

THE EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON CIVIL SERVANTS' JOB SATISFACTION THROUGH SERVICES AT THE PATUMBAK DISTRICT OFFICE

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Abstract

Job satisfaction is a crucial factor in supporting the effectiveness of public sector organizations, particularly at the sub-district government level that directly serves the community. Work motivation, both intrinsic and extrinsic, greatly influences employee satisfaction; however, the quality of public services can determine the strength of that relationship. Therefore, this study is important to examine how service quality strengthens the influence of motivation on employee job satisfaction. The study aims to determine the effect of intrinsic and extrinsic motivation on job satisfaction with service quality as a mediating variable. This research used a quantitative method with an associative approach. Data were collected through questionnaires distributed to 31 respondents who are employees at the Patumbak Sub-District Office. Data analysis techniques include validity tests, reliability tests, classical assumption tests, t-tests, F-tests, coefficient of determination (R^2), and path analysis using SPSS version 25. The results indicate that both intrinsic and extrinsic motivation have a positive and significant effect on service quality and job satisfaction. Service quality also significantly influences job satisfaction. The direct influence of extrinsic motivation on job satisfaction is greater than its indirect effect through service quality, while for intrinsic motivation, the opposite is true. This indicates that service quality serves as a partial mediating variable. In conclusion, employee job satisfaction at the Patumbak Sub-District Office is influenced not only by external factors such as rewards and social recognition, but also by internal motivation and the quality of service delivered professionally and efficiently.

Keywords: Extrinsic Motivation, Intrinsic Motivation, Job Satisfaction, Service Quality

A. INTRODUCTION

The Subdistrict Office is a government institution at the subdistrict level that functions as an extension of the regional government in carrying out administration, public service delivery, and coordination with village or urban ward administrations. The subdistrict head, as the leader, has a strategic role in managing regional policies, facilitating development, and maintaining public order and community welfare within the area. Patumbak Subdistrict, Deli Serdang Regency, with the Ministry of Home Affairs code 12.07.21, had a population of 104,915 as of June 30, 2024. Geographically, Patumbak Subdistrict is located at 3°44'–3°52' North Latitude

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and 98°69'–98°72' East Longitude, covering an area of 43.79 km² consisting of 8 villages. The largest village is Marindal Satu, with an area of 8.15 km², while the smallest is Lantasan Lama, with an area of 1.86 km². This condition reflects the complexity of public service needs that must be addressed by the Patumbak Subdistrict Office. The continuity and success of the Subdistrict Office depend greatly on its ability to provide high-quality services to the public. In an increasingly globalized era, public demands for the quality of public services have become higher. People expect services that are responsive, effective, and efficient. Therefore, improving the quality of public service is an imperative for government institutions. To achieve optimal service, human resources with a high level of job satisfaction are needed, because employees who are satisfied with their work tend to show positive attitudes, greater responsibility, and more stable work motivation.

According to Luthans (2020), the job satisfaction of civil servants is the result of an individual's evaluation of their work by considering the balance between expectations and the realities encountered within the bureaucratic environment. These expectations include a fair reward system, a conducive work environment, clarity of duties, and opportunities for development. When these factors are fulfilled, employees are more likely to demonstrate optimal performance. Conversely, role ambiguity, high work pressure, and a lack of appreciation can reduce job satisfaction and consequently lower motivation and the quality of service delivered to the public.

Public service, according to Zeithaml, Bitner, and Gremler (2022), includes all organizational interactions with customers that are oriented toward creating positive and valuable experiences. In the context of the Patumbak Subdistrict Office, service is not merely administrative in nature, but also represents the quality of local governance. Factors such as service speed, employee attitude, ease of process, and accuracy of outcomes become the main indicators for assessing service quality. However, service quality cannot be separated from the internal condition of employees, particularly their level of job satisfaction, which affects their enthusiasm and consistency in delivering the best possible service.

The Patumbak Subdistrict Office was selected as the research location because it has a high level of public service interaction, a large population, and diverse community needs. Based on data from the Community Satisfaction Index (IKM) of Deli Serdang Regency, Patumbak Subdistrict obtained a score of 97, categorized as "Very Good." Even so, field observations indicate a discrepancy between community expectations and actual experiences. In the process of issuing official letters and administrative documents, community members often have to wait a long time, sometimes for hours or even days. This is caused, among other things, by the absence of the subdistrict head, which hampers service processes that should ideally be completed quickly and accurately. This condition indicates the potential existence of job dissatisfaction among employees, which in turn affects service quality.

