were analyzed using descriptive statistical analysis and simple and multiple linear regression analysis. The results show that extrinsic motivation, including incentives, working conditions, work relationships between leaders and staff, and job security, partially affects employee performance. Intrinsic motivation, including the work itself, responsibility, work knowledge, and work performance, partially influences employee performance. Extrinsic and intrinsic motivation simultaneously influence employee performance. It can be concluded that there is a positive and significant influence between extrinsic and intrinsic motivation partially and simultaneously on the performance of employees of the Regional Public Service Agency for the Drinking Water Supply System of the Public Works and Spatial Planning Service (Badan Layanan Umum Daerah Sistem Penyediaan Air Minum Dinas Pekerjaan Umum dan Penataan Ruang - BLUD SPAM of DPUPR) of East Nusa Tenggara Province.

Keywords: Regional Public Service Agency of East Nusa Tenggara Province, performance, motivation and employee.

I. INTRODUCTION

Reformation has brought more attention to the performance of government institutions; their work surely needs evaluation. Performance refers to the achievement levels of an activity, program, and policy in realizing the goals, objectives, mission, and vision of an organization as stated in the strategic plan of an organization, including the Regional Public Service Agency for the Drinking Water Supply System of the Public Works and Spatial Planning Service (*Badan Layanan Umum Daerah Sistem Penyediaan Air Minum Dinas Pekerjaan Umum dan Penataan Ruang - BLUD SPAM of DPUPR*) of East Nusa Tenggara Province. Performance evaluation represents efforts to build a quality work culture to realize the vision and mission of BLUD SPAM; it also aims to improve employees' quality, competence, and wealth to motivate them. The assessment is based on work quality, work quantity, decision-making, leadership, staff development, planning, communication, cooperation, initiative, learning ability, and adaptation and integrity, each of which has its assessment weight (SPAM BLUD Performance Assessment Guidelines, 2008). BLUD SPAM is responsible for providing bulk water services to the public based on the principles of efficiency and effectiveness without prioritizing profits. BLUD SPAM has determined to establish itself as a healthy and independent institution to continuously serve quality drinking water in sufficient quantity. Efforts to realize the vision can only be carried out by competent, dedicated, and committed human resources.

It also requires hard work from all components in BLUD SPAM. Leaders must motivate employees by improving morale and job satisfaction, ultimately improving their performance. The performance of BLUD SPAM employees is greatly influenced by work motivation, both extrinsic and intrinsic. Extrinsic motivation is caused by factors from outside the self that arouse, encourage, and drive employees to do a job. In contrast, intrinsic motivation is caused by factors from within that awaken, encourage, and drive

employees to do a job. Substantively, BLUD SPAM applies the principle of financial management of the Regional Public Service Agency. Its main job is to manage drinking water service, with its main problem of financing facilities and infrastructure for the drinking water system. Other problems it faces are:

1. Unequal job distribution among employees
2. Employees not following the rules at work (80% arrive late at work, and most employees take more than the permitted time for the lunch break), yet no sanctions have been imposed
3. Employees not participating well in the office's events

Our initial observation showed a problem in human resource management, including discipline. It was confirmed by the BLUD SPAM's Head, Erasmus Djogo, stating that the management was not well with employees lacking discipline and unclear or overlapping job descriptions. The explanation above shows the tendency of BLUD SPAM's employees to underperform, yet there have not been any sanctions imposed on them. Hypothetically, the problem represents the relationship between motivation and performance. Thus, we were interested in studying the problem. The study examines (1) how extrinsic and intrinsic motivation partially and simultaneously affect the performance of employees at BLUD SPAM of East Nusa Tenggara Province; (2) how intrinsic motivation partially influences the performance of employees at BLUD SPAM of East Nusa Tenggara Province; and (3) how extrinsic and intrinsic motivation simultaneously influence have on the performance of employees at BLUD SPAM of East Nusa Tenggara Province.

