

# The Effect of Internal Motivation and External Motivation on the Performance of Employees of the Population and Civil Registration Service of

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## ARTICLE INFO

### Article history:

Received December 06, 2025

Revised December 13, 2025

Accepted December 20, 2025

Available online December 23, 2025

### Keywords:

Internal Motivation; External Motivation;  
Performance

## ABSTRACT

This study aims to determine the partial influence of internal and external motivation on employee performance at the Population and Civil Registration Office of Bima Regency. To determine the simultaneous influence of internal and external motivation on employee performance at the Population and Civil Registration Office of Bima Regency. This study employs a quantitative method, utilizing data collection techniques that include distributing questionnaires to a sample of 57 respondents, drawn from a population of 67. The sampling technique used was non-probability-based target sampling. The instrument was tested for reliability, validity, and analysis prerequisites. Based on the study's results, which were analyzed using multiple regression analysis with SPSS version 22 for Windows, the overall results for each partial test indicate that the variables are significant and influential. Based on the calculated F-value of 5.029 with a significant p-value of 0.001 ( $<0.05$ ), it can be concluded that there is a simultaneous influence of Internal Motivation and External Motivation on Employee Performance. The results show that all independent variables together have a significant influence on the dependent variable, with a significance value of 0.001 ( $p < 0.05$ ). The magnitude of the simultaneous influence between independent and dependent variables can be seen from the value of the Determination Coefficient ( $R^2$ ) of 0.857, or 85.7%, and the remaining 14.3% is explained by other factors outside the scope of this study. Thus, the hypothesis that there is a significant influence of the independent variables on the Employee Performance variable can be accepted.

## 1. INTRODUCTION

All individuals employed by the government, companies, or other organizations are accountable for their actions. Organizations serve as tools to achieve goals. Therefore, they must adapt to changes in the primary tasks they are assigned to complete. The number and caliber of personnel needed must always be considered because primary tasks often change. A crucial factor to consider when undertaking any activity or task is employee motivation. Motivation refers to how an individual can utilize their abilities and knowledge to achieve company goals and generate enthusiasm for their work. This is because every employee is expected to work hard and happily to achieve high levels of production (Kasman, 2021).

Dessler divides motivation into two types: internal and external. Internal motivation originates from within a person, enabling them to be interested and happy in their work and enjoy life. Examples of internal motivation include a. needs, b. desires, cooperation, work enjoyment, e. employee conditions, and f. desires. The reward, also known as a salary, that a person receives for performing specific tasks, even if not formally bound by a contract or other agreement, is an example of external motivation. Motivation is one of the elements that influences how an organization develops. Achieving superior performance is one of the established goals that organizations must manage in relation to the work motivation of their personnel (Tuliabu et al., 2022). Effective employee performance is crucial to achieving the organization's vision, mission, and objectives. Employees, both individually and

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collectively, are key assets and components of an organization, playing a crucial role in achieving its goals. In their role as the primary drivers of the organization, they ensure that all resources operate effectively. They must be effective and have a high level of output, delivering timely and acceptable results in accordance with the work plan (Yunma et al., 2021).

According to data from the Public Satisfaction Survey (SKM) conducted by the National Population and Civil Registration Office of Bima Regency in 2024, it was found that: Facilities and Infrastructure received the lowest score of 3.21, followed by Officer Competence with the second-lowest score of 3.46. Similarly, Officer Behavior was among the three lowest-scoring elements, with a score of 3.50. Meanwhile, the three service elements with the highest scores were Costs/Tariffs, with a score of 4.00, Complaints, with a score of 3.88, and Requirements, with the next-highest score of 3.85. Based on the results of the recapitulation of criticism, suggestions, and complaints that have been received through various complaint channels that have been provided (both online and indirectly) that have been provided, several complaints that have attracted attention and can be used in discussions on follow-up plans are as follows: "HR and service counters have been updated and accelerated." "There are some services that are old and have to go back and forth." "Regarding the KTP (ID Card) issuance service process," (Dukcapil Bima, 2024).

One of the problems or shortcomings of the service element is as follows: the public still perceives the service completion time as slow. Although the Bima City Dukcapil has provided online registration and application services through social media, websites, and services available at the IKD/Digital KTP (Digital ID Card), the majority of the public still do not use them and prefer to visit the service in person. (Dukcapil Bima, 2024).

The results of the researcher's initial observations and subsequent visits to the Bima Regency Population and Civil Registration Service revealed several shortcomings, including a lack of accuracy and effectiveness in the services provided. This, in turn, led to public complaints about the slow process. This is inseparable from their work motivation; if they have high work motivation, they will achieve better results, and if they have low work motivation, they will also achieve lower results.

