THE INFLUENCE OF INTRINSIC AND EXTERNAL MOTIVATION ON THE PERFORMANCE OF GRAB SUKABUMI DRIVERS

Cahaya Gumilang[1]*, Faizal Mulia Z[2], Kokom Komariah[3]
Universitas Muhammadiyah Sukabumi, Indonesia
*Email Corresponding: gumilangcahaya2@ummi.ac.id

Abstract

The rapid growth of digital platform–based transportation has reshaped employment patterns in Indonesia, particularly for motorcycle ride-hailing drivers. This study aims to analyze the effect of intrinsic motivation and extrinsic motivation, both partially and simultaneously, on the performance of GrabBike drivers in Sukabumi City. A quantitative approach with descriptive and associative methods was employed. Data were collected from 95 active GrabBike drivers using a structured questionnaire with a Likert scale and analyzed using multiple linear regression with IBM SPSS Statistics version 27. The results show that intrinsic motivation does not have a significant effect on driver performance, indicating that internal factors such as personal needs, expectations, independence, and optimism are insufficient to directly improve performance in platform-based work settings. In contrast, extrinsic motivation has a positive and significant effect on performance, highlighting the dominant role of external factors such as company policies, incentive systems, working conditions, supervision quality, and interpersonal relationships. Furthermore, the simultaneous test reveals that intrinsic and extrinsic motivation together significantly influence driver performance. These findings suggest that performance in the context of digital labor platforms is largely driven by organizational and system-level factors rather than individual motivation alone. Therefore, improving driver performance and sustainability requires transparent policies, fair incentive mechanisms, and supportive working conditions within platform-based partnerships such as Grab.

Keywords: *Intrinsic Motivation, Extrinsic Motivation, Driver Performance, Online Transportation, Grabbike.*

INTRODUCTION

The development of digital technology has brought fundamental changes in various sectors of life, including the transportation sector. In Indonesia, online transportation-based transportation is growing rapidly and has become an important part of people's economic and social activities. The presence of online transportation services such as Gojek, Maxim, InDriver, Uber, and Grab has changed people's mobility patterns by offering ease of access, time flexibility, and cost efficiency. Online transportation is not only used by students and office workers, but also a main and additional source of livelihood for many individuals in various regions, including Sukabumi City.

Grab, which was founded in Singapore in 2012, has grown to become one of the largest transportation technology companies in Southeast Asia. Grab provides a variety of services, including GrabFood, GrabTaxi, GrabExpress, and GrabBike. The GrabBike service is one of the backbones of Grab's operations in Indonesia because it is able to reach congested areas, offers relatively affordable costs, and provides wide job opportunities for the community. However, behind these flexibility and economic opportunities, there are various challenges faced by GrabBike drivers, especially those related to work motivation and performance.

From the perspective of human resource management, an individual's performance is greatly influenced by their level of motivation. Motivation is an internal and external drive that determines the direction, intensity, and sustainability of a person's work behavior. Intrinsic motivation refers to drives that come from within an individual, such as needs, expectations, interests, independence, and an optimistic attitude. On the contrary, extrinsic motivation comes from external factors, such as company policies, incentive systems, quality of supervision, working conditions, and interpersonal relationships (Herzberg, 1959; Lestary, 2023). Both forms of motivation have a strategic role in shaping performance, both in the context of formal organizations and partnerships based on digital platforms such as Grab.

The phenomenon that occurred in Sukabumi City shows a decrease in the number of active GrabBike drivers from year to year. Based on Grab Sukabumi's internal data, the number of partners in 2020 was recorded at 3,018 people, then decreased to 2,887 people in 2021, 2,461 people in 2022, 2,034 people in 2023, 1,782 people in 2024, and only 1,563 active drivers left in 2025. This decline not only reflects the dynamics of competition between platforms, but also indicates fundamental problems related to the sustainability of GrabBike drivers' motivation and performance in Sukabumi.

