

**THE INFLUENCE OF INTRINSIC MOTIVATION, EXTRINSIC  
MOTIVATION AND PROCEDURAL JUSTICE COMPENSATION IN  
DISTRIBUTION MEDICAL FEES TOWARD EMPLOYEE  
PERFORMANCE WITH JOB SATISFACTION AS INTERVENING  
VARIABLE**

**(Case Study in RSUD dr. Abdul Aziz Singkawang City)**

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**ABSTRACT**

*This research aims to examine and obtain empirical evidence on the influence of intrinsic motivation, extrinsic motivation and procedural justice compensation in distribution medical fees toward employee performance with job satisfaction as intervening variable. The object of this research is RSUD dr. Abdul Aziz in Singkawang City. The subject in this study were doctor, nurse, management staff, and other health worker. Research data was primary data which obtained from questionnaire instruments. There were 156 questionnaires used for data processing in this research. The analysis tool used is structural equation model with AMOS 24. According on the analysis that has been conducted, this research demonstrates that intrinsic motivation doesn't have significant effect on job satisfaction however it has positive significant effect on employee performance, extrinsic motivation has positive significant effect on job satisfaction while it doesn't have significant effect on employee performance, procedural justice compensation has positive significant effect on job satisfaction while doesn't have significant effect on employee performance, job satisfaction has positive significant effect on employee performance. For the implication, it is expected RSUD dr. Abdul Aziz can improve services by paying attention to aspects of satisfaction and employee performance and having more transparency in the procedures for distributing medical fees.*

*Keywords : Employee Performance, Extrinsic Motivation, Intrinsic Motivation, Job Satisfaction, Procedural Justice Compensation*

## **INTRODUCTION**

The era of globalization has many influences in life, such as in the world of politics, technology, health, development and science. Globalization not only gives a significant influence, but also provides the demand for the application of all aspects that must be appropriate in this era. Local governments play a significant role in implicating global demands. Regional autonomy is one example in implementing global demands. Every local government has the rights, authority and obligations of the autonomous region to regulate and manage their own government affairs and the interests of the local community in accordance with the laws and regulations.

The act no.32 of 2004 about local government that related with decentralization have broader meaning than democracy. Local democracy is a necessary situation for the devolution or decentralization power. There should be strong local institutions that have taken decision, have political power and be held accountable by the local community for the results. The new act system should have same result in taking decision. At least they could build regional fiefdoms in which the power concentrated in the hands of local elites. Decentralization is about not only surrender and implement the affairs but also provide a clearer picture of the authority of the region to manage and regulate its own household. In carrying out decentralization, local governments feel high demands in improving their performance in government administration, services and development to local communities.

It is important for local governments to give full attention to public services. The service can be in the form of providing appropriate health services for the local community. Proper health services can be done by improving the performance of services to the community by local governments. By improving health services, it is easy for the community to say that the policy of broad autonomy has brought meaningful benefits to people's lives.

Health services related to patients must be responded quickly and accurately. They should be in a good quality and at an affordable cost. For this reason, the quality of human resources is needed in the health service. According to Putra & Frianto (2013), human resources are one of the elements that determine the success of an organization in achieving its goals. Human resources are the driving force of organizations that have the potential to develop and actively encourage productivity in meeting organizational goals or objectives. Managing employees is not just about giving job descriptions and regulations that must be obeyed, but it is necessary to have a relationship that is in line between the organization and members to achieve the goals of a shared organization.

Competent human resources have good influence in improving the performance of an organization. Therefore human resources must be considered to not inhibit an organization achieving the goals. According to Luthans (2006) factors that affect the employee performance can be internal and external. Good performance can be influenced by motivation possessed by employees. Motivation in work is expected to create an increase in employee performance and job satisfaction. Having a satisfaction at work will make someone feel the passion in completing a job.

Motivation according to Herzberg's theory (1959) consists of 2 factors namely motivational (intrinsic) motivation and hygiene (extrinsic) motivation. According to this theory, what is meant by intrinsic motivation are things that encourage intrinsic achievement, which come from the individual. Whereas what is meant by extrinsic motivation are factors that originate from outside the individual. According to Herzberg both of these factors are very important in motivating employee even though Herzberg emphasizes intrinsic and extrinsic motivation to increase motivation in work but without this it will lead to employee dissatisfaction that has an impact on employee performance. Employees who have job satisfaction will be more productive, in achieving the goals and

objectives of the organization. Job satisfaction is the tool to measure the job or experiences in positive terms or the enjoyment in the job Locke (1976) and people's feelings in their job Spector (1997). The definition related with someone have emotions that tend to being more commit in the job, productive, and creative.

According to Maise (2013), the notion that fair procedures are guaranteed for fair outcomes is a popular one. Procedural justice and implementing decisions meet be based on fair processes. People feel affirmed if they are treated with respect and dignity, making it easier to accept even outcomes they don't like.