Employee motivation at the Bima Regency Population and Civil Registration Service is crucial to consider. One factor contributing to the ineffectiveness of the service is Slow employee performance, which has led to public dissatisfaction with the services they provide.

This study has several research questions, as follows:

1. Do internal and external motivation have a significant partial effect on employee performance at the Bima Regency Population and Civil Registration Service?
2. Do internal and external motivation have a significant simultaneous effect on employee performance?

The purpose of this study is to determine the partial effect of internal and external motivation on employee performance at the Bima Regency Population and Civil Registration Service and to determine the simultaneous effect of internal and external motivation on employee performance at the Bima Regency Population and Civil Registration Service.

## 2. METHOD

This study employs a quantitative method, utilizing data collection techniques that include distributing questionnaires to a sample of 57 respondents drawn from a population of 67. The sampling technique uses non-probability-based target sampling. The instrument is tested for reliability, validity, and analysis prerequisites. This study aims to determine the partial influence of internal and external motivation on employee performance at the Population and Civil Registration Service of Bima Regency. To determine the simultaneous influence of internal and external motivation on employee performance at the Population and Civil Registration Service of Bima Regency.

## 3. RESULT AND DISCUSSION

### Result

#### a) Background Overview

In accordance with the mandate of regional autonomy, the Population and Civil Registration Service of Bima Regency is tasked with improving the welfare of the community and improving the quality and reach of public services. As one of the work units mandated for public servants (Public Service), it is responsible for providing Population and Civil Registration administrative services. "Carrying out some of the regional government affairs in the field of population and civil registration and carrying out the main tasks in the preparation and implementation of regional

policies in the field of population administration" is the main task of the Population and Civil Registration Service of Bima Regency. Additionally, it serves as a supporter of regional government implementation in the field of population administration.

b) Data Description

1) Respondent Characteristics by Age

**Table 1.** Number of Respondents by Age

No	Age (Years)	amount	
		N	%
1.	≤30	13	22.8
2.	31-40	25	43.85
3.	41-50	11	20.75
4.	≥ 51	8	14.3
<b>Total</b>		57	100

*Source: Primary data processed by researchers in 2025.*

According to Table 1 above, the majority of respondents in the study were between 31 and 40 years old, with 25 respondents (or 43.85% of the total respondents) and eight respondents (or 14.3%) under 51 years old. Therefore, the majority of respondents fell within the 31- to 40-year-old age range.

2) Respondent Characteristics by Gender

**Table 2.** Number of Respondents by Gender

No	Gender	Frequency	Percentage%
1.	Male	32	56.14
2.	Female	25	43.85
<b>Total</b>		57	100

*Source: Primary data processed by researchers in 2025.*

The number of male respondents was 32 (56.14%), and the number of female respondents was 25 (43.85%), so the majority of respondents were male.

3) Respondent characteristics based on the highest level of education

**Table 3** Distribution of Respondents Based on Last Education

No	Education	Frequency	Percentage%
1	SMA/SMK	10	17.54%
2	D.I	2	3%
3	D.II	1	1%
4	D.III	5	8,7%
5	S1	34	59,64%
6	S2	5	8,7%
<b>Total</b>		57	100%

*Source: Primary data processed by researchers in 2025.*

According to Table 3 above, it can be concluded that respondents with the highest level of education, specifically those holding a bachelor's degree, work at the Bima Regency Civil Registration Office, with 34 respondents (59.64 percent of the total respondents). Additionally, one respondent with a diploma (1%) is also employed at the Bima Regency Civil Registration Office.

## 4) Respondent Characteristics by Length of Service

**Table 4.** Number of Respondents by Length of Service

No	Description	Quantity	
		N	%
1.	≤5	6	10.5%
2.	6-10	8	14.3%
3.	11-15	12	21.5%
4.	16-20	25	43.85%
5.	≥ 21	6	10.5%
<b>Total</b>		<b>57</b>	<b>100</b>

Source: Primary data processed by researchers in 2025.

Table 4 above shows that the majority of respondents were aged 16-20, 25 (43.85%), and the fewest respondents were aged between 5 and 21, 6 (10.5%). Therefore, the majority of respondents were aged 16 to 20 years old.

## c) Hypothesis Testing

## 1) T-Test (Partial)

By comparing the calculated t-value with the t-table value at a significance level ( $\alpha$ ) of 0.05 or 5%, the t-test was used to prove the hypothesis of whether each independent variable had an independent effect on the dependent variable.