In addition, work motivation, both intrinsic and extrinsic, is an important factor influencing employee job satisfaction. Schunk and DiBenedetto (2021) explain that extrinsic motivation, such as allowances, recognition, and external incentives, plays a major role in the initial stages of work activity. However, in the long term, intrinsic motivation, such as a sense of responsibility, inner satisfaction, and emotional attachment to the job, is more decisive for sustaining work engagement and employee job satisfaction. Robbins and Judge (2023) also

state that a supportive work environment and a positive organizational culture can strengthen employee job satisfaction.

Previous studies have shown a significant relationship between motivation and job satisfaction. A study conducted by Elma Mariani and Muhammad Yusuf (2022) on employees at the Asakota Bima Subdistrict Office found that intrinsic and extrinsic motivation had a significant effect on job satisfaction, contributing 59.0%. Furthermore, research by Eka Setiawati Mappuji et al. (2023) revealed that job satisfaction is an important variable mediated by motivation and affects performance improvement. The study by Priyastiwi and Sofiati (2022) also found that public service motivation and remuneration have a direct effect on job satisfaction in the government sector, although this is not always moderated by incentive policies. In addition, Zummy Anselmus Dami et al. (2022) emphasized that interpersonal relationships, such as trust and the quality of exchange between leaders and subordinates, make a substantial contribution to shaping employee job satisfaction in higher education institutions.

Based on the above explanation, it can be concluded that intrinsic and extrinsic motivation play an important role in shaping employee job satisfaction, which ultimately affects the quality of public services. Therefore, this study is important to conduct in order to analyze the effect of intrinsic and extrinsic motivation on the job satisfaction of civil servants through service delivery at the Patumbak Subdistrict Office. This research is expected to contribute to the development of human resource management knowledge and to serve as a basis for improving the quality of public services through more effective employee management.

B. LITERATURE REVIEW

Intrinsic Motivation

Motivation is a psychological force that drives individuals to set, pursue, and achieve certain goals, whether originating from internal or external drives. According to Locke and Latham (2022), goal clarity, level of difficulty, and the presence of feedback are the main factors in increasing motivation, where specific, challenging, and realistic goals are able to enhance individual focus, commitment, and performance. This is reinforced by Goal-Setting Theory, which states that personally meaningful goals increase intrinsic motivation because they are aligned with individual values and aspirations (Locke & Latham, 2021). In addition, Self-Determination Theory (SDT) explains that intrinsic motivation emerges when individuals experience fulfilled autonomy, competence, and social relatedness, so that they feel in control, capable, and supported within their environment (Ryan & Deci, 2020). Another perspective, such as Expectancy-Value Theory, emphasizes that motivation is also influenced by expectations of success and the value assigned to an activity (Eccles & Wigfield, 2022), while Flow Theory shows that intrinsic motivation reaches its peak when individuals are in a state of flow, that is, a condition of complete focus and deep enjoyment in an activity (Csikszentmihalyi, 2023).

In its development, intrinsic motivation is also influenced by modern factors such as digital technology, which can enhance engagement through gamification, artificial intelligence, and real-time feedback (Meyer & Landers, 2024). In terms of characteristics, intrinsic motivation is marked by several major aspects, namely autonomy, competence, and social relatedness (Ryan & Deci, 2020), and is further supported by other factors such as interest and balanced

challenge (Hidi & Renninger, 2020), awareness of purpose (Yeager et al., 2021), creativity and self-expression (Amabile, 2023), flow experience (Nakamura & Csikszentmihalyi, 2022), as well as novelty and curiosity (Gruber et al., 2024). Altogether, these factors show that intrinsic motivation does not arise solely from within the individual, but is also shaped by the environment, experiences, and the social and technological context that supports it. Therefore, intrinsic motivation becomes an important factor in encouraging individuals to behave actively, productively, and sustainably in achieving their goals.

Indicators of Intrinsic Motivation

According to Dweck and Yeager (2020), intrinsic motivation is related to how individuals develop mindsets and internal drives to achieve goals. The following are five indicators of intrinsic motivation based on their perspective:

- **Growth Mindset:** The belief that abilities can develop through effort and learning encourages intrinsic motivation.
- **Competence Perception:** Feeling capable and progressing in an activity increases the intrinsic drive to continue learning and striving.
- **Curiosity and Interest Development:** A strong sense of curiosity toward a particular topic or skill becomes a major driver for learning without external pressure.
- **Resilience and Persistence in Facing Challenges:** Individuals with intrinsic motivation are more likely to persist in the face of difficulties because they see challenges as opportunities for growth.
- **Purpose and Personal Relevance:** A person is more intrinsically motivated when they feel that what they are learning or doing has meaning for themselves and for others.