Tjahjono (2014) states that compensation is one of the important practices of managing human resources that are closely related to performance. The reason why an organization or company produces good performance is because there is an effect of compensation. Employees will feel satisfied in their work if there is justice in getting compensation based on work period, education and position. For this reason, a regulation is needed regarding equal distribution of compensation. According to Tjahjono (2011), procedural justice in the context of compensation is an employee's perception of the mechanism and evaluation of compensation allocation in the organization.

The Singkawang City Regional General Hospital is an example of the implementation of regional autonomy. Based on the data in profile RSUD dr.Abdul Aziz (2019) state that Regional General Hospital (RSUD) dr. Abdul Aziz is one of the SKPDs in the Singkawang City Government environment which is an element supporting the implementation of regional government in the field of Health Services. RSUD dr.Abdul Aziz one of the regional government working units within the Singkawang City Government that applies the Financial Management Pattern of the Regional Public Service Agency (PPK-BLUD), which is formed to provide health services to the community based on the principles of efficiency and productivity with the aim of improving the quality of community

services, flexibility in management finance that is in line with sound business practice.

RSUD dr. Abdul Aziz is currently improving service quality in fulfilling public services. Quality improvement is done by improving management systems, services, human resources, and infrastructure. As explained above, human resources are the driving force for an organization to achieve organizational goals. Employees will be motivated to work driven by intrinsic motivation which come from within (conditions of working place) and extrinsic motivation that comes from outside such as wages for sacrifices that have been given.

Current problems being faced by RSUD dr. Abdul Aziz is distributing medical services that are considered by employees as not in accordance to what they have done. There is no standard in the distribution of medical services in this hospital. The distribution of medical services is only based on the policies made by the hospital director. The policy is in the form of a percentage formula. The distribution of medical services for doctors by 48%, nurses 31% and management by 21%.

The unfair procedure for the distribution of medical services can have an influence on job satisfaction and employee performance. It is unfortunate if the performance of employees decreases because of the distribution of medical services is deemed not in accordance with the sacrifices they have made. That way, it is necessary to carry out procedural justice in the distribution of medical services with transparency and accuracy of information, accountability and competence as well as ethically.

Dissatisfaction with the distribution of medical services will have an impact on employee performance. For this reason, it is necessary to measure the performance of employees in order to know the extent of performance achievement carried out by the individual. The RSUD will start implementing employee performance measurements through performance reports made by

employees. However, it is constrained by the lack of communication between the parties concerned and employees so that the performance report cannot be realized. Another thing that can occur from dissatisfaction in the distribution of medical services is a high turnover rate, but in this RSUD dr. Abdul Aziz the turnover rate is only around 10% which means that only a few employees leave due to the unequal working in the place.

According to Pawirosumarto, et al (2017) performance is the result of one's success in a certain period determined by demand, ability and supportive environmental needs. In this case, if the employee's performance is good, it will be good for the performance of Dr. Abdul Aziz Regional Hospital. The good or bad performance of employees depends on how they carry out their job responsibilities. Motivation from within employees, pleasant work atmosphere, suitable salary can affect the improvement of employee performance. This can have an impact on the achievement of the objectives of the RSUD to improve health services.

Job satisfaction can encourage employees to increase motivation higher. According to Siengthai and Pila-Ngarm (2016), Job satisfaction refers to individual emotions that tend to lead to being more productive, creative, and committed to a job. Employee satisfaction also refers to job satisfaction that can relate to the work itself. Job satisfaction can be achieved if employees assume that the work is challenging so that they can use their abilities to the maximum in their work. Compensation is an important thing in the work, so an employee will feel satisfied if he gets the appropriate salary or wage. For this reason, it is important to establish justice procedures in the distribution of medical services so that employees feel satisfied with their work, as well as creating the desired welfare.

This study is a replication of Musoli and Palupi (2018) which in this study discusses the influence of intrinsic and extrinsic motivation on employee performance with job satisfaction as an intervening variable. If previous research

conducted employee performance research on permanent education staff employees at Yogyakarta Muhammadiyah University, then in this study conducted such research on doctors, nurses, staff management and other health workers in Dr. Abdul Aziz Singkawang City Hospital. Based on the limitations in previous studies that it is advisable to add research variables or variables that are more relevant for measuring employee performance. In this study added a variable procedural justice compensation in distribution medical fees, which variable is considered more relevant in measuring employee performance. The addition of this variable is in accordance with the existing problems in Dr. Abdul Aziz Singkawang City Hospital. The problem is in the form of a percentage of the distribution of medical services at the hospital is considered to be part of the employees is unfair and not appropriate for what they provide.