II. LITERATURE REVIEW

Performance

Performance is often interpreted as work achievement. The Indonesian Dictionary defines performance as (a) something achieved, (b) demonstrated achievements, and (c) ability to work. Robbins (in Nawawi, 2006: 62) says that performance answers the question of what results a person achieves after doing something. Schermerson, Hunt, and Osborn (in Narwawi, 2006) say that performance is the quantity and quality of achieving tasks by individuals, groups, and organizations. Swanson and Holton III (1999) divide performance into three levels: (a) organizational performance, (b) process performance, and (c) individual performance. Organizational performance questions (a) whether the goals or mission of an organization follow the reality of existing economic, political, and cultural conditions, (b) whether its structure and policies support the desired performance, (c) whether it has the leadership, capital, and infrastructure to achieve its mission, (d) whether the policies, culture and incentive systems support the achievement of desired work, and (e) whether the organization creates and maintains selection, training and resource policies. Process performance describes (a) whether a process designed in an organization enables the organization to achieve its mission and individual goals and (b) whether the skills development process follows existing demands. Individual performance questions (a) whether individual goals follow the organization's mission, (b) whether individuals face obstacles in working and achieving results, (c) whether individuals have the mental, physical, and emotional abilities to work, and (d) whether they have the motivation, knowledge, skills, and experience in work.

Performance can be seen from two aspects: employee performance and organizational performance. Employee performance is the result of individual work in the organization. Meanwhile, organizational performance is the totality of work results achieved by an organization. Organizational performance and employee performance are very closely related. Achieving organizational goals cannot be separated from the resources owned by the organization, which are mobilized or run by employees as actors to achieve the organization's goals (Pasalong, 2007). In line with this, Mahsun (2006) states that performance is a description of the achievement of an activity, program, or policy in realizing an organization's goals, objectives, mission, and vision, as stated in an organization's strategic plan. Furthermore, performance is often used to refer to the achievement or success of individuals or groups. Based on the opinion above, performance is a description of the level of achievement of an activity or program in realizing the vision, mission, goals, targets, policies, strategies, and budget. Tangkilisan (2005) states that service performance can be measured using the service performance instrument developed by Zeithaml, Parasuraman, and Berry in their book "Delivering Quality Service". There are eleven service performance indicators (Zeithaml,

Parasuraman, and Berry, in Ratminto, 2006): tangible, reliability, responsiveness, competence, courtesy, credibility, security, access, communication, understanding the customer, and accountability. The development of 11 service performance indicators is based on research conducted by Zeithaml, Parasuraman, and Berry in 1998 (Ratminto, 2006).

This research uses five dimensions of quality, including reliability, responsiveness, assurance, empathy, and tangibles. This research shows that the reliability dimension is the most important in determining buyer satisfaction. Then followed by the dimensions of responsiveness, assurance, empathy, and tangibles. The results show the level of importance of each attribute for a company's service quality. They can be used to compare the value of a company's service quality with that of competing companies. This measurement is known as the service quality model (SERVQUAL). Based on the explanation of theoretical concepts, to measure the performance of BLUD SPAM employees, we refer to the opinion of Tangkilisan (2005) regarding service performance indicators developed by Berry et al. (1998) because these indicators are relevant to conditions in the field. Meanwhile, in the motivation aspect, there are various kinds of motivation theories explained by experts. Maslow's theory of needs by Abraham Maslow (1943) mentions physiological needs, security and safety needs, social needs, esteem needs, and self-actualization. Herzberg's theory by Frederick Herzberg mentions that people want two kinds of need factors, namely the need for health and the maintenance factor regarding a person's psychological needs. Then McClelland's motivation theory explains that a person needs achievement, affiliation, and power. The three theories described above are the theories most widely used to research the influence of motivation. These theories relate to extrinsic and intrinsic motivation respectively. Extrinsically, it relates to reward, security, affiliation, power, and recognition, while intrinsic motivation relates to a person's psychology in content and process.

Motivation

Motivation, according to Daft (1999) (in Pasalong, 2008), is an internal or external drive in an individual that creates enthusiasm and persistence to pursue specific goals. Speling (in Nasrudin, 2010) defines motivation as a tendency to act, starting from the drive and ending with self-adaptation. Motivation is the willingness to make a high level of effort to achieve organizational goals, which is conditioned by the ability of that effort to satisfy the needs of several individuals (Robbins, 2007). Furthermore, Hariandja (2009) concludes that the factors that encourage and direct individual behavior to carry out an activity expressed as hard or weak effort are called motivation. Meanwhile, according to Gray et al. (1984) (in Winardi, 2008), motivation results from several internal or external individual processes, which causes an attitude of enthusiasm and persistence in carrying out certain activities.