**Table 5.** T-Test Results

Variable	TCount	Ttable	Significance	Description
Internal Motivation	3,119	1.673	0,003	Significant
External Motivation	2,772	1.673	0,008	Significant

Source: Primary data processed by researchers in 2025.

The basis for decision-making regarding the comparison of T-table values is the following T-table equation:

Number of variables (k) = 3

Number (n) = 57

df = n-k = 57-3 = 54 = 1.673

Where:

k = Number of variables

n = Number of respondents

df = Degrees of Freedom

The equation in Table 4.13 shows that:

## 1. The influence of internal motivation (X1) on employee performance

Internal motivation (X1) has a significant influence on employee performance at the Bima Regency Population and Civil Registration Office. This is evident from the results of the regression analysis, presented in Table 4.13. The t-table value of 1.673 is not comparable to the calculated t-value of 3.119. Furthermore, the significance value (p-value) found is lower than the 0.05 significance limit, which is 0.003.

In other words, these findings indicate sufficient statistical evidence to reject the null hypothesis (H0), which states that internal motivation does not affect employee performance. The alternative hypothesis (Ha), on the other hand, states that internal motivation partially influences employee performance; in other words, the higher an employee's internal motivation, the better their performance tends to be. Therefore, internal motivation is a crucial component in increasing work productivity in a company.

## 2. The influence of external motivation (X2) on employee performance.

For the external motivation variable (X2), the calculated t-value was 2.772, which is higher than the t-table value of 1.673 at a significance level of 0.05. Furthermore, the p-value was 0.008, which is lower than the established significance

level of 0.05. This indicates that external motivation partially influences employee performance at the Bima Regency Population and Civil Registration Office.

In other words, external motivation plays a significant role in improving employee performance at this institution. Therefore, the null hypothesis ( $H_0$ ), stating that external motivation does not affect employee performance, is rejected, and the alternative hypothesis ( $H_1$ ), indicating a significant effect of external motivation, is accepted.

## 2) F Test (simultaneous)

The F test is used to evaluate the simultaneous influence of internal and external motivation on employee performance.

**Table 6.** F Test Results

Model	Fcount	Ftable	Sig	Description
Multiple Regression	5.029	3.17	0,001	Simultaneous Effect

*Source: Primary data processed by researchers in 2025.*

This was done by comparing the calculated F-value and the F-table value. The basis for decision-making based on the comparison of the F table values is as follows:

$$(df N1 = k-1)$$

$$(k) = 3-1 = 2$$

$$(df N1 = k-1)$$

$$(n) = 57-3 = 54 = 3.17$$

$$\alpha: 5\% (0.05)$$

Where

k = number of research variables

n = number of respondents

$\alpha$  = Significance Level

The null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_a$ ) is accepted, based on the results of the regression equation studied. The calculated F value is 5.029, which is greater than the F table value of 3.17. The obtained significance value (p-value) is 0.001, which is lower than the 0.05 significance level, indicating statistical significance. This means that employee performance at the Bima Regency Population and Civil Registration Office is statistically influenced

by internal and external motivation. In other words, both types of motivation collectively contribute significantly to improving employee performance at the agency. A calculated F-value greater than the F-table indicates that the regression model used adequately explains variations in employee performance.

Meanwhile, a small significance value indicates that the test results did not occur by chance and are therefore scientifically reliable. Thus, internal and external motivation are essential factors that must be considered in efforts to improve employee performance at the agency.

## 3) Determination Test ( $R^2$ )

The coefficient of determination ( $R^2$ ), which has a value between 0 and 1, is used to measure the percentage of the variation in the dependent variable that is explained by the independent variable. If the coefficient of determination ( $R^2$ ) = 1, then the independent variable provides all the information necessary to predict the variation in the dependent variable. If the coefficient of determination ( $R^2$ ) = 0, then the independent variable cannot explain the variation in the dependent variable (Kamanda, 2022).

**Table 7** R2 Test Results

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596 <sup>a</sup>	.857	.126	3.880

a. Predictors: (Constant), EXTERNAL MOTIVATION, INTERNAL MOTIVATION

Source: Primary data processed by researchers in 2025.

The R-squared value is 0.857, indicating that the influence between internal motivation and external motivation is 85.7%.

