

## **THE INFLUENCE OF INTRINSIC MOTIVATION AND EXTRINSIC MOTIVATION TOWARDS PLAYER PERFORMANCE IN KNIGHTS MANAGEMENT**

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### **ABSTRACT**

*The purpose of this study was to 1) determine the influence of intrinsic motivation and extrinsic motivation on Knights management players performance simultaneously; 2) determine the influence of intrinsic motivation to