Extrinsic Motivation

Herzberg (in Gitosudarmo, 2000) states some extrinsic work conditions result in employee dissatisfaction in completing work. This condition is called dissatisfier or hygiene factors or also health factors. Health factors include salary, job security, working conditions, status, organizational policies, supervision quality, interpersonal relationships with superiors, subordinates, and fellow workers, and social security. Maslow further states that physiological and security needs, including salary, pleasant working conditions, cafeterias, safe working conditions, social security, job security, and pensions, are part of extrinsic motivation. Based on the explanation, it can be concluded that extrinsic motivation is caused by factors from outside the self that arouse, encourage, and drive employees to carry out an activity.

Intrinsic Motivation

In line with the opinion above, Herzberg states that there are a number of intrinsic job conditions that can function as motivators for achieving good work performance. Satisfying factors include achievement, recognition, work, responsibility, progress, personal growth and development. Furthermore, Maslow (in Stoner, 1996) states the need for esteem and self-actualization, which includes the work itself, achievement at work, opportunities for creativity, task challenges, progress in the organization, responsibility, and position, are part of intrinsic motivation. Based on the explanation, it can be concluded that intrinsic motivation is caused by factors within oneself that arouse, encourage, and drive employees to carry out an activity.

The Relationship between Extrinsic and Intrinsic Motivation

Mangkunegara (2007) states that performance achievement is greatly influenced and can be achieved through understanding and increasing work motivation that exists within oneself (intrinsic) and outside oneself (extrinsic). Furthermore, Munandar (in Yuwono, 2005) states that extrinsic motivation can encourage, direct, and move someone to fulfill lower-level needs. The absence of this factor will make employees feel dissatisfied, resulting in low employee performance. Based on the opinion above, it can be concluded that there is a positive relationship between extrinsic motivation and employee work quality. This means that the higher the level of extrinsic motivation, the higher the quality of employee performance.

Hypothesis

A hypothesis is a temporary answer to a research problem (Sugiyono, 2013). Based on the basic conceptual reasoning and framework of thinking as stated above, this research hypothesis is formulated as follows:

1. General hypothesis: there is a positive and significant influence between extrinsic motivation (X1) and intrinsic motivation (X2) on the performance of employees of the BLUD SPAM of DPUPR of East Nusa Tenggara Province.
2. Operational hypotheses
 - a. Partially, there is a positive and significant influence of extrinsic motivation (X1) on the performance of employees of the BLUD SPAM of DPUPR of East Nusa Tenggara Province.
 - b. Partially, there is a positive and significant influence of intrinsic motivation (X2) on the performance of employees of the BLUD SPAM of DPUPR of East Nusa Tenggara Province.
 - c. Simultaneously, there is a positive and significant influence between extrinsic (X1) and intrinsic (X2) motivation on the performance of employees of BLUD SPAM of DPUPR of East Nusa Tenggara Province.

III. METHODS

This is analytical observational research because it aims to examine hypotheses and conduct deeper interpretations of the influence between independent and dependent variables (Nazir, 2005). This quantitative study uses a cross-sectional approach, which aims to determine the influence of work motivation on the performance of employees of BLUD SPAM of DPUPR of East Nusa Tenggara Province. Data were collected through observations and questionnaires. The cross-sectional research design requires observation or data collection to be carried out at one time (point time approach), meaning that each research subject is only observed once, and measurements are carried out on the subject's character or variables at the time of examination (Sugiyono, 2010). This study was done at the BLUD SPAM of DPUPR of East Nusa Tenggara Province. The population was all 38 employees of BLUD SPAM, and the sample consisted of 33 people determined purposively by considering their willingness to be respondents. The research variables consisted of dependent and independent variables.