## Discussion

### a) The Effect of Internal Motivation on Employee Performance

Employee performance will increase by 0.648 units, or 64.8%, for every one-unit increase in internal motivation, according to the internal motivation regression coefficient (X1) of 0.648. This indicates that staff performance at the Bima Regency Population and Civil Registration Office is significantly influenced by internal motivation. This suggests that employees exhibit significant performance improvements when they have internal motivation, such as a desire to perform better, a sense of responsibility, and an understanding of the importance of their tasks.

The statistical test results indicate that internal motivation has a statistically significant impact on employee performance, as evidenced by the calculated t-value of 3.119, which exceeds the t-table value of 1.673 at the 5% significance level ( $\alpha = 0.05$ ). Furthermore, there is strong evidence that the internal motivation component significantly improves employee performance; a p-value of 0.003 indicates that the effect is statistically significant and not due to chance.

Therefore, the null hypothesis (H0), stating that internal motivation does not affect employee performance, is rejected, while the alternative hypothesis (H1) is accepted. This indicates a positive and significant relationship between internal motivation and employee performance, where the higher an employee's level of internal motivation, the better their performance.

### b) The Effect of External Motivation on Employee Performance

A one-unit increase in external motivation, such as incentives, rewards, or encouragement from the workplace, has a positive impact on employee performance of 0.591 units, or nearly 59.1%, according to the regression coefficient of the external motivation variable (X2) of 0.591.

These results suggest that incentives from external sources primarily drive improvements in employee performance. The contribution of external motivation cannot be ignored in the context of performance improvement at the Bima Regency Population and Civil Registration Office. However, its effect is slightly smaller than that of internal motivation.

The results of the regression statistical test showed a calculated t-value of 2.772 for the external motivation variable, which is clearly greater than the t-table value of 1.673 at the 0.05 significance level. The p-value of 0.008 is also smaller than the 0.05 threshold, indicating that the influence of external motivation on employee performance is statistically significant. Therefore, the null hypothesis (H0), which states that external motivation does not affect employee performance, is rejected, and the alternative hypothesis (Ha) is accepted. This indicates that external motivation plays a significant role in influencing employee performance.

### c) The simultaneous influence of internal and external motivation on employee performance

Based on the results of the regression analysis, it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This is evidenced by the calculated F-value of 5.029, which is greater than the F-table value of 3.17 at the 0.05 significance level. Furthermore, the p-value obtained was 0.001, which is less than the 0.05 significance level. Therefore, the test results indicate a simultaneous significant effect.

It can be concluded that both internal and external motivation variables jointly influence employee performance at the Bima Regency Population and Civil Registration Office. The regression model used, which had a calculated F-value greater than the tabulated F-value, indicates that these variables contribute not only to the performance of one staff member but also to the overall performance of the total staff. This relationship is consistent and scientifically credible, based on a minimal significance value (0.001).

Therefore, to enhance employee productivity and performance, both internal motivation (encompassing personal factors such as self-esteem and a sense of responsibility) and external motivation (including incentives, recognition, and organizational support) are essential.

#### 4. CONCLUSION AND RECOMMENDATION

##### CONCLUSION

The performance of employees at the Bima Regency Population and Civil Registration Office is positively and significantly influenced by internal motivation; a one-unit increase in internal motivation is followed by a 0.648-unit (64.8%) increase in performance. This suggests that internal drives, such as a sense of responsibility and a desire to achieve, have a significant impact on improving employee performance.

Furthermore, motivation from external sources is proven to have a positive and significant impact on employee performance, with a regression coefficient of 0.591, or 59.1%. External sources such as incentives, rewards, and recognition play a substantial role in increasing employee morale and productivity at the Bima Regency Population and Civil Registration Office.

Employee performance is significantly influenced by both internal and external motivation, as indicated by the calculated F-value of 5.029, which is greater than the F-table value of 3.17 and has a significance level of 0.001. This means that both types of motivation can significantly enhance employee performance when used in conjunction.

##### RECOMMENDATION

Based on the conclusions above, several suggestions can be made:

1. The management of the Bima Regency Population and Civil Registration Office should be more active in increasing internal employee motivation by providing self-development training, rewards for work initiative, and growing awareness of the importance of responsibility in carrying out duties.
2. Human resource managers need to pay attention to external motivation through policies providing appropriate and fair incentives, rewards, and recognition to ensure employees are more productive and motivated at work. A combination of internal and external motivational empowerment should be implemented in an integrated manner as an employee management strategy to maximize organizational performance, thereby achieving work goals and targets more effectively.
3. To gain a better understanding, further research should be conducted on other components that can influence employee performance, such as job satisfaction, the work environment, and organizational culture.

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