The results of initial interviews conducted by researchers with several GrabBike drivers corroborate this phenomenon. A number of drivers stated that the level of work fatigue was not proportional to the income received, especially after the cuts in incentives and taxes that were considered less transparent. In addition, the unclear career path, increasing competition between drivers, and relatively rapid changes in company policies also affect drivers' morale. This condition has implications for a decrease in intrinsic motivation, such as satisfaction and pride in work, as well as a weakening of extrinsic motivation derived from the organization's reward and support system.

From the point of view of human resource theory, GrabBike drivers can be seen as partners who play a strategic role in maintaining the quality of service and the company's image. Driver performance is not only measured by the quantity of trips, but also includes service quality, punctuality, cost-effectiveness, and the ability to interact with customers (Wedhu et al., 2023). If intrinsic and extrinsic motivations are not managed optimally, then a decline in performance becomes an unavoidable consequence, which ultimately has an impact on the sustainability of the platform's business itself.

Although previous studies have proven that intrinsic motivation and extrinsic motivation have an influence on individual performance, the existing empirical findings still point to inconsistencies in the results and limitations of the research context. Several studies have found that intrinsic and extrinsic motivation have a significant effect on the performance of employees and partners (Hamdani & Rita, 2020; Wedhu et al., 2023; Qurotaaini et al., 2024), while other research shows that the influence of motivation, particularly extrinsic motivation, is not always significant on performance (Putra et al., 2023; Tank, 2024). These differences in results indicate the existence of contextual factors that affect the relationship between motivation and performance. In addition, most of the previous research still focused on formal organizational sectors such as government

agencies, manufacturing companies, or educational institutions (Komariah, 2019; Hamid, 2024), so that the context of work based on digital platforms such as online transportation has not been studied in depth. In fact, the work characteristics of online transportation drivers have fundamental differences from conventional employees, including in terms of partnership status, work flexibility, algorithm-based incentive systems, and income uncertainty (Lestary, 2023; Faizal et al., 2024). Furthermore, research on the motivation of online transportation drivers in Indonesia still tends to be concentrated in big cities such as Jakarta, Bogor, and Makassar (Hamdani & Rita, 2020; Rizqullah, 2023; Audina, 2023), while medium-sized cities such as Sukabumi have relatively not been researched. Socio-economic conditions, the level of competition of drivers, and the company's operational policies in medium-sized cities have the potential to produce different motivation and performance dynamics. Empirical data shows a decrease in the number of active GrabBike drivers in Sukabumi City from 2020 to 2025, indicating that there are problems of motivation and sustainability of performance that have not been answered by previous research. Thus, the research gap in this study lies in the limitations of empirical studies that simultaneously examine intrinsic motivation and extrinsic motivation on the performance of online transportation drivers in the context of medium cities, especially Sukabumi City, as well as the lack of optimal use of human resource perspectives to explain the phenomenon of digital platform-based partnerships. From the description above, which is supported by the existence of research gaps, this study aims to analyze the influence of intrinsic motivation and extrinsic motivation, both partially and simultaneously, on the performance of GrabBike drivers in Sukabumi City. This research is expected to fill this gap by providing new empirical evidence that is contextual and relevant for the development of theories and practices of human resource management in the digital economy sector.

METHOD

This study uses a quantitative approach with descriptive and associative methods. The quantitative approach was chosen because this study aims to objectively examine the relationship and influence between variables through numerical data and statistical analysis. The descriptive method was used to describe the characteristics of the respondents and the condition of the study variables, while the associative method was used to analyze the influence of intrinsic motivation and extrinsic motivation on the performance of GrabBike drivers in Sukabumi City. This approach is in line with the positivism paradigm that emphasizes hypothesis testing through structured measurements and inferential statistical analysis to produce generalizable conclusions (Sugiyono, 2022).