Table 1. Variables, Operational Definitions, Measuring Tools, Objective Criteria, and Measuring Scales

Variable	Operational Definitions	Measuring Tools and Objective Criteria	Scale
Extrinsic Motivation (X1)	Motivation is caused by factors from outside the self that arouse, encourage, and drive employees to carry out their main functions and tasks. Indicators: Incentives, working conditions, work relationship between management and staff, and job security. Source: Herzberg (in Gitosudarmo, 2000)	Questionnaire 1. Low <60% (Score 4.72-4.79) 2. Medium =60% (Score 4.80-4.87) 3. High >60% (Score 4.88-8)	Ordinal
Intrinsic Motivation (X2)	Motivation is caused by internal factors that arouse, encourage, and drive employees to carry out their main functions and tasks. Indicators: the job itself, responsibility, job knowledge, and job performance. Source:	Questionnaire 1. Low <60% (Score 4.72-4.79) 2. Medium=60% (Score 4.80-4.87)	Ordinal

Herzberg (in Gitosudarmo, 2000)		3. High>60% (Score 4.88-8)
Employee performance at BLUD SPAM (Y)	The result of the work achieved by the BLUD SPAM's employees Indikator: reliability, responsiveness, assurance, empathy. Source: Tangkilisan, 2005	Questionnaire 1. Low <60% (Score 4.72-4.79) 2. Medium =60% (Score 4.80-4.87) 3. High>60% (Score 4.88-8)
		Ordinal

The data were primary and secondary data. This research used a questionnaire as an instrument. The distribution of statement items and statements based on work motivation (X) and employee performance (Y) variables is shown in the following table:

Table 2. The Distribution of Statement Items and Statements based on Work Motivation (X) and Employee Performance (Y)

No.	Aspect	Item Number	Total Item
Extrinsic Motivation (X1)			
1.	Incentive	1-2	2
2.	Working condition	3-4	2
3.	Work relationship	5-6	2
4.	Job security	7-8	2
Intrinsic Motivation (X2)			
5	The work	9-10	2
6	Responsibility	11-12	2
7	Job knowledge	13-14	2
8	Job performance	15-16	2
Performance (Y)			
9	Reliability	17-18	2
10	Responsiveness	19-20	2
11	Assurance	21-22	2
12	Empathy	23-24	2
Total		24	

The questionnaire employed a five-point Likert Scale, with 5 for Strongly Agree (SS), 4 for Agree (S), 3 for Neutral (KS), 2 for Disagree (TS), and 1 for Strongly Disagree (STS). We created the questions based on the theoretical basis of existing variables (Sugiyono, 2017). Next, the scores for each question and statement were totaled, given as a percentage, then categorized. The calculation of Likert scale categories is as follows (Supranto, 2000):

$$\text{Highest score} = 5 \times 33 = 165$$

$$\text{Lowest score} = 1 \times 33 = 33$$

$$\begin{aligned} \text{Interval} &= \frac{\text{Highest score} - \text{Lowest score}}{\text{Class}} \\ &= \frac{165 - 33}{5} \\ &= 26.4 \end{aligned}$$

With an interval of 26.4, the following categories are established.

Table 3. Categories of Questionnaire Results

Interval	Percentage	Category
33-59.4	0% – 20%	Strongly Disagree
59.5-85.9	21% – 40%	Disagree
86-112.4	41% – 60%	Neutral
112.5-138.9	61% – 80%	Agree
139-165	81% – 100%	Strongly Agree

Based on those categories, we made 3 groups, namely High (>61%-100%), Medium (=60%), and Low (<59%), to classify respondents' answers. The 3 categories helped to narrow the diversity of respondents' choices from 5 choices to 3 choices and widen the range of respondents' agreement with the questions. This is because fewer choice categories tend to increase stability compared to more choice categories (Preston and Colman, 2000:15). The grouping into 3 categories certainly shows a greater separation between the high and low categories while covering the weakness of the Likert scale with 5

choices, namely the tendency for respondents to answer by choosing neutral (point in the middle). Validity and reliability tests were carried out to find out whether the questionnaire was suitable for use to produce accurate data. The analysis used the Statistical Product and Service Solutions (SPSS) application for Windows. The validity test measures the validity or invalidity of a questionnaire. The basis for decision-making is a significance test by comparing the calculated r value with the r table. In this study, there were 33 sample respondents in each cluster. The r table for the 33 samples is 0.3440 (seen in the r table at a two-way significance level of 0.1). Validity test decision-making is based on the following: (1) if the calculated r -value $>$ r table, then the question item is valid, and (2) if the calculated r -value $<$ r table, then the question item is invalid (Riyanto, 2010). Reliability testing is used to measure the consistency of a variable. Items in a variable are said to be reliable or trusted if the respondent's answers are consistent or stable over time. A variable is said to be reliable if it provides a Cronbach Alpha value ≥ 0.60 (Riyanto, 2010). The data that has been collected is then processed using the following steps: coding, editing, tabulation, and data entry (Sujarweni, 2014).