## **THEORITICAL BASIS AND HYPOTHESIS DEVELOPMENT**

### **Hertzberg Two Factor Theory**

Luthans (2006) states that the theory developed by Herzberg is known as the "Two Factor Model" of motivation, namely motivational factors and hygiene or "maintenance" factors. This theory explains that motivational factors are internal impulse to achieve intrinsic achievement, while hygiene factors are extrinsic or impulses that come from outside the self. One of the challenges in understanding and applying Herzberg's theory is to accurately calculate which factors are more powerful in one's life, whether intrinsic or extrinsic.

Herzberg concluded that there were two conclusions from his study, namely extrinsic and intrinsic factors.

- a. Extrinsic factors are also called dissatisfaction or hygiene factors which include wages, job security, working conditions, status, company procedures, quality of providers, and relationships between coworkers and superiors with subordinates. The existence of these conditions does not always make employees motivated. However their absence caused dissatisfaction.

- b. While intrinsic factors are also called motivators which include intrinsic conditions, including achievement, progress, recognition, the work itself, responsibility, the possibility to develop. With this condition will produce good work performance.

### **Equity Theory**

According to Tjahjono (2007) states that equity theory was developed by Adam in 1963 which explains that individuals compare their business ratios and the rewards of others who are considered similar. This motivational theory is based on the assumption that people are motivated by the desire to be treated fairly at work. The perception of justice explains various attitudes and work behaviors. Every individual hopes that they will get a fair exchange of business and rewards from the organization. The main components of this theory are input, results, comparable people and justice and injustice.

### **Contingency Theory**

According to Fiedler (1967) contingency theory assumes that the leader's contribution to the effectiveness of group performance depends on the way or style of leadership and suitability of the situation at hand. Content theory is related to management control systems in which a company has a tendency to change according to the company's environmental conditions.

### **Hypothesis Development**

Based on Herzberg's two factors theory saying that intrinsic motivation is a driving force within a person to work well, if employee are motivated, then they will make positive choices to do something that can later satisfy them. Herzberg's theory also concluded that motivation influences employee satisfaction. If a leader wants to provide motivation for his employees, then the factors that need to be emphasized are the factors that can cause a sense of satisfaction, especially motivation factors that are internal.

Musoli and Palupi (2018) explain that intrinsic motivation is the nature of an



employee. It is not because of the demands of his task or his work, but based on the desire to continue to be better. Of course this employee provides value added to the organization. Value Added provided by employees who have high intrinsic motivation will increase job satisfaction. In line with the prior researches by Budianto, et al (2013) which have found that intrinsic motivation has positive influence on job satisfaction.

Based on the description of the explanation above, the hypothesis that can be proposed is:

**H<sub>1</sub>: Intrinsic motivation has positive influence on job satisfaction**

Based on Herzberg's two factors theory saying that extrinsic motivation is motivation that comes from outside the self, salary, interpersonal relations, working conditions, supervision and company policy are external factors which if they are not fulfilled will cause dissatisfaction of employees.

Musoli and Palupi (2018) state that extrinsic motivation has a strong role to encourage the success of employee in completing all their work or tasks. Of course this employee provides value added to the organization. Value added given by employees who have high extrinsic motivation will certainly increase job satisfaction. In line with the prior researches by Budianto, et al (2013) which have found that intrinsic motivation has positive influence on job satisfaction.

Based on the description of the explanation above, the hypothesis that can be proposed is:

**H<sub>2</sub>: Extrinsic motivation has positive influence on job satisfaction**

Based on equity theory emphasizes that individuals compare the input and output of their work with the input and output of others, and then respond to eliminate any injustices. This causes the emergence of feelings of satisfaction or dissatisfaction. If the compensation procedures in a company are felt to be good and satisfying, then the employee's job satisfaction will increase.

Procedural justice in the distribution of medical fees is related to contingency

theory which management control system is needed in existing problems. The director must know what control system is in accordance with the conditions being faced. Technology is an important thing that must be considered, such as information technology. With the existence of information technology that can help employees know the system of distribution medical fees and help employees giving their opinions about the medical services. If this goes well, employees will be satisfied because they already know how the system of distribution medical fees and can giving their opinions quickly and accurately.

Tjahjono (2008) emphasized that procedural justice is a fair mechanism to obtain the expected welfare. Empirically, a number of studies have explained that procedural fairness has a positive impact on satisfaction (Tjahjono and Atmojo, 2016; Sulaefi, 2017).

Based on the description of the explanation above, the hypothesis that can be proposed is:

**H<sub>3</sub>: Procedural justice in distribution of medical fees has positive influence on job satisfaction**

Based on Herzberg's two factors theory that intrinsic motivation is an encouragement arising from within an employee to do a good job with the aim of achieving higher performance. So it can be assumed that the higher the motivation of employees at work, it will improve the performance of these employees.

Musoli and Palupi (2018) state that intrinsic motivation is important because it causes individuals to work hard and enthusiastically to achieve optimal results. Organizations do not only expect abilities, and skills, but the most important thing is the willingness to work diligently and desire to achieve maximum work results. The purpose of intrinsic motivation is if it is successfully achieved it will improve employee performance. In line with the prior researches by Iriani (2010) which have found that intrinsic motivation has positive influence on employee performance.