The objects of this study are intrinsic motivation, extrinsic motivation, and GrabBike driver performance. The research was carried out on GrabBike driver-partners operating in Sukabumi City and actively registered with Grab companies. The selection of this location is based on the phenomenon of a significant decline in the number of active drivers that has occurred in recent years, so it is relevant to study from a motivation and performance perspective.

The variables used in this study consisted of Independent Variables (Intrinsic

Motivation, and Extrinsic Motivation) and Dependent Variables (GrabBike Driver Performance). Intrinsic motivation is measured through indicators of needs, expectations, interests, independence, and optimism, while extrinsic motivation is measured through the quality of supervision, policy and administration, working conditions, and interpersonal relationships. Performance is measured based on the dimensions of quality, quantity, timeliness, cost-effectiveness, and interpersonal impact.

The population in this study is all active GrabBike drivers in Sukabumi City by 2025, with a total of 1,563 drivers. Given the relatively large population, the sample was determined using the Slovin formula with a margin of error of 10%. Based on the results of the calculation, a sample of 95 respondents was obtained, so that all data was used in the analysis because it met the requirements for representativeness. The sampling technique used is simple random sampling, where each member of the population has an equal chance of becoming a research respondent.

The data collection technique used in this study consisted of primary data obtained directly from respondents through the distribution of a closed questionnaire using a Likert scale of 1–5, ranging from "strongly disagree" to "strongly agree". The questionnaire was distributed online to GrabBike drivers in Sukabumi City. Secondary data obtained through literature studies which include textbooks, scientific journals, research reports, and other supporting documents relevant to motivation and performance topics.

The data that has been collected is analyzed using the help of IBM SPSS Statistics software version 27. The data analysis techniques used include:

1. Validity Test, to find out the extent to which the research instrument is able to measure the variables being studied.
2. Reliability Test, to measure the consistency of research instruments using Cronbach's Alpha coefficient.
3. Classical Assumption Test, which includes normality, multicollinearity, and heteroscedasticity tests.
4. Multiple Linear Regression Analysis, to determine the influence of intrinsic motivation and extrinsic motivation on GrabBike driver performance.
5. A t-test (partial), to test the influence of each independent variable on the dependent variable.
6. F test (simultaneous), to test the influence of independent variables together on dependent variables.
7. Coefficient of Determination (R^2), to determine the magnitude of the contribution of intrinsic and extrinsic motivation in explaining the variation in driver performance.

RESULTS AND DISCUSSION
Result Validity and Reliability Tests
Validity Test Results

Validity tests are performed to ensure that each statement item in the questionnaire is able to measure the variables being studied. The test was conducted using Pearson Product Moment correlation with the help of IBM SPSS Statistics version 27. The r table

used is in the opinion of Sugiyono (2021) of 0.300. Presented in table 1 below:

Table 1. Validity Test Results

Variable	No Item	R Count	R Table	Information
Intrinsic Motivation	X1.1	0,655	0,300	Valid
	X1.2	0,394		
	X1.3	0,623		
	X1.4	0,531		
	X1.5	0,600		
	X1.6	0,609		
	X1.7	0,661		
	X1.8	0,472		
	X1.9	0,740		
	X1.10	0,717		
	X1.11	0,539		
	X1.12	0,604		
	X1.13	0,642		
	X1.14	0,643		
	X1.15	0,471		
External Motivation	X2.1	0,594	0,300	Valid
	X2.2	0,487		
	X2.3	0,638		
	X2.4	0,606		
	X2.5	0,551		
	X2.6	0,716		
	X2.7	0,387		
	X2.8	0,534		
	X2.9	0,576		
	X2.10	0,617		
	X2.11	0,587		
	X2.12	0,401		
Driver Performance	Y1.1	0,359		
	Y1.2	0,474		
	Y1.3	0,551		
	Y1.4	0,364		