IV. RESULT AND DISCUSSION

The Effect of Extrinsic Motivation on the Performance of BLUD SPAM's Employees

Findings show that extrinsic motivation (X_1) has a positive and significant effect on employee performance (Y). This can be seen from the significance level of extrinsic motivation (X_1) = 0.002 $<$ 0.05, and the t table of ($\alpha/2$; $n-1 = t$ (0.025; 32) = 2.03693. This means that the t value is greater than the t table (3.373 $>$ 2.03693), then the first hypothesis is accepted, that there is an influence of extrinsic motivation (X_1) on employee performance (Y). The regression equation $Y = 18.531 + 0.495x$ shows that the partial relationship between external motivation and employee performance has a constant value of 18.531, meaning that if there is no change in the external motivation variable ($X_1=0$), then employee performance will be equal to 18,531. Furthermore, the regression coefficient value for external motivation is 0.495, meaning that if external motivation (X_1) increases by 1% and the constant (a) is 0 (zero), then employee performance will increase by 0.495. This shows that extrinsic motivation contributes positively to employee performance. Extrinsic motivation comes from outside the self that arouses, encourages, and drives employees to carry out their main functions and tasks. The dimensions of extrinsic motivation in this research are incentives, working conditions, work relationships between leaders and staff, and job security.

The existence of a positive and unidirectional influence confirms that the dimensions of extrinsic motivation in this research need to be improved because they have implications for the optimal performance of BLUD SPAM's employees. Findings indicate that it is specifically necessary to improve the relationship between employees and management or leaders and job security. This is because the indicators scored 63.33% and 64.75%, respectively, lower when compared to other dimensions. Employee relationship with leaders is measured based on two indicators: leaders have a good relationship with employees, and leaders are always willing to develop, help, and advise employees; the score was 63.33% and falls into the quite good category. We found that leaders held weekly meetings on Fridays to foster discipline and evaluate employee's work. However, it appears that leaders were less objective in building relationships with employees. Leaders seemed to build good relationships and coached a few employees, considered good according to their assessment, including in terms of completing various essential tasks in the office.

Many employees considered their leaders not doing their tasks optimally due to their subjectivity in assessing subordinates. Employees also considered their leaders authoritarian and did not care much about employees' difficulties in handling tasks. It seems that employees were dissatisfied with their leaders and their jobs. This can be seen in the dimension of the job itself measured based on two indicators: the employee feels happy with the job, and the job matches the employee's interests and abilities; the dimension only reached 68.8% and is classified as quite good. Leaders need to build good relationships with employees optimally, and they should be willing to coach, assist, and advise employees in completing the work. Apart from that, what needs to be improved is job security, which is measured based on two indicators: providing security for the employee's future and providing employees with social and risk security. The dimension

obtained a score of 64.75% and is classified as quite good. BLUD SPAM needs to provide better social and risk guarantees for employees to create optimal service quality.

The Effect of Intrinsic Motivation on the Performance of BLUD SPAM's Employees

The research results prove that intrinsic motivation (X2) has a positive and significant effect on employee performance (Y). This can be seen from the significance value of intrinsic motivation (X2) = 0.000 < 0.05 and the t table of ($\alpha/2$; n-1 = t (0.025; 32) = 2.03693. This means that the t value is greater than the t table (4.698 > 2.03693), then the second hypothesis is accepted, that there is an influence of intrinsic motivation (X2) on employee performance (Y). The regression equation $Y = 16.185 + 0.504X_2 + e$ shows that the partial relationship between internal motivation and employee performance has a constant value of 16.185, meaning that if there is no change in the internal motivation variable ($X_2=0$), then employee performance will be 16.185. Furthermore, the regression coefficient value of external motivation is 0.504, meaning that if external motivation (X2) increases by 1% and the constant (a) is 0 (zero), then employee performance will increase by 0.504. This shows that extrinsic motivation contributes positively to employee performance. Intrinsic motivation comes from within oneself that arouses, encourages, and drives employees to carry out their main functions and tasks. The dimensions of extrinsic motivation in this research are the work itself, responsibility, work knowledge, and work performance. The existence of a positive and unidirectional influence confirms that the dimensions of intrinsic motivation in this research need to be improved because they have implications for the optimal performance of BLUD SPAM's employees.