Based on the description of the explanation above, the hypothesis that can be proposed is:

**H<sub>4</sub>: Intrinsic motivation has positive influence on employee performance.**

Based on Herzberg's two factors theory, it is stated that extrinsic motivation is an impulse arising from outside oneself of an employee to do a good job in hopes of getting more salary, position or power. Therefore it can be assumed that the higher the motivation of employees at work, the higher the improvement of the employee performance.

Musoli and Palupi (2018) state that Extrinsic motivation can be placed as a fundamental part of management activities, so that everything can be shown to direct the potential and power of human labor by creating a high level of enthusiasm and increasing togetherness in carrying out individual and group tasks in an organization. In this connection the implementation of the task or work charged to him then motivation acts as a driver of willingness and desire to work according to its size. In line with the prior researches by Iriani (2010) which have found that intrinsic motivation has positive influence on employee performance, but not in line with Musoli and Palupi (2018) which found extrinsic motivation variables do not have a significant effect on employee performance variables.

Based on the description above, the hypothesis that can be proposed is:

**H<sub>5</sub>: Extrinsic motivation has positive influence on employee performance**

Based on equity theory related to procedural justice compensation that if employees feel the company has treated employees fairly in the payroll process, then employee performance will also improve. This is because the process and procedures for compensation are in accordance with the goals and values of the employees themselves.

Procedural justice in the distribution of medical fees is related to contingency theory which management control system is needed in existing problems. The director must know what control system is in accordance with the conditions being

faced. Technology is an important thing that must be considered, such as information technology. With the existence of information technology that can help employees know the system of distribution medical fees and help employees giving their opinions about the medical services. If this goes well, employees will be satisfied because they already know how the system of distribution medical fees and can giving their opinions quickly and accurately. After feeling satisfied with the procedural justice, it can influence employee performance improvement.

Tjahjono and Atmojo (2016) which proves that procedural justice has no significant effect on performance. However, it is different from research conducted by Widiastuti and Aisyah (2016) prove that procedural justice has positive effect on employee performance. Procedural justice involves a system, where if employees are arranged with a clear system, it will most likely have an impact on outcomes such as employee performance.

Based on the description above, the hypotheses that can be proposed is:

**H<sub>6</sub>: Procedural justice in distribution medical fees has positive influence on employee performance**

Job satisfaction is an important element in improving employee performance. Therefore the company must pay attention to the job satisfaction of its employees. Based on Herzberg's two factors theory, it is stated that motivational factors are the work it self, achievement, advancement, recognition, and responsibility. It can be said that if the motivational factors have been met, employees will feel satisfied. Hence, it will also effect their performance.

Musoli and Palupi (2018) state that company leaders in both profit-oriented and non-profit organizations must pay attention to and be morally responsible for the job satisfaction of their employees because high employee job satisfaction will have an impact on improving employee performance and productivity in achieving organizational goals. In line with the prior researches by Budianto, *et al* (2013) found job satisfaction has a positive influence on employee performance.

Based on the description above explanation hypothesis that can be raised is:

**H<sub>7</sub>: Job satisfaction has positive influence on employee performance**

## **RESEARCH METHOD**

Object research can be either a place or location of the research. The study was conducted at the RSUD dr. Abdul Aziz, Singkawang City. Subject research consists of population and research samples that are relevant to the research objectives. Population is a set of elements that are used as objects that can be used as research. The population in this study is the employee at the RSUD dr. Abdul Aziz, Singkawang City. The samples from this study are doctors, nurses, staff management, other health worker who feel the distribution of medical fees at the RSUD dr. Abdul Aziz Singkawang

The type of data used in this study is primary data. The primary data through questionnaire which contain questions about intrinsic motivation, extrinsic motivation, procedural compensation in the distribution of medical services, job satisfaction and employee performance.

The sampling technique used in this study is purposive sampling. The respondents are doctors, nurses, staff management, other health workers and non health workers who receive medical fee at RSUD dr. Abdul Aziz Singkawang. The purpose is to find out how the influence of intrinsic motivation, extrinsic motivation and procedural justice compensation in the distribution of medical services to job satisfaction and employee performance.

The data in this study were collected by using a questionnaire that had been distributed and filled out by respondents of 156 people who worked in RSUD dr. Abdul Aziz, Singkawang City especially to doctors, nurses, management staff, other health workers and non health workers. The list of questions are about matters related to intrinsic motivation, extrinsic motivation and procedural justice compensation in the distribution of medical services, as well as job satisfaction and

employee performance. Respondents' answers use a Likert scale which contains five levels of answers 1-5.