Variable	No Item	R Count	R Table	Information
	Y1.5	0,556		
	Y1.6	0,703		
	Y1.7	0,643		
	Y1.8	0,657	0,300	Valid
	Y1.9	0,411		
	Y1.10	0,594		
	Y1.11	0,659		
	Y1.12	0,669		
	Y1.13	0,660		
	Y1.14	0,529		
	Y1.15	0,410		

Source: Data processed by researchers, 2025

Based on table 1 above, a validity test is carried out to ensure that each statement item in the questionnaire is able to measure the variables studied. The test was conducted using Pearson Product Moment correlation with the help of IBM SPSS Statistics version 27. The results of the validity test showed that all statement items on the variables of intrinsic motivation (X_1), extrinsic motivation (X_2), and performance (Y) had a calculated r value of > r of the table (0.300). Thus, all statement items are declared valid and suitable for use in research.

Reliability Test

The purpose of the Reliability Test is to measure the consistency level of the instrument by measuring the same construct result. The method used by Ghozali (2016) is Cronbach's Alpha calculation above 0.7. It is presented in table 2 below:

Table 2. Reliability Test Results

Variable	r count	r table	Information
Intrinsic Motivation	0,858	0,700	Realiable
External Motivation	0,788	0,700	Realiable
Grab Driver Performance	0,827	0,700	Realiable

Source: Data processed by researchers, 2025

Classic Assumption Test

Before conducting further regression analysis, this study must first test the feasibility of the model through several series of classic intake tests. This test includes several things that are mentioned that there are 5 fundamental aspects in the study, namely: (1). Data normality to ensure normal residual distribution, (2) Multicolherrenity to test the indenpendedesis of correlation in error terms, (3) autocorrelation to detect that there is a

correlation in error terms, (4) heteroscedasticity to test the uniformity of residual variance, and (5) linearity of relationships between independent and dependent variables. The following are the complete results of the classical assumption test that proves that the regression model in this study has met all statistical requirements so that it is suitable for further analysis.

Normality Test

The Normality Test is used as a form to check whether there is a residual or variable occurrence in the regression model to follow the normal distribution. The method that is always commonly used is the One sample KolmogorovSmirnov Test. The decision-making criterion is that if the > is 0.05, the data is normally distributed, and < 0.05 is not normally distributed. It is presented in table 3 below:

Table 3. Normality Test Results

	Unstandardized Residual
N	95
Asymp. Sig. (2-tailed)	0,200

Source: Data processed by researchers, 2025

Based on table 3 above, the results of the kolmogorov-Smirnov test have been obtained. (2- tailed) of 0.200 which is greater than the significance level of 0.05 thus the result can be concluded that the residual data is normally distributed.

Multicollinearity Test

The Multicollinearity test is used to find out if there is a high correlation between independent variables in a regression model. The common method used is, if the Tolerance value: if the < value is 0.10 → there is an indication of multicollinearity, the VIF (Variance Inflation Factor) value: if the VIF is > 10 → there is multicollinearity, and if the Tolerance is > 0.10 and the VIF is < 10, then multicollinearity does not occur.

Table 4. Multicollinearity Test

Collinearity Statistics		
Model	**Tolerance**	**VIF**
Intrinsic Motivation	0,505	1,980
Extrinsic Motivation	0,505	1,980

Source: Data processed by researchers, 2025

Based on table 4 above, the tolerance value for intrinsic motivation and extrinsic motivation variables is greater than 0.10, and the VIF value is 1.980 (<10). Thus, it can be concluded that there is no multicollinearity between independent variables.