Extrinsic Motivation

Extrinsic motivation is a drive that originates from outside the individual to engage in an activity with the aim of obtaining rewards or avoiding negative consequences. Unlike intrinsic motivation, this type of motivation is influenced by external factors such as incentives, social pressure, and expectations from the surrounding environment. In the context of recent developments, the COVID-19 pandemic has prompted significant changes in the implementation of extrinsic motivation, both in education and in the workplace. In education, the use of digital rewards such as online certificates, badges, and gamification systems has proven effective in increasing learning participation, although in the long term it may create dependence on external incentives (Dörrenbächer & Perels, 2021; Ryan & Deci, 2020). Meanwhile, in the workplace, organizations have implemented various strategies such as financial incentives, remote work allowances, and additional compensation to maintain employee productivity (Kniffin et al., 2021). However, excessive dependence on external incentives may reduce motivation when those rewards are diminished or discontinued.

As the pandemic came to an end, approaches to extrinsic motivation shifted toward a balance with intrinsic motivation. Educational institutions began developing reward systems based on more meaningful learning experiences, while work organizations adopted more holistic compensation systems, including career development, training, and work–life balance (Schunk & DiBenedetto, 2022; Van den Broeck et al., 2023). In addition, extrinsic motivation is influenced by several main factors, such as financial incentives, social rewards, punishment, digital technology, and the social and cultural environment. Technological developments,

particularly artificial intelligence (AI), have further strengthened the role of extrinsic motivation through more personalized reward systems, real-time feedback, and predictions of individual performance (Nguyen & Larson, 2024; Xie et al., 2024). Thus, extrinsic motivation not only serves as a short-term driver of behavior, but also becomes part of a broader strategy for increasing individual engagement, productivity, and satisfaction in a sustainable manner.

Indicators of Extrinsic Motivation

Scholars have identified several indicators that reflect the presence of extrinsic motivation. The following is an explanation of the indicators of extrinsic motivation according to Murayama and Elliot (2020):

- **Reward (External Rewards & Incentives):** Individuals are motivated by rewards such as money, bonuses, or recognition as a form of appreciation for their performance.
- **Competition:** Motivation arises from competing with others to achieve certain positions or accomplishments.
- **Social Recognition:** Individuals are driven to perform better in order to receive praise, respect, or acknowledgment from others.
- **External Pressure:** Motivation is triggered by pressures from the environment, such as family expectations, job demands, or social pressure.
- **Avoidance of Punishment:** Individuals work hard not because of personal desire, but due to fear of negative consequences such as punishment or criticism.
- **Performance Goals:** Motivation emerges from targets set by organizations, schools, or superiors to achieve specific standards.
- **Tangible Outcomes (Concrete Results & External Benefits):** Individuals strive to achieve something because of real benefits, such as job promotions, high academic grades, or improved social status.

Job Satisfaction

Job satisfaction is one of the key concepts in human resource management related to an individual's feelings toward their work. In general, job satisfaction can be understood through two main approaches: achievement and expectation discrepancy. According to Locke, job satisfaction arises as a result of achieving work targets or performance outcomes, as well as the presence of organizational support in facilitating such achievements (Locke, 1976, as cited in Suyatno et al., 2020). Meanwhile, Spector emphasizes that job satisfaction is related to the level of mismatch between employees' expectations and the realities they experience in the workplace, where the greater the discrepancy, the lower the level of job satisfaction (Spector, 1997, as cited in Suyatno et al., 2020). Thus, job satisfaction reflects employees' affective feelings, which can be either positive or negative, both overall and toward specific aspects such as salary, work relationships, and the work environment.

Job satisfaction is influenced by various factors related to job conditions and the organizational environment. According to Afandi (2018, as cited in Wijaya, 2022), there are five main factors affecting job satisfaction: need fulfillment, discrepancies between expectations and reality, value attainment, fairness, and organizational culture. Need fulfillment refers to the extent to which a job meets individual needs, while discrepancies indicate that satisfaction increases when outcomes exceed expectations. In addition, value attainment reflects the alignment between work and individual values, fairness relates to

equitable treatment in the workplace, and a harmonious organizational culture creates a supportive work environment. Therefore, job satisfaction is influenced not only by internal individual factors but also by external organizational conditions that shape the overall work experience.

Indicators of Job Satisfaction

According to Afandi (2018, as cited in Wijaya, 2022), indicators of job satisfaction include several key aspects that reflect the extent to which employees feel satisfied with their work, namely:

- **Salary:** Employees feel satisfied when they receive fair compensation that matches their work and responsibilities.
- **The Work Itself:** The level of satisfaction derived from the job itself, including challenges, task variety, and fulfillment in completing work.
- **Opportunities for Advancement:** Opportunities provided by the organization for career and skill development, such as training and promotions.
- **Supervision:** Employee satisfaction with how supervisors guide, monitor, and support their work.
- **Co-workers:** Social relationships and teamwork among employees that influence comfort and satisfaction at work.
- **Working Conditions:** The work environment, including facilities, safety, comfort, and physical conditions that support productivity.