## **RESEARCH RESULT AND ANALYSIST**

Doctors, nurses, staff management and other health workers were given 156 questionnaires. The number of samples in this study were 156 respondents who were eligible to be processed because they met the minimum sample requirements needed in the study using the Structural Equation Model (SEM) technique of 100-200 samples (Ghozali,2016)

### **Quality Test And Data Instrument**

#### **Validity Test**

Validity is a test that shows the extent to which the measuring device we use is able to measure what we want to measure and not measure the others. Validity test is tested with AMOS 24 program by looking at the estimate output by comparing the p-value at the estimate output with alpha 5%. If the p-value is smaller than 5% then the indicator is declared valid (Ghozali, 2016).

#### **Reliability Test**

Reliability is a test that shows the extent to which the stability and consistency of the measuring device used, thereby providing a relatively consistent result if the measuring is repeated. Measurement of reliability is based on a numerical index called the coefficient. In data quality testing research that is often done is reliability testing for internal consistency reliability. It is said reliable if the cronbach alpha value is  $> 0.7$  (Ghozali, 2016).

#### **Normality Test**

Normality test is a test carried out to determine the distribution of data in a data set or variable. Normality test can show whether the distribution of data is distributed normally or not. Thus, after performing outlier detection it is necessary to do normality test data.

Normality test has been carried out in this research data, where the results of the normality test show the value of the critical ratio (cr) of skewness and kurtosis is still in the range - 2.58 to + 2.58 at a significance level of 5% (0.05). Based on the data did not have normal univariate distribution because the value of  $cr > 2.58$  and multivariate normal distribution because it has a value of  $cr < 55.76$ . Thus, this research data can be said to be normally distributed (appendix 4).

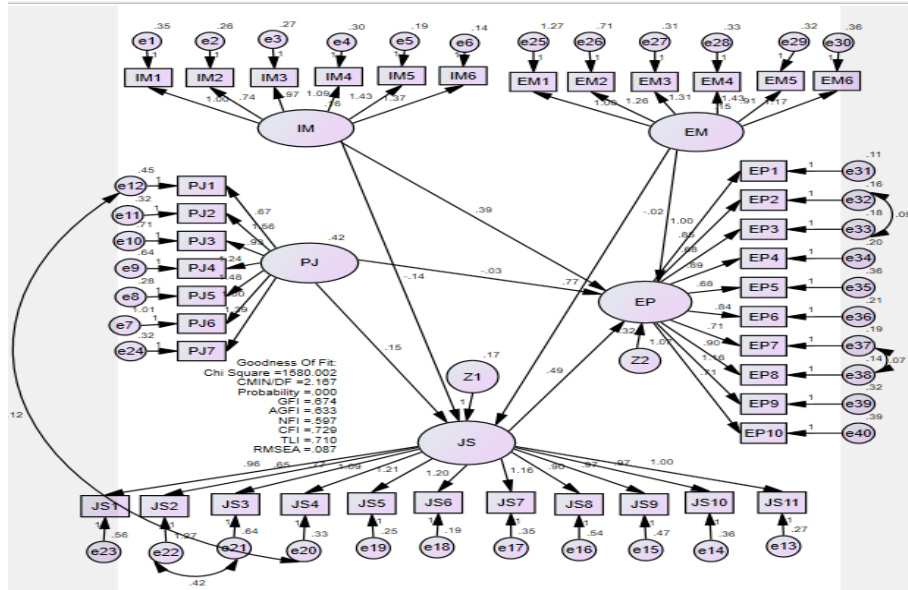
### **Outlier Test**

Based on the data shows the evaluation of outlier data has been processed in this study. The detection of multivariate outliers is carried out by taking into account the mahalanobis distance value. The criteria used if there is data whose value  $< 0.05$  lies in  $p_1$  and  $p_2$  the data should be phased out. Outlier evaluation is carried out to produce expected data normality. However, if there is only one probability value from an observation data that has a value  $< 0.05$  (only probability  $> 0.05$ ) the indication of an outlier is still acceptable, so the data does not need to be discarded (Ferdinand, 2002). This study was not carried out because the multivariate data were normally distributed (appendix 4).

### **Multicollinearity Test**

One of the assumptions that must be fulfilled in multivariate analysis is multicollinearity. The assumption of multicollinearity will justify that there is no perfect correlation between the independent variables. The correlation value between independent variables that are not allowed is  $\geq 0.9$  (Santoso, 2015). The results of multicollinearity testing in this study have no correlation value above 0.9, so it can be concluded that all independent variables do not have perfect correlation. Thus this data has fulfilled the multicollinearity assumption, and this research data can be used for the data processing stage with SEM (appendix 4).

## Research Result



**Figure 4.9**

### **Test Model with Interpretation Adding Hyphen Line**

Based on the Figure 4.9 above show the Goodness of Fit results obtained a Chi-Square value of 1580,002 with a probability of 0,000 indicating the model is not fit because the value is not in accordance with the recommended value, however, it is necessary to look at other fit criteria namely GFI TLI, CFI, NFI, and RMSEA to conclude the goodness of fit overall model. CMIN / DF value of 2,167 indicates that the model is less fit because the value of the analysis result is > 2. GFI value of 0.674, TLI of 0.710 and CFI of 0.729 shows that the model proposed in this study has a fairly good good of fit, because the value is close to 0.9 and classified as marginal fit. RMSEA value of 0.098 indicates that the model is less fit because it is > 0.08.