Heterokedasticity Test

The Heteroscedasticity test was performed to find out whether in the regression model there was variance of variance from residual between observations. A good

regression model is one that does not experience symptoms of heteroscedasticity. The Heteroscedasticity test was performed to find out whether in the regression model there was variance of variance from residual between observations. A good regression model is one that does not experience symptoms of heteroscedasticity. In this study, the heteroscedasticity test was carried out using the glejsert spearman method using IBM SPSS Statistics ver 27 software. The results of the glycer test in the "correlations" table obtained significance for: Intrinsic Motivation (X1) to performance of 0.568, and Extrinsic Motivation (X2) to performance of 0.568 Intrinsic and Extrinsic Motivation to Performance (Y) of 0.568. It is presented in table 5 below:

Table 5. Heterokedasticity Test Results

Keterangan	Sig.
Intrinsic Motivation → Performance	0,568
Extrinsic Motivation → Performance	0,568
Intrinsic and Extrinsic Motivation → Performance	0,568

Source: Data processed by researchers, 2025

Analysis of the Regresi Linier Berganda

The multiple linear regression analysis aims to determine the magnitude of the influence of intrinsic motivation and extrinsic motivation on the performance of Grab Bike drivers in Sukabumi. From the results of data processing with SPSS version 27, the following regression equations were obtained:

Table 6. Multiple Regression Test Results

Model	Unstandardized B	Standar cofficients erorr	Standar Coefficients beta	T	Sig.
Constant	12.604	4.551		2.769	.007
Intrinsic Motivation	.018	0.95	.020	.191	.849
Extrinsic Motivation	.994	.138	.740	7.226	.001

Source: Data processed by researchers, 2025

Based on table 6 above, multiple linear regression analysis is used to determine the influence of intrinsic motivation (X_1) and extrinsic motivation (X_2) on the performance of GrabBike (Y) drivers. The regression model obtained is:

$$Y = 12{,}604 + 0{,}018X_1 + 0{,}994X_2$$

An interpretation of the regression equation shows that:
1. A constant value of 12.604 indicates that if intrinsic motivation and extrinsic motivation are zero, then performance remains at that value.
2. The intrinsic motivation coefficient of 0.018 indicates that every increase of one unit of intrinsic motivation will increase performance by 0.125 units.
3. The extrinsic motivation coefficient of 0.994 shows that extrinsic motivation has a more

dominant influence on performance than intrinsic motivation.

Coefficient Determination Test

The determination coefficient value (R^2) indicates that most variations in GrabBike driver performance can be explained by intrinsic motivation and extrinsic motivation, while the rest is influenced by other factors not examined in this study, such as market conditions, platform policies, and other personal factors. It is presented in the following table 7:

Table 7. Determination Coefficient Test Results

Model	R	Rsquare	Adjusted R	Std.erorr of the estimate
1	.754	.569	.559	5.104

Source: Data processed by researchers, 2025

The results of the analysis showed that the value of the determination coefficient (R Square) was 0.569. This value shows that the determination coefficient value of 56.9% variation in the performance of Grab bike drivers in Sukabumi can be explained by Intrinsic Motivation and Extrinsic Motivation, while the remaining 43.1% is influenced by other variables outside the research model.

Hypothesis Test Results
Partial Test (t-test)

A partial test was used to determine the magnitude of the influence of each independent variable, namely intrinsic motivation (X_1) and extrinsic motivation (X_2), on the performance of Grab Bike drivers in Sukabumi (Y) individually. Based on the results of SPSS data processing version 27, the following results were obtained:

Table 8. Hypothesis Test (t-Test)

Model	Unstandardized B	Standar cofficients erorr	Standar Coefficients beta	T	Sig.
Constant	12.604	4.551		2.769	.007
Intrinsic Motivation	.018	0.95	.020	.191	.849
Extrinsic Motivation	.994	.138	.740	7.226	.001
F = 60,656 Sig. = 0,001					

Source: Data processed by researchers, 2025

From table 8 above, the results of the hypothesis test show that intrinsic motivation has no effect on the performance of GrabBike drivers, while extrinsic motivation has a significant positive effect on the performance of GrabBike drivers. Thus, the H_1 hypothesis is rejected and H_2 is accepted. The results of the simultaneous test stated that intrinsic and

extrinsic motivation together had a significant effect on the performance of grab drivers.