Service

Service refers to a series of activities or processes carried out by an organization to meet customer needs, either through direct interaction or technology-based channels. According to Zeithaml, Bitner, and Gremler (2020), service encompasses not only physical transactions but also the overall customer experience in accessing, using, and benefiting from a service. The main objective of service is to create value and customer satisfaction by delivering experiences that meet or exceed expectations. This value can take the form of ease of access, responsiveness, communication quality, and the effectiveness of solutions provided. Customer satisfaction serves as a key indicator of service success, where services that meet or exceed expectations enhance loyalty, while poor services lead to dissatisfaction and customer switching.

In addition, service has unique characteristics that distinguish it from physical products. According to Lovelock and Wirtz (2021), services are intangible, perishable, heterogeneous, and inseparable from the interaction between provider and customer. Due to these characteristics, service quality depends heavily on managing interactions, maintaining consistency in operational standards, and the ability of human resources to deliver services effectively. Therefore, organizations must implement customer-oriented service strategies, utilize technology, and enhance employee competencies through training to maintain service quality. With proper management, services not only fulfill customer needs but also create sustainable satisfaction and loyalty.

Service Indicators

According to Kotler and Keller (2023), service quality can be measured through several metrics that reflect the overall customer experience, known as service performance metrics.

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One of the main indicators is customer satisfaction, which reflects the level of customer satisfaction with the services received, influenced by the alignment between expectations and actual experiences. In addition, the Net Promoter Score (NPS) measures the likelihood of customers recommending a service to others, categorized into promoters, passives, and detractors as indicators of customer loyalty. The higher the level of satisfaction and recommendation, the better the service quality provided by the organization.

Other important indicators include service recovery and the Customer Effort Score (CES). Service recovery refers to an organization's ability to handle customer complaints quickly, empathetically, and fairly, transforming negative experiences into positive ones and enhancing customer loyalty. Meanwhile, the Customer Effort Score measures the level of ease experienced by customers in obtaining services or resolving their needs. The lower the effort required from customers, the better the service experience provided.

C. RESEARCH METHODOLOGY

This study employed a quantitative approach using statistical analysis methods that are empirical, objective, measurable, and systematic (Sugiyono, 2020). The research was conducted at the Patumbak Subdistrict Office, Deli Serdang Regency, which was selected because it has a high intensity of public service activities and has achieved a very good Community Satisfaction Index (IKM). The population in this study consisted of all 31 employees of the subdistrict office, all of whom were also used as the sample through a saturated sampling technique (census). The research variables consisted of intrinsic motivation (X1) and extrinsic motivation (X2) as the independent variables, job satisfaction (Y) as the dependent variable, and service (Z) as the mediating variable. Data were collected through questionnaires using a 1–5 Likert scale and were supported by secondary data from various relevant literature sources.

The data analysis technique was carried out through several stages, namely data quality testing, including validity testing using Pearson correlation and reliability testing using Cronbach's Alpha, as well as classical assumption tests covering normality, heteroscedasticity, multicollinearity, and autocorrelation. Furthermore, hypothesis testing was conducted using the coefficient of determination (R^2), simultaneous testing (F-test), and partial testing (t-test) at a significance level of 5%. To analyze the direct and indirect relationships among variables, this study employed path analysis with the assistance of SPSS software. This approach was used to examine the mediating role of service in the relationship between work motivation and employee job satisfaction.

D. RESULT AND DISCUSSION

Definition of Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Frekuensi	Presentase (%)
a. Gender		
Male	16	51,6%
Female	15	48,4%
Jumlah	31 Respondent	100%

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b. Age		
20 – 35 Year	10	32,3%
36 – 45 Year	11	35,5%
> 45 Year	10	32,3%
Amount	31 Respondent	100%
c. Education		
SMA	6	19,4%
D3	7	22,6%
S-1	15	48,4%
S-2	3	9,6%
Amount	31 Respondent	100%

Source: Primary Data, 2025

Based on the results of the study of 31 respondents, the characteristics of the respondents in this study indicate that of the total 31 employees, the majority were male, 16 people (51.6%), while 15 people were female (48.4%). Based on age, respondents were dominated by the 36–45 age group, 11 people (35.5%), while the 20–35 and above 45 age groups each numbered 10 people (32.3%). In terms of their last education, the majority of respondents had a bachelor's degree, namely 15 people (48.4%), followed by a diploma (D3) of 7 people (22.6%), a high school (SMA) of 6 people (19.4%), and a master's degree (S2) of 3 people (9.6%). In general, these characteristics indicate that respondents were dominated by employees of productive age and a bachelor's degree.