**Table 4.29**  
**Regression Weights: Full Model**

	Estimate	S.E.	C.R.	P Label
JS <--- PJ	.148	.068	2.165	.030 par_36
JS <--- EM	.765	.266	2.879	.004 par_37
JS <--- IM	-.142	.113	-1.249	.212 par_38
EP <--- JS	.488	.103	4.757	*** par_39
EP <--- IM	.393	.108	3.639	*** par_40
EP <--- PJ	-.030	.055	-.548	.584 par_41
EP <--- EM	-.015	.139	-.110	.913 par_42
EP <--- Z2	.317			par_43
IM1 <--- IM	1.000			
IM2 <--- IM	.742	.148	5.032	*** par_1
IM3 <--- IM	.974	.171	5.694	*** par_2
IM4 <--- IM	1.089	.186	5.868	*** par_3
IM5 <--- IM	1.433	.217	6.599	*** par_4
IM6 <--- IM	1.369	.203	6.748	*** par_5
PJ6 <--- PJ	1.000			
PJ5 <--- PJ	1.483	.207	7.169	*** par_6
PJ4 <--- PJ	1.241	.195	6.367	*** par_7
PJ3 <--- PJ	.926	.163	5.674	*** par_8
PJ2 <--- PJ	1.562	.221	7.077	*** par_9
PJ1 <--- PJ	.671	.120	5.613	*** par_10
JS11 <--- JS	1.000			
JS10 <--- JS	.975	.127	7.685	*** par_11
JS9 <--- JS	.971	.139	6.986	*** par_12
JS8 <--- JS	.900	.146	6.156	*** par_13
JS7 <--- JS	1.161	.141	8.240	*** par_14
JS6 <--- JS	1.203	.128	9.391	*** par_15
JS5 <--- JS	1.211	.131	9.240	*** par_16
JS4 <--- JS	1.087	.131	8.293	*** par_17
JS3 <--- JS	.766	.148	5.177	*** par_18
JS2 <--- JS	.650	.195	3.331	*** par_19
JS1 <--- JS	.959	.147	6.507	*** par_20
PJ7 <--- PJ	1.390	.196	7.105	*** par_21
EM1 <--- EM	1.000			
EM2 <--- EM	1.259	.376	3.344	*** par_22
EM3 <--- EM	1.311	.382	3.431	*** par_23

	Estimate	S.E.	C.R.	P	Label
EM4 <--- EM	1.427	.445	3.206	.001	par_24
EM5 <--- EM	.912	.285	3.194	.001	par_25
EM6 <--- EM	1.172	.376	3.119	.002	par_26
EP1 <--- EP	1.000				
EP2 <--- EP	.851	.096	8.846	***	par_27
EP3 <--- EP	.676	.092	7.342	***	par_28
EP4 <--- EP	.895	.111	8.083	***	par_29
EP5 <--- EP	.676	.129	5.228	***	par_30
EP6 <--- EP	.841	.108	7.819	***	par_31
EP7 <--- EP	.710	.103	6.902	***	par_32
EP8 <--- EP	.901	.097	9.292	***	par_33
EP9 <--- EP	1.158	.136	8.497	***	par_34
EP10 <--- EP	.710	.133	5.336	***	par_35

Based on the Table 4.29 above significant values can be seen from the regression weights table as shown in the table above. P value (probability) for each indicator shows very significant, with a value  $<0.05$ . The criterion of significance is the value of  $p < 0.05$ , but there is a construct of procedural justice to employee performance that is not significant with a value of  $0.584 > 0.05$ , one construct of intrinsic motivation to job satisfaction that is not significant with a value of  $0.212 > 0.05$  and one construct of extrinsic motivation to employee insignificant performance with a value of  $0.913 > 0.05$ .

**Table 4.31**  
**Result Hypothesis Testing**

Hypothesis	Estimate	Significant	Remarks
Intrinsic Motivation to Job Satisfaction	-0.142	0.212	Rejected Hypothesis
Extrinsic Motivation to Job Satisfaction	0.765	0.004	Accepted Hypothesis
Procedural Justice to Job Satisfaction	0.148	0.030	Accepted Hypothesis
Intrinsic Motivation to Employee Performance	0.393	0.000	Accepted Hypothesis
Extrinsic Motivation to Employee Performance	-0.015	0.913	Rejected Hypothesis
Procedural Justice to Employee performance	-0.030	0.584	Rejected Hypothesis
Job Satisfaction to Employee Performance	0.488	0.000	Accepted Hypothesis

Based on Table 4.31 to know the effect of intrinsic motivation toward job satisfaction obtained a significance value of 0.212 means that  $H_1$  is rejected because the significance value is higher than 0.05 with the magnitude of the contribution of intrinsic motivation to the job satisfaction have negative effect of -0.142.