The Influence of Intrinsic Motivation on GrabBike Driver Performance in Sukabumi City

Based on the results of the study, it shows that intrinsic motivation has no effect on the performance of GrabBike drivers in Sukabumi City. These findings indicate that motivations that come from within drivers such as economic needs, expectations of increased income, interest in staying in partnerships, independence at work, and optimism do not have an important impact on improving driver performance. Theoretically, these results are in line with Herzberg's theory of motivation which states that intrinsic factors are the main drivers of individuals in achieving optimal job satisfaction and performance. In the context of GrabBike drivers, intrinsic motivation is reflected in the driver's willingness to work independently, manage working hours flexibly, and set personal goals in earning income. These findings are in contrast to the results of research from Hamdani & Rita (2020) and Wedhu et al. (2023) which found that intrinsic motivation has a significant effect on performance, both in online transportation drivers and public sector employees. In addition, Lestary's research (2023) also confirms that needs, expectations, and interests are the main indicators of intrinsic motivation that are able to improve individual performance. However, the regression coefficient of intrinsic motivation in this study is relatively smaller than that of extrinsic motivation. This shows that while intrinsic motivation is important, in the context of GrabBike drivers' work which relies heavily on daily income and platform policies, intrinsic motivation alone is not enough to drive maximum performance. This condition can explain the phenomenon of decreasing the number of active drivers in Sukabumi City as shown in the research data.

The Influence of Extrinsic Motivation on the Performance of GrabBike Drivers in Sukabumi City

The results of the analysis showed that extrinsic motivation had a positive and significant effect on the performance of GrabBike drivers, with a greater regression coefficient than intrinsic motivation. These findings confirm that external factors such as the quality of supervision, company policies and administration, working conditions, and interpersonal relationships have a dominant influence on driver performance. In the context of platform-based partnerships like Grab, extrinsic motivation becomes crucial as drivers rely heavily on application systems, order distribution algorithms, incentive policies, and revenue cutting transparency. When company policies are considered fair and transparent, and working conditions support safety and comfort, drivers tend to show better performance. The results of this study are in line with the research of Qurotaaini et al. (2024), Rizqullah (2023), and Hudan (2025) which states that incentives, company policies, and the work environment have a significant influence on the performance of online transportation drivers. These findings also support the research of Faizal et al. (2024) which emphasizes the importance of optimizing human resource management through a fair reward and incentive system.

The Simultaneous Effect of Intrinsic Motivation and Extrinsic Motivation on GrabBike Driver Performance

The results of the simultaneous test (F test) showed that intrinsic motivation and extrinsic motivation together had a significant effect on the performance of GrabBike drivers in Sukabumi City. These findings confirm that driver performance is the result of an interaction between an individual's internal drive and external support from the company's systems and policies. Conceptually, these findings support a human resource approach that views performance as an integrative result of individual factors and organizational factors. Intrinsic motivation provides a psychological basis for drivers to keep working and strive to achieve targets, while extrinsic motivation acts as a reinforcer that determines sustainability and performance intensity. The results of this study are consistent with the research of Komariah (2019) and Hamid (2024) which stated that the combination of intrinsic and extrinsic motivation simultaneously exerts a stronger influence on performance than the partial influence of each variable. These findings also explain why a decrease in motivation, both internally and externally, can have a significant impact on the performance and sustainability of GrabBike driver partnerships.

CONCLUSION

Based on the results of data analysis and discussion, this study concludes that intrinsic motivation does not have a significant effect on the performance of GrabBike drivers in Sukabumi, indicating that internal factors such as personal needs, expectations, interest, independence, and optimism alone are not sufficient to drive performance in the context of platform-based work. In contrast, extrinsic motivation has a positive and significant effect on driver performance, demonstrating that external factors particularly company policies, incentive systems, working conditions, supervision quality, and interpersonal relationships play a dominant role in shaping the performance of drivers operating under the partnership system of Grab. Furthermore, the results of the simultaneous test show that intrinsic motivation and extrinsic motivation together have a significant effect on driver performance, suggesting that performance is the outcome of interaction between individual psychological factors and organizational support mechanisms. Overall, these findings imply that improving the performance and sustainability of GrabBike drivers in Sukabumi requires a stronger emphasis on transparent, fair, and supportive extrinsic motivational strategies, while intrinsic motivation functions as a complementary rather than determining factor in the platform-based employment context.

REFERENCES

Audina, M. (2020). Pengaruh kompensasi dan motivasi kerja terhadap kepuasan kerja mitra Go-Ride di Makassar. *Jurnal Ekonomi dan Bisnis, 6(1), 33–44*.

Faizal Mulia, Z., dkk. (2024). Optimalisasi manajemen sumber daya manusia pada BUMDes Desa Parungseah Kabupaten Sukabumi. *Jurnal Manajemen Sumber Daya Manusia, 5(1), 45–55*.

Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: BP UNDIP.

Hamdani, H., & Rita, D. (2020). Pengaruh motivasi intrinsik dan motivasi ekstrinsik terhadap kinerja pengemudi GrabBike di Kabupaten Bogor. *Jurnal Ekonomi dan Bisnis, 9(2), 123–134*. https://doi.org/10.37932/j.e.v9i2.53

Hamid, dkk. (2024). Pengaruh motivasi intrinsik, motivasi ekstrinsik, dan lingkungan kerja terhadap kinerja pegawai. *Jurnal Manajemen Publik, 9(1), 55–66*.

Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley & Sons.

Nurodin, I., Alhidayatullah, A., & Sudarma, A. (2023). The Role of Leadership and Motivation in Improving Employee Performance. *Husnayain Business Review*, *3*(1), 43-49.

Komariah, K., dkk. (2019). Peran motivasi kerja dan efikasi diri (self-efficacy) dalam meningkatkan kinerja karyawan. *Jurnal Manajemen dan Organisasi, 6(2), 101–112.*

Lestary. (2023). Pengaruh motivasi intrinsik dan ekstrinsik terhadap prestasi belajar bahasa Inggris mahasiswa. *Jurnal Pendidikan Bahasa, 7(2), 90–101*.

Lisnawati, E., & Alhidayatullah, A. (2023). Efektivitas pelatihan dan motivasi kerja dalam meningkatkan kinerja karyawan. *ASSET: Jurnal Manajemen dan Bisnis*, *6*(2).

Potu, J., Lengkong, V. P. K., & Trang, I. (2020). Sumber daya manusia sebagai faktor penting dalam organisasi. *Jurnal Manajemen Bisnis, 8(1), 45–56*.

Putra, A. T., dkk. (2023). Pengaruh motivasi intrinsik, motivasi ekstrinsik, budaya organisasi, dan komitmen organisasional terhadap kinerja pegawai. *Jurnal Administrasi Negara, 7(1), 88–99*.

Qurotaaini. (2025). Motivasi intrinsik dan ekstrinsik terhadap kinerja enumerator di Regional Economic Development Institute pada periode 2024. *Jurnal Ekonomi Pembangunan, 10(1), 1–12*.

Rizqullah, A. G. Z. (2023). Pengaruh motivasi intrinsik dan reward terhadap kinerja driver Gojek di Kota Makassar. *Jurnal Manajemen Transportasi, 4(2), 55–65*.

Tangko, R., dkk. (2024). Pengaruh motivasi intrinsik dan motivasi ekstrinsik terhadap kinerja karyawan pada PT Melati Tunggal Intiraya. *Jurnal Manajemen Industri, 10(2), 120–130*.

Wedhu, D., dkk. (2023). Pengaruh motivasi intrinsik dan ekstrinsik terhadap kinerja pegawai pada Dinas Pemberdayaan Masyarakat dan Desa Kabupaten Sikka. *Jurnal Administrasi Publik, 8(1), 66–78*.