Data Quality Test

Validity Test

Table 2. Description of Data Validity Test

Variable	Item	<i>p-value</i>	Decision
Intrinsic Motivation (X1)	X1.1	0,001	Valid
	X1.2	0,000	Valid
	X1.3	0,000	Valid
	X1.4	0,000	Valid
	X1.5	0,000	Valid
	X1.6	0,000	Valid
	X1.7	0,003	Valid
	X1.8	0,001	Valid
	X1.9	0,017	Valid
	X1.10	0,005	Valid
Extrinsic Motivation (X2)	X2.1	0,000	Valid
	X2.2	0,000	Valid
	X2.3	0,003	Valid
	X2.4	0,000	Valid
	X2.5	0,000	Valid
	X2.6	0,000	Valid
	X2.7	0,011	Valid
	X2.8	0,012	Valid

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		X2.9	0,001	Valid
		X2.10	0,000	Valid
		X2.11	0,000	Valid
		X2.12	0,001	Valid
		X2.13	0,007	Valid
		X2.14	0,000	Valid
		Y.1	0,000	Valid
		Y.2	0,000	Valid
		Y.3	0,002	Valid
		Y.4	0,018	Valid
		Y.5	0,021	Valid
	Job Satisfaction	Y.6	0,000	Valid
	(Y)	Y.7	0,006	Valid
		Y.8	0,000	Valid
		Y.9	0,009	Valid
		Y.10	0,000	Valid
		Y.11	0,040	Valid
		Y.12	0,041	Valid
		Z.1	0,000	Valid
		Z.2	0,000	Valid
		Z.3	0,000	Valid
		Z.4	0,000	Valid
		Z.5	0,000	Valid
	Service	Z.6	0,000	Valid
	(Z)	Z.7	0,028	Valid
		Z.8	0,000	Valid
		Z.9	0,000	Valid
		Z.10	0,000	Valid
		Z.11	0,000	Valid
		Z.12	0,041	Valid

Source: SPSS Data Processing Results, 2025

The validity test results indicate that all statement items for each variable in this study are valid. This is evidenced by the p-value of each item being below the 0.05 significance level. For the intrinsic motivation variable (X1), all 10 items had p-values between 0.000 and 0.017, thus being declared valid. Similarly, for the extrinsic motivation variable (X2), all 14 items showed p-values ranging from 0.000 to 0.012, which also meets the validity criteria. For the job satisfaction variable (Y), all 12 items had p-values below 0.05, although some values approached the significance limit, such as 0.040 and 0.041, but were still declared valid. Meanwhile, for the service variable (Z), all 12 items were also declared valid with p-values

ranging from 0.000 to 0.041. Thus, it can be concluded that all research instruments used were able to accurately measure the variables studied and were suitable for further analysis.

Reliability Test

Table 3. Description of Data Reliability Test

Variable	<i>Reliability Statistics</i>	
	<i>Cronbach's Alpha</i>	<i>N Of Items</i>
Intrinsic Motivation (X1)	0,805	10
Extrinsic Motivation (X2)	0,860	14
Job Satisfaction (Y)	0,760	12
Waiter (Z)	0,822	12

Source: SPSS Data Processing Results, 2025

The results of the reliability test indicate that all variables in this study have a good level of reliability. This is evident from the Cronbach's Alpha values for each variable, which are above the minimum threshold of 0.60. The intrinsic motivation variable (X1) has a Cronbach's Alpha value of 0.805 with 10 statement items, the extrinsic motivation variable (X2) has a Cronbach's Alpha value of 0.860 with 14 items, the job satisfaction variable (Y) has a Cronbach's Alpha value of 0.760 with 12 items, and the service variable (Z) has a Cronbach's Alpha value of 0.822 with 12 items. These values indicate that all research instruments have good internal consistency and are reliable as measuring tools, making them suitable for further data analysis.

Classical Assumption Test

Normality Test

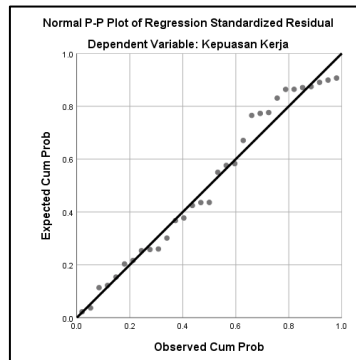


Figure 1. Normality Test Normal Probability-Plot

Source: SPSS Data Processing Results, 2025

Based on the normality test image above, it shows that the points for each statement item follow a straight line and are spread out close to and follow the direction of the diagonal line. Therefore, it can be concluded that the data in this study is normally distributed. Thus, the regression model meets the requirements for normality.

Table 4. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		31
Normal Parameters ^{a,b}	Mean	.0000000

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	Std. Deviation	2.28717210
Most Extreme Differences	Absolute	.132
	Positive	.083
	Negative	-.132
Test Statistic		.132
Asymp. Sig. (2-tailed)		.181 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Data Processing Results, 2025

Based on the output results of the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value was obtained at $0.181 > 0.05$, so it can be concluded that the residual data in this study is normally distributed. In addition, the Test Statistic value of 0.132 indicates that there are no deviations in this study. With a sample size of 31 respondents, and an average residual of 0.0000000 with a standard deviation of 2.287, these results strengthen the conclusion that the data in the regression model of this study has met the assumption of normality.

Multicollinearity Test

Table 5 Multicollinearity Test

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta	t	Sig.	
1	(Constant)	28.718	6.880		4.174	.000	
	Intrinsic Motivation	.155	.193	.164	.803	.429	.550 1.819
	Extrinsic Motivation	-.014	.168	-.022	-.083	.935	.332 3.013
	Service	.390	.154	.548	2.525	.018	.485 2.063

a. Dependent Variable: Job Satisfaction

Source: SPSS Data Processing Results, 2025

Based on the results of the test analysis above, it was found that each tolerance value of variable X1 was 0.550, variable X2 was 0.332, and variable Z was 0.485, which means that the value is greater than 0.10. Meanwhile, for the VIF value, each value of variable X1 was 1.819, variable X2 was 3.013, and variable Z was 2.063, which means that the value was less than 10. Based on these results, it can be concluded that there were no symptoms of multicollinearity in this study.

Heteroscedasticity Test

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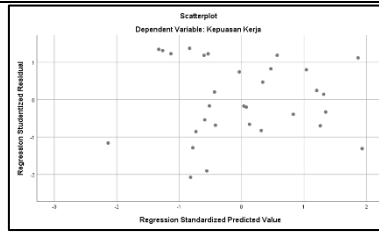


Figure 2. Scatterplot Heteroscedasticity Test

Source: SPSS Data Processing Results, 2025

Based on the Scatterplot image above, it can be seen that the data points are spread randomly, namely above, below, and around the number 0 on the Y axis and do not form a particular pattern, so it can be concluded that the data in the study does not experience heteroscedasticity.

Autocorrelation Test

Table 6 Test for No Autocorrelation

N	D	dL	dU	4-dL	4-dU
31	1,988	1,229	1,650	2,771	2,350

Source: Researcher Data Processing Results, 2025

Based on the analysis results in the test table, there is no autocorrelation above, it was found that the Durbin Watson value (d) is 1.988. If conditioned with the existing provisions (Ghozali in Hidayatullah et al., 2023), the d value meets the requirements in condition number 2, namely $dU < d < (4-dU)$ or in other words $1.650 < 1.988 < 2.350$, meaning that there is no autocorrelation in this study.

Hypothesis Testing

Partial Test (Uji T)

Table 7. First Hypothesis Test

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
1	(Constant)	38.574	6.937		5.560	.000
	Intrinsic Motivation	.369	.162	.389	2.276	.030

a. Dependent Variable: Job Satisfaction

Source: SPSS Data Processing Results, 2025

The results of the T-test analysis above show that the calculated t value is $2.276 > t$ table 2.055 and the significance value of the Intrinsic Motivation variable (X1) is 0.030, which means it is smaller than 0.05 so that H1 in this study is accepted. It can be concluded that there is a partial influence between the Intrinsic Motivation variable (X1) on the Job Satisfaction variable (Y).

Table 8. Second Hypothesis Test

Coefficients ^a	
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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	35.903	6.274		5.723	.000
	Intrinsic Motivation	.308	.105	.480	2.944	.006

a. Dependent Variable: Job Satisfaction

Source: SPSS Data Processing Results, 2025

In the Extrinsic Motivation variable (X2), the significance value was 0.006, which means it is smaller than 0.05, and the t-count value was $2.944 > t\text{-table } 2.055$, so H2 in this study was accepted. It can be concluded that there is a partial influence between the Extrinsic Motivation variable (X2) and the Job Satisfaction variable (Y).

Table 9. Third Hypothesis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.928	9.515		2.725	.011
	Intrinsic Motivation	.585	.223	.439	2.628	.014

a. Dependent Variable: Service

Source: SPSS Data Processing Results, 2025

The results of the T-test analysis above show that the calculated t value is $2.628 > t\text{ table } 2.055$ and the significance value of the Intrinsic Motivation variable (X1) is 0.014 which means it is smaller than 0.05 so that H3 in this study is accepted. It can be concluded that there is a partial influence between the Intrinsic Motivation variable (X1) on the Service variable (Z).

Table 10. Fourth Hypothesis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.233	7.019		1.743	.092
	Intrinsic Motivation	.646	.117	.716	5.520	.000

a. Dependent Variable: Service

Source: SPSS Data Processing Results, 2025

In the Extrinsic Motivation variable (X2), it was found that the significance value was 0.000, which means it is smaller than 0.05, and the t-count value was $5.520 > t\text{-table } 2.055$, so

H4 in this study was accepted. It can be concluded that there is a partial influence between the Extrinsic Motivation variable (X2) on the Service variable (Z).

Table 11. Fifth Hypothesis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.469	5.373		6.043	.000
	Service	.430	.105	.604	4.080	.000

a. Dependent Variable: Job Satisfaction

Source: SPSS Data Processing Results, 2025

In the Service variable (Z), the significance value is 0.000, which means it is smaller than 0.05, and the t-count value is $4.080 > t\text{-table } 2.055$, so H5 in this study is accepted. It can be concluded that there is a partial influence between the Service variable (Z) and the Job Satisfaction variable (Y).

Simultaneous Test (Uji F)

Table 12. Sixth Hypothesis Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.800	2	48.900	8.722	.001 ^b
	Residual	156.975	28	5.606		
	Total	254.774	30			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Service, Intrinsic Motivation

Source: SPSS Data Processing Results, 2025

The results of the analysis show that the F count value is $8.722 > F\text{ table } 2.96$ and the significance value of X1 against Y through Z is 0.001 which means the value is less than 0.05. So it can be concluded that H6 in this study is accepted, namely the Intrinsic Motivation variable (X1) has an effect on the Job Satisfaction variable (Y) through Service (Z) as an intervening variable.

Table 13. Seventh Hypothesis Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.091	2	47.045	8.198	.002 ^b
	Residual	160.683	28	5.739		
	Total	254.774	30			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Service, Extrinsic Motivation

Source: SPSS Data Processing Results, 2025

The results of the analysis above show that the F count value is $8.198 > F$ table 2.96 and the significance value of X2 against Y through Z is 0.002 which means the value is <0.05 . So it can be concluded that H7 in this study is accepted, namely the Extrinsic Motivation variable (X2) has an effect on the Job Satisfaction variable (Y) through Service (Z) as an intervening variable.

Coefficient of Determination (R^2)

Table 14. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620 ^a	.384	.316	2.41089

a. Predictors: (Constant), Service, Intrinsic Motivation, Extrinsic Motivation

Source: SPSS Data Processing Results, 2025

Based on the results of the determination coefficient test in the table above, the R value is 0.620. This means that 62% of the variation that occurs in the Job Satisfaction variable (Y) can be explained by two independent variables, namely Intrinsic Motivation (X1) Extrinsic Motivation (X2) and the intervening variable Service (Z). Meanwhile, the remaining 38% is explained by other factors outside this research model. Referring to the classification of R Square values according to Chin (1998 in Melati et al., 2024), the value of 0.384 is included in the moderate category, because the R2 value is in the range of $0.33 < R^2 \leq 0.67$. Thus, the regression model in this study is quite good in explaining the relationship between the variables analyzed.

Path Analysis Test

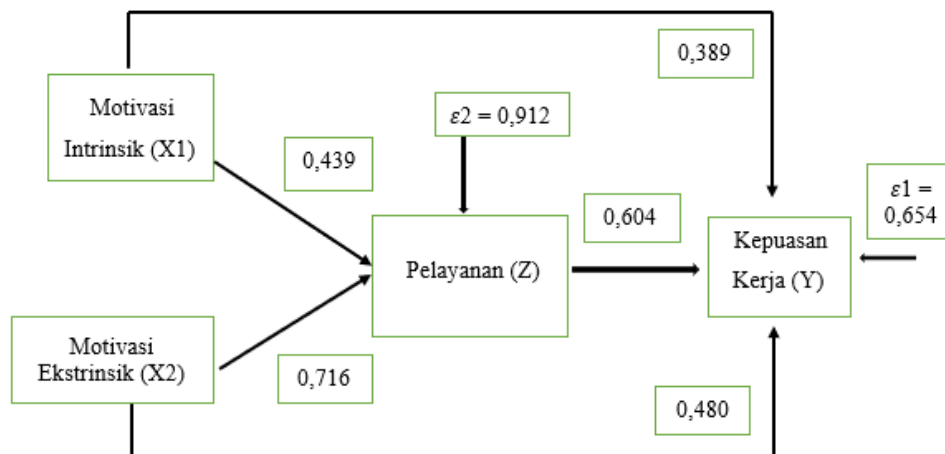


Figure 3. Path Analysis

Source: SPSS Data Processing Results, 2025

The results of the path analysis show that intrinsic motivation (X1) has a direct influence on job satisfaction (Y) of 0.389, while the indirect influence through service (Z) is 0.265, which is obtained from the multiplication of the coefficients $X1 \rightarrow Z$ (0.439) and $Z \rightarrow Y$ (0.604). Thus, the total influence of intrinsic motivation on job satisfaction is 0.654. This finding indicates that the direct influence is greater than the indirect influence, so that intrinsic motivation is the dominant factor in increasing employee job satisfaction, although service still plays a role as a mediating variable.

Furthermore, extrinsic motivation (X2) shows a direct influence on job satisfaction (Y) of 0.480, while the indirect influence through service (Z) is 0.432, which comes from the coefficients $X2 \rightarrow Z$ (0.716) and $Z \rightarrow Y$ (0.604). The total influence of extrinsic motivation on job satisfaction is 0.912. These results also show that the direct influence is greater than the indirect influence, so that extrinsic motivation has a very strong contribution in increasing employee job satisfaction compared to through service intermediaries.

Overall, both intrinsic and extrinsic motivations were shown to have a more dominant direct influence on job satisfaction compared to the indirect influence through service, with a total influence of 0.654 and 0.912, respectively. This indicates that service acts as a partial mediating variable. These findings confirm that motivational factors, both internal and external, are the main determinants in increasing employee job satisfaction. Although improved service contributes as a bridge, job satisfaction is more influenced by internal motivation and the form of direct appreciation received by employees.

The results of the study indicate that intrinsic motivation (X1) has a positive and significant effect on job satisfaction (Y), as evidenced by the calculated t-value being greater than the t-table and significance below 0.05. The path coefficient of 0.389 indicates that the higher the employee's intrinsic motivation, the higher the perceived level of job satisfaction. This finding confirms that internal factors such as growth mindset, competence, curiosity, resilience, and meaningful goals play an important role in shaping positive perceptions of work. In the context of the Patumbak District Office, employees with high intrinsic motivation tend to work with full awareness and responsibility, thus impacting on increasing job satisfaction in a sustainable manner.

In addition, extrinsic motivation (X2) was also proven to have a positive and significant effect on job satisfaction, with a path coefficient value of 0.480. This indicates that external factors such as rewards, social recognition, competition, and work pressure contribute to increasing employee job satisfaction. In the work environment of the Patumbak District Office, tangible forms of appreciation such as incentives and recognition from superiors are important triggers in increasing work enthusiasm. Thus, extrinsic motivation has a strong contribution in creating job satisfaction, especially when the organization is able to provide a fair and supportive reward system.

Furthermore, both intrinsic and extrinsic motivation were shown to have a significant effect on service quality (Z), with coefficients of 0.439 and 0.716, respectively. This indicates that increased motivation, both internal and external to employees, will have a direct impact on the quality of service provided to the public. Good service, reflected through customer satisfaction, ease of service access, the ability to handle complaints, and employee responsiveness, ultimately contributes to increasing employee job satisfaction. In other words, success in providing optimal public service has a positive psychological impact in the form of a sense of pride and appreciation in the work.

Overall, the results of this study indicate that service plays a partial mediating role in the relationship between work motivation and job satisfaction. Although service can strengthen the influence of motivation on job satisfaction, the direct influence of intrinsic and extrinsic motivation remains more dominant. The coefficient of determination (R^2) value of 0.620 indicates that 62% of the variation in job satisfaction can be explained by these three variables.

This finding confirms that the combination of work motivation and service quality is a key factor in increasing employee job satisfaction, so organizations need to pay attention to both aspects in a balanced manner to achieve optimal performance.

E. CONCLUSION

Based on the research results, it can be concluded that intrinsic motivation and extrinsic motivation both have a positive and significant influence on employee job satisfaction at the Patumbak District Office, both directly and through service variables. Intrinsic motivation contributes 12.2% to job satisfaction, while extrinsic motivation contributes a larger 20.4%. In addition, both motivational variables also have a significant influence on service, where extrinsic motivation has the most dominant influence with a contribution of 49.6%, compared to intrinsic motivation at 16.5%. Service itself is proven to have a significant influence on job satisfaction with a contribution of 34.3%. Simultaneously, intrinsic and extrinsic motivation through service also have a significant influence on job satisfaction, with contributions of 34% and 32.4%, respectively, thus indicating that service plays a role as an intervening variable that strengthens the relationship between motivation and job satisfaction.

Based on these findings, it is recommended that the Patumbak Sub-district Office further strengthen its work motivation system, particularly extrinsic motivation through fair and transparent awards, incentives, and performance recognition. Furthermore, strengthening intrinsic motivation also needs to be done through employee capacity development, providing space for self-actualization, and creating a psychologically conducive work environment. Improving the quality of public services should also be a priority, given its role as a significant mediating variable in increasing job satisfaction. For future researchers, it is recommended to expand the research by adding other variables such as organizational culture, work environment, or leadership style, as well as exploring more deeply the specific factors of extrinsic motivation that most influence employee job satisfaction.

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