The effect of extrinsic motivation toward job satisfaction obtained a significance value of 0.004 means that  $H_2$  is accepted because the significance value is lower than 0.05 with the magnitude of the contribution of extrinsic motivation to the job satisfaction have effect of 0.765 or 76.5%.

The effect of procedural justice toward job satisfaction obtained a significance value of 0.030 means that  $H_3$  is accepted because the significance value is lower than 0.05 with the magnitude of the contribution of extrinsic motivation to the job satisfaction have effect of 0.148 or 14.8%.

The effect of intrinsic motivation toward employee performance obtained a significance value of 0.000 means that  $H_4$  is accepted because the significance value is lower than 0.05 with the magnitude of the contribution of intrinsic motivation to the employee performance have effect of 0.393 or 39.3%.

The effect of extrinsic motivation toward employee performance obtained a significance value of 0.913 means that  $H_5$  is rejected because the significance value is higher than 0.05 with the magnitude of the contribution of extrinsic motivation to the employee performance have negative effect of -0.015.

The effect of procedural justice toward employee performance obtained a significance value of 0.584 means that  $H_6$  is rejected because the significance value is higher than 0.05 with the magnitude of the contribution of procedural justice to the employee performance have negative effect of -0.030.

The effect of job satisfaction toward employee performance obtained a significance value of 0.000 means that  $H_7$  is accepted because the significance value is lower than 0.05 with the magnitude of the contribution of job satisfaction to the employee performance have effect of 0.488 atau 48.8%.

**Table 4.32**  
**Testing The Effect of Intervening Variable**

Interaction	Value	Remark
Intrinsic Motivation- Employee Performance	0.393	Direct Effect
Intrinsic Motivation- Employee Performance	-0.069	Indirect Effect
Conclusion	Indirect effect < direct effect, which means that the intrinsic motivation variable directly affects the employee performance.	
Extrinsic Motivation- Employee Performance	-0.015	Direct Effect
Extrinsic Motivation- Employee Performance	0.373	Indirect Effect
Conclusion	Indirect effect > direct effect, which means that the intrinsic motivation variable indirectly affects the employee performance.	
Interaction	Value	Remark
Procedural Justice- Employee Performance	-0.030	Direct Effect
Procedural Justice - Employee Performance	0.072	Indirect Effect
Conclusion	Indirect effect > direct effect, which means that the procedural justice variable indirectly affects the employee performance.	

Source: Primary data processed in 2019

Based on Table 4.32 it is known that intrinsic motivation directly affects employee performance with an influence contribution of 0.393 or 39.3%. Extrinsic motivation has an indirect effect on employee performance with an influence contribution of 0.373 or 37.3%. Procedural Justice has an indirect effect on employee performance with an influence contribution of 0.072 or 7.2%.

## **DISCUSSION**

### **The influence of intrinsic motivation toward job satisfaction**

Based on the above research results, it is known that (H1) shows intrinsic motivation influences no significant negative effect on job satisfaction. This shows that employees who have intrinsic motivation will not necessarily affect job satisfaction.

As stated in Herzberg's theory that intrinsic motivation is a driving force within a person to work well. If someone is motivated, then they will make positive choices to do something that can later satisfy them. The possibility of employees in Dr. Abdul Aziz Singkawang City Hospital is already have good motivation from within themselves, but does not really affect job satisfaction.

This study is not in line with research conducted by Musoli and Palupi (2018) which concluded that intrinsic motivation has a positive and significant effect on job satisfaction. This study is also not in line with research conducted by Budiarto, et al (2013) state that intrinsic motivation has a positive influence on job satisfaction.

### **The influence of extrinsic motivation toward job satisfaction**

Based on the above research results, it is known that (H2) shows extrinsic motivation has a significant positive effect on job satisfaction. This shows that employees who have high extrinsic motivation will affect job satisfaction.

In Herzberg's theory it is stated that extrinsic motivation is sourced from the outside where income is a very influential part in employee job satisfaction. Interpersonal relations, working conditions, supervision and company policy also external factors which if they are not fulfilled, it can cause dissatisfaction of employees.

This research is in line with the research of Musoli and Palupi (2018) which proves that extrinsic motivation has a positive and significant effect on the job satisfaction variable. This is also supported by the research of Budiarto, et al (2013) stated that extrinsic motivation has a positive influence on job satisfaction.

### **The influence of procedural justice compensation in distribution medical fees toward job satisfaction**

Based on the results of the study above, it is known that (H3) shows that procedural justice compensation in the distribution of medical fees has a significant positive effect on job satisfaction. This shows that employees feel there is good procedural fairness compensation in the distribution of medical services. With procedural justice compensation in the distribution of medical fees, the employees of Dr. Abdul Aziz Singkawang City Hospital feel job satisfaction because they already know the procedure in the distribution of medical services.