Findings indicate that it is specifically necessary to improve the dimensions of the work itself, which is measured based on two indicators: that employees feel happy with the work and that the work matches the employee's interests and abilities. The research indicator resulted in a score of 68.8% and is classified as quite good, but this was the lowest percentage compared to other dimensions. This shows that BLUD SPAM needs to reconstruct employee positions according to their interests and abilities so that employees feel happy with the work they do. Our observations confirmed that many employees with a Bachelor's Degree were placed in the same positions as employees who graduated from Senior High Schools as field technicians, when those with a Bachelor's Degree shall take an administrative position. This caused employees with a Bachelor's Degree to be unhappy with the work. Some employees with a Bachelor's Degree were not placed according to their scientific discipline, and they felt incompetent to do their job well; this indicator scored 89.37%. This affected the way they finished their tasks, which scored 74.2%. The indicator of work achievement scored only 72.77% due to unsuitable placement of employees. Inappropriate personnel placement caused some employees to try to stand out from their colleagues to excel outside the organization, as can be seen by many employees continuing their education from high school to undergraduate and undergraduate to postgraduate. They wanted to increase insight and knowledge to excel in the BLUD SPAM organization. This is in line with Abraham Maslow's theory about the need for esteem and self-actualization.

A higher education level indirectly shows efforts for higher rewards at work. This is a form of actualization of developing oneself independently to engage in service practices. This is also in line with McClelland's theory on the need for achievement in service performance. Our findings are in line with the motivation theory by Frederick Herzberg in 1966 (in Stoner, 1996) that two factors encourage employees to be motivated at work, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation is a driving force that arises within each person, such as responsibility, achievements achieved, recognition from others, the work itself, and the possibility of development and progress. Extrinsic motivation is a driving force that comes from outside a person, such as salary or rewards, policies and administration, working conditions, co-worker relationships, and the quality of supervision. Herzberg's theory used in this research concerns psychological needs and maintenance both internally and extrinsically, including incentives, working conditions, work relationships between leaders and staff, job security, the work itself, responsibilities, work knowledge, and work performance, which influence employee performance. This means that performance is basically influenced by the psychology of both leaders and employees organizationally. In line with the research results, employees are quite happy with work that suits their interests and abilities; this is a psychological aspect that arises because their placement is not in accordance with their scientific discipline.

This has a further impact on BLUD SPAM's employee responsibilities and efforts to increase optimal performance.

The Simultaneous Effect of The Effect of Extrinsic Motivation and Intrinsic Motivation on the Performance of BLUD SPAM's Employees

The research results prove an influence of external motivation (X1) and internal motivation (X2) simultaneously on employee performance (Y). This is because the calculated F value of 12.068 is greater than the F table value of 3.30 ($F_{table} = F(n-k)$, $F = (2;33-2) = 3.30$), and the Sig value is $0.000 < 0.05$. The coefficient of determination value in the Adjusted R-Square for the effect of extrinsic motivation on employee performance is 0.269, meaning that extrinsic motivation (X1) can explain employee performance (Y) by 26.9%. In comparison, the coefficient of determination value in the Adjusted R-Square for the effect of intrinsic motivation on employee performance is 0.416, meaning that intrinsic motivation (X2) can explain employee performance (Y) by 41.6%. Meanwhile, the R-Square value is 0.446 for the simultaneous influence of external and internal motivation on employee performance. This shows that external motivation (X1) and internal motivation (X2) can simultaneously explain employee performance (Y) by 44.6%. The Adjusted R-Square value when evaluating which regression model is the best and the research results show that the Adjusted R² value is 0.409, ranging between zero and one. The closer this value is to one, the better the model is at explaining the dependent variable and vice versa. Therefore, the percentage and Adjusted R-Square need to be increased by increasing the achievement of each indicator from the dimensions of the extrinsic variable (X1) on the dimensions of incentives, working conditions, work relationships between leaders and staff, and job security, and intrinsic motivation (X2) on the dimensions of the job itself, responsibilities, work knowledge, and job performance. Findings show that extrinsic and intrinsic motivation contribute positively to employee performance, so increasing each motivation indicator will have implications for the reliability, responsiveness, assurance, and empathy of BLUD SPAM's employees in providing optimal service. Findings also show a subjective and authoritarian leadership style, which does not align with employee expectations.

