

The Influence Of Incentives And Intrinsic Motivation On The Work Spirit Of Employees Of In Regional Public Company West Java

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Abstract

This study investigates the impact of incentives and intrinsic motivation on employee morale at PDAM Tirta Jati Cirebon Regency. The research used quantitative techniques, including observational data gathering and questionnaires, with 149 participants. The study used SPSS Version 25.0 for data analysis. The results indicated that incentives ($\beta = 0.360$, $t = 5.623$, $p = 0.000$) did not significantly influence employee morale on an individual level, but they did positively contribute to it when combined with intrinsic motivation. Intrinsic motivation ($\beta = 0.490$, $t = 3.586$, $p = 0.000$) showed a significant positive impact on employee morale. The simultaneous significance test revealed that employee morale is significantly impacted by the combination of incentives, intrinsic motivation, and job excitement ($F = 32.926$, $p < 0.001$), with these factors collectively explaining 30.3% of the variance in employee morale (Adjusted $R^2 = 0.303$). This highlights the importance of intrinsic motivation and work enthusiasm in improving employees in the PDAM Tirta Jati Cirebon District environment. The research's limitations include its focus on PDAM Tirta Jati Cirebon district employees, which may limit its generalizability. Future research could explore other organizational contexts to increase the generalizability of the results

Keyword: Intrinsic Motivation, Employee Morale

INTRODUCTION

In everyday life, water is the component closest to humans and is a basic need for the quality and sustainability of human life. For this reason, water must be available in adequate quantity and quality. Water is not just a resource for humans and other animals, but also an integral aspect of the environment that the government regulates and exploits for economic gain. The Republic of Indonesia Constitution from 1945 states this in article 33 paragraph (3). The clean water sector naturally receives high attention due to the significance of the need for clean water, since it affects the lives of many people.

The power of the government, as defined in Article 1 paragraph 5 of Law no. 23 of 2014 concerning Government Affairs, is the authority of the President. The responsibility for protecting, serving, empowering, and prospering the community lies with the state ministries and Regional Government administrators. Since the federal government decentralizes its public works operations to the states and municipalities, the Regional Government is responsible for overseeing the distribution of potable water. The responsibility for execution is also shared across all authorities via regional rules.

Research indicates that decentralization can improve service delivery and efficiency in local governance. Studies by Faguet (2014) and Connerley, Eaton, and Smoke (2010) have shown that when local governments have greater control and responsibility, it often leads to better management and allocation of resources, including essential services like water distribution .

The need for clean water has greatly increased, causing competition in all fields, including clean water service providers, both privately owned companies and state-owned companies. Small, medium, or large-scale companies cannot avoid competition. This is of course more profitable for users because there are more alternatives for choosing quality goods or services. Therefore, companies must immediately make various improvements in order to increase their competitiveness so that they can survive or even develop into bigger and stronger companies.

In line with this, research by Herrington (2017) and Saleth and Dinar (2004) highlights that competition among water service providers can lead to improved service quality and customer satisfaction. Herrington's study emphasizes the benefits of competitive markets in ensuring higher standards and innovation in service delivery, while Saleth and Dinar discuss the role of regulatory frameworks in facilitating healthy competition and protecting consumer interests

RESEARCH METHODS

Research methods can be described by experts as systematic and scientific approaches used to collect and analyze data to answer research questions or test hypotheses. According to Sugiyono (2013), research methods are scientific ways to obtain data with specific objectives and purposes. Scientific research is conducted with a logical and rational approach, meaning that the research process must be carried out systematically, planned, and follow certain rules to ensure the validity and reliability of the results obtained.

Kerlinger (2006) also emphasizes the importance of methodology in research, which is the manner or procedure used by researchers in systematically collecting data to achieve the research objectives. This process includes various stages, from problem formulation, research design, data collection, data analysis, to drawing conclusions.

In the context of research at PDAM Tirta Jati, Cirebon Regency, the research methods used may include both qualitative and quantitative approaches. The qualitative approach, as described by Creswell (2014), is used to understand social phenomena or complex issues through in-depth interviews, observation, and document analysis. Meanwhile, the quantitative approach, according to Neuman (2014), uses numerical and statistical data to test hypotheses or examine relationships between variables.

Choosing the right research method is crucial to ensure the validity and reliability of the research findings. With the appropriate method, research at PDAM Tirta Jati can yield accurate and reliable findings, which can then be used to improve public service performance and better governance.

RESULT AND DISCUSSION

Validity Test

The validity test in this research aims to organize data from the variables being studied. The research used a sample of 149 employees who were used as research objects, where $df=(N-2)=149-2=147$, then result 1 with a significance of 0.05 was 0.1313. The results of the validity test in this study used the Corrected Item-Total Correlation validity test using SPSS Version 25 as follows:

Employee Incentives (X1)

Table. 1 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1_1	41.31	33.522	.385	.820
X1_2	41.55	32.508	.369	.823
X1_3	41.32	31.432	.519	.809
X1_4	41.27	32.226	.443	.816
X1_5	41.29	31.759	.465	.814
X1_6	41.19	32.100	.487	.812
X1_7	41.44	30.629	.589	.803
X1_8	41.49	30.265	.585	.803
X1_9	41.44	30.316	.617	.800
X1_10	41.47	29.951	.513	.811
X1_11	41.36	31.295	.480	.813

From the output, we can deduce that the following table displays the findings of the validity test instrument for the Employee Incentive variable statement (X1) in the Corrected Item-Total. **Intrinsic Motivation**

Table 2. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2_1	11.95	5.344	.445	.583
X2_2	12.16	5.320	.467	.569
X2_3	12.24	5.015	.430	.596
X2_4	11.93	5.587	.409	.607

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test instrument for the variable statement Intrinsic Motivation (X₂) are presented in the table below:

Table 3.Result of Validity Measurement of Intrinsic Motivation (X₂)

Number item	Result count	Result table	Information
1	0,684	0,1313	Valid
2	0,706	0,1313	Valid
3	0,698	0,1313	Valid
4	0,668	0,1313	Valid

Each assertion for the Intrinsic Motivation (X₂) variable is legitimate because, according to the data and the results of the calculations, rcount > rtable. All of the claims made about the Intrinsic

Motivation (X_2) instrument variable seem reasonable, therefore we can go on to the next step of the data analysis.

Validation Test Work Morale (Y)

Table 4. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y_1	47.04	21.645	.541	.740
Y_2	47.07	22.491	.456	.750
Y_3	46.93	22.567	.479	.748
Y_4	47.03	22.081	.585	.738
Y_5	47.16	21.729	.553	.739
Y_6	47.05	22.351	.465	.749
Y_7	47.04	22.026	.537	.742
Y_8	46.98	22.319	.484	.747
Y_9	47.10	21.629	.549	.739
Y_10	47.15	25.814	.013	.798
Y_11	47.22	24.919	.145	.782
Y_12	47.16	24.627	.167	.781

Based on the output above, it can be seen in the Corrected Item-Total Correlation column that the results of the validity test of the Employee Work Morale (Y) variable statement instrument are obtained which are presented in the table below:

Table 5

Number item	Result count	Result table	Information
1	0,650	0,1313	Valid
2	0,529	0,1313	Valid
3	0,572	0,1313	Valid
4	0,628	0,1313	Valid
5	0,623	0,1313	Valid
6	0,572	0,1313	Valid
7	0,619	0,1313	Valid
8	0,524	0,1313	Valid
9	0,649	0,1313	Valid
10	0,183	0,1313	Valid
11	0,268	0,1313	Valid
12	0,286	0,1313	Valid

Based on the calculation results, the data shows that each statement has a value of rcount > rtable, so it can be stated that each statement for the Employee Morale (Y) variable is valid. So it can be concluded that all statements on the Employee Morale (Y) instrument are appropriate and can be used for the subsequent data analysis process.

Reliability Test

Table 7. Employee Incentives (X₁)

Reliability Statistics	
Cronbach's Alpha	N of Items
.826	11

It can be seen that the Chronbach's Alpha value is > 0.8, namely 0.826 > 0.8, meaning that the Employee Incentive variable (X₁) is reliable.

Intrinsic Motivation (X₂)

Table Reliability Statistics	
Cronbach's Alpha	N of Items
.656	4

It can be seen that the Chronbach's Alpha value is > 0.6, namely 0.656 > 0.6, meaning that the Intrinsic Motivation (X₂) variable is reliable.

Employees' Work Spirit (Y₃)

Table 9. Reliability Statistics

Cronbach's Alpha	N of Items
.771	12

It can be seen that the Chronbach's Alpha value is > 0.7, namely 0.771 > 0.7, meaning that the EMPLOYEE WORK SPIRIT (Y) variable is reliable.

Classic Assumption Tes

Table 10. Normality test One-Sample Kolmogorov-Smirnov Test

N	148	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.44474721
Most Extreme Differences	Absolute	.071
	Positive	.070
	Negative	-.071
Test Statistic	.071	
Asymp. Sig. (2-tailed)	.068c	

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the table above, it can be seen that the KolmogrovSmirnov normality test on the variables EMPLOYEE INCENTIVE (X₁), INTRINSIC MOTIVATION (X₂), The data for the residual variable has an Asymp value, according to the findings of WORK SPIRIT (Y₃). Based on the significance level (two-tailed) being 0.68, which is more than 0.05, it may be

inferred that all variables follow a normal distribution. The accompanying Normal P-P Plot picture further confirms this:

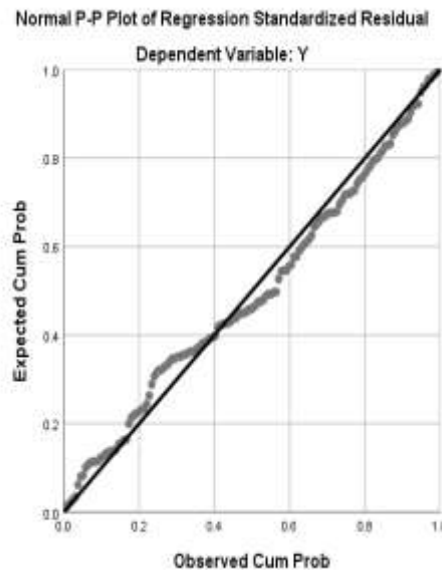


Table 11. Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	27.267	3.013		9.051	.000		
	X1	.360	.064	.412	5.623	.000	.884	1.131
	X2	.490	.137	.263	3.586	.000	.884	1.131

a. Dependent Variable: Y

a. Tolerance value X1 0.884 > 0.884 and VIF 1.131 < 10.00

b. Tolerance value X2 0.884 > 0.884 and VIF 1.131 < 10.00

So it can be concluded that there are no symptoms of multicollinearity from the existing data, or it can be said that the data is good.

Heteroscedasticity test with the Glejser test The basis for making decisions on the Heteroscedasticity test using the Glejser method:

a. If the sig value is > 0.05 (no symptoms of heteroscedasticity occur)

b. If the sig value is <0.05 (heteroscedasticity symptoms occur)

Table 12.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	13.593	2.170		6.264	.000
	-.211	.041	-.433	-5.188	.000
	-.282	.082	-.271	-3.437	.001
	.074	.048	.133	1.549	.124

a. Dependent Variable: ABS_RES

Statement that:

a. X₁ sig value 0.211 > 0.05 means that there are no symptoms of heteroscedasticity

- b. X^2 sig value $0.282 > 0.05$ means that heteroscedasticity does not occur

Multiple Regression Analysis

Table 13. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.267	3.013		9.051	.000
	Employee Incentives	.360	.064	.412	5.623	.000
	Intrinsic Motivation	.490	.137	.263	3.586	.000

a. Dependent Variable: Employee Morale

Based on the table above, it can be formulated:

$$Y = ab_1x_1 + b_2x_2$$

$$Y = 27,267 + 360 + 490$$

Coefficient of Determination R

Table 14. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559a	.312	.303	4.475

a. Predictors: (Constant), Intrinsic motivation, employee incentives

From the output above, we get a value for the Adjusted R square of 0.303, which means that the influence of employee incentives (X_1), intrinsic motivation (X_2) and work enthusiasm (Y) at PT PDAM Sumber is 58.6% and is in the strong category because it is more than 0.67 .

CONCLUSION

Although the individual effect of incentives on employee morale was not statistically significant ($B = 0.360$, $t = 0.412$, $p = 0.412$), the study found that incentives still contributed positively to employee morale. The simultaneous significance test revealed that when considered collectively, incentives, intrinsic motivation, and job excitement significantly impact employee morale ($F = 32.926$, $p < 0.001$). This finding underscores the crucial role of intrinsic motivation and job enthusiasm in enhancing employee morale within PDAM Tirta Jati, Cirebon Regency. The results suggest that while monetary incentives alone may not be sufficient to boost morale, combining them with strategies to foster intrinsic motivation and job excitement can lead to a more motivated and satisfied workforce. Therefore, PDAM Tirta Jati should focus on holistic approaches that integrate both extrinsic rewards and intrinsic motivators to improve overall employee performance and satisfaction

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