In equity theory, employees will feel satisfaction if what they give matches what they get. This study is in line with research conducted by Tjahjono and Atmojo (2016) shows that procedural compensation justice has a positive effect on satisfaction of paramedic compensation. This study was also supported by research from Sulaefi (2017) stated that procedural justice compensation had a positive effect on satisfaction of nurse compensation.

### **The influence of intrinsic motivation toward employee performance**

Based on the results of the study above, it is known that (H4) shows that intrinsic motivation has a significant positive effect on job satisfaction. This shows that employees who have high intrinsic motivation will affect performance.

Therefore, intrinsic motivation can improve the performance of Dr. Abdul Aziz Singkawang City Hospital employees. If the employees at Dr. Abdul Aziz Singkawang City Hospital feel motivated and the work provided is safe, then the performance produced by these employees will be good and this will have a good impact on the company. This is in accordance with research conducted by Musoli and Palupi (2018) which proves that intrinsic motivation has a positive and significant effect on employee performance. This research is also supported by research from Iriani (2010) states that intrinsic motivation has a positive effect on employee performance.

### **The influence of extrinsic motivation toward employee performance**

Based on the results of the above study, it is known that (H5) shows extrinsic motivation does not have a significant negative effect on employee performance. This shows that the extrinsic motivation felt by the employees at RSUD dr. Abdul Aziz, especially doctors, nurses, management staff and other health workers do not have an influence on employee performance.

If it is seen from the results of the characteristics of respondents on income, some employees have problems in the income earned. Earnings or salary is a factor that can motivate someone to work enthusiastically. Based on the research conducted, it is known that they are satisfied with the income they earn, but that satisfaction has no effect on employee performance.

This study is in line with research conducted by Musoli and Palupi (2018) which states that extrinsic motivation variables do not have a significant effect on employee performance. This means that the higher the extrinsic motivation the employee has will not affect the level of employee performance. Vice versa, the lower the level of extrinsic motivation possessed by employees does not affect the level of employee performance in Dr. Abdul Aziz Singkawang City Hospital.

### **The influence of procedural justice compensation in distribution medical fees toward employee performance**

Based on the results of the study above, it is known that (H6) shows that procedural justice compensation in the distribution of medical fees has no significant negative effect on employee performance. This shows that increasing or decreasing employee perception of procedural fairness of compensation will not affect employee performance.

Procedural justice is very important so that employees know what procedures are applied in the distribution of medical services. By knowing the procedures in the distribution of medical services, it is expected that employees can feel justice because the compensation given is considered to be equal or fair. This study is in



line with research conducted by Tjahjono and Atmojo (2016) which proves that procedural justice has no significant effect on performance.

### **The influence of job satisfaction toward employee performance**

Based on the above results, it is known that (H7) shows job satisfaction has a significant positive effect on employee performance. This shows that job satisfaction felt by employees affects the performance felt by employees.

This proves that job satisfaction has an effect on employee performance because job satisfaction obtained by Dr. Abdul Aziz Singkawang City Hospital employees from their work has reached a match between what is expected and what is received and is then able to encourage employees to achieve optimal performance. This study is in line with research conducted by Musoli and Palupi (2018) which proves that job satisfaction has a positive and significant effect on employee performance. This study is also in line with research from Musoli and Palupi (2018) which proves that job satisfaction has a positive and significant effect on employee performance.

### **CONCLUSIONS AND SUGGESTIONS**

Based on the results of research on the influence of intrinsic motivation, extrinsic motivation, procedural justice compensation in the distribution of medical fees toward employee performance with job satisfaction as an intervening variable, it can be concluded as follows:

1. Intrinsic motivation has significant negative influence to job satisfaction
2. Extrinsic motivation has significant positive influence to job satisfaction
3. Procedural justice compensation in distribution medical fees has significant positive influence to job satisfaction
4. Intrinsic motivation has significant positive influence to employee performance
5. Extrinsic motivation has significant negative influence to employee performance
6. Procedural justice compensation in distribution medical fees has significant negative influence to employee performance
7. Job satisfaction has significant positive influence to employee performance

Based on the result in this research, there are several suggestions for further research and the party of RSUD dr. Abdul Aziz :

1. For further researchers, it is expected to increasing the number of samples and increasing research locations so that comparison can be made.
2. For further research that wants to do a review of this study, it is recommended to use the AMOS statistical tools.
3. Future studies are expected to consider and add other variables that affect employee satisfaction and performance.
4. For RSUD parties, it is recommended to involve employees more in the distribution of medical services as seen from the results of research where some employees consider that they have not been involved and the need for better transparency in the distribution of medical services. Hence it is expected to improve employee performance.
5. The RSUD can consider the remuneration system if seen from the existing problems

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