Employees hoped for objective leadership to provide more motivation to strive competitively and work together to demonstrate excellent service performance. This needs to be supported by the leaders' active role in building good relationships with employees and always being willing to develop, help, and advise employees at work. Findings indicate that what specifically needs to be improved in the employee performance dimension is the empathy dimension, which is measured based on two indicators: employees are capable and responsive in providing optimal service and able to communicate well in service. The indicator scored 74.5% and is classified as good, but this was the lowest percentage compared to other dimensions. This was due to unsuitable employee placement in their job. Employee empathy, which is measured through the ability and responsiveness to provide optimal service, is related to Herzberg's theory used in this research regarding psychological needs and maintenance. Unsuitable employee placement in their job causes psychological problems for employees, leading them to be unable to communicate well and be responsive in providing service. The ability to communicate and respond well is influenced by personnel management, namely how the organization utilizes employees, plans, distributes compensation proportionally, and collaborates to create and maintain an enjoyable working atmosphere, ultimately helping to achieve the organizational goals of BLUD SPAM, namely optimal service to the community. The management and leaders of BLUD SPAM must pay attention to increasing employee empathy, response, and communication. This can be done through training and education.

V. CONCLUSIONS

Based on the explanation, the following conclusions are drawn. *First*, there is a partial influence of extrinsic motivation (X1), including incentives, working conditions, work relationships between leaders and staff, and job security on employee performance (Y) at BLUD SPAM of DPUPR of East Nusa Tenggara Province. *Second*, there is a partial influence of intrinsic motivation (X2), including the work itself, responsibility, work knowledge, and work performance, on employee performance (Y) at BLUD SPAM of

DPUPR of East Nusa Tenggara Province. *Third*, there is a simultaneous influence of extrinsic and intrinsic motivation on the performance of employees at BLUD SPAM of DPUPR of East Nusa Tenggara Province.

VI. RECOMMENDATIONS

Theoretically, this research needs to be explored using qualitative methods and other relevant theories to measure service performance so that the research results are able to reveal comprehensively matters relating to service performance. Several things that need to be studied include leadership style, personnel management, achievement, employee discipline, and cooperation. It is necessary to use several motivation theories as analytical tools, including McClelland's theory and Maslow's theory. An in-depth study with the development of methods and theories as analytical tools will help to produce comprehensive answers to the problem of motivation and performance and will finally be able to provide optimal public services by BLUD SPAM of DPUPR of East Nusa Tenggara Province. We also recommend some practical suggestions for BLUD SPAM of DPUPR of East Nusa Tenggara Province. *First*, it is necessary to increase the dimensions of external motivation by improving relations between employees and leaders, as well as the dimension of job security.

The leader of BLUD SPAM should be willing to coach, assist, and advise employees in completing the work. *Second*, it is necessary to increase the dimension of job security, which is measured based on two indicators: (1) providing security for the employee's future and (2) providing employees with social security and work risks. *Third*, it is necessary to increase the dimension of intrinsic motivation in the form of the work itself, which is measured based on two indicators: (1) the employee feels happy with the work, and (2) the work matches the employee's interests and abilities. *Fourth*, it is necessary to reconstruct employee positions according to their interests and abilities so that employees feel happy with the work they do. *Fifth*, it is necessary to place employees according to their discipline and improve employee performance on the empathy dimension, which is measured based on two indicators: (1) employees who are capable and responsive and (2) able to communicate well in providing optimal service. *Sixth*, it is necessary to increase training and education regarding motivation and service performance. Training and education should be carried out routinely for optimal and responsive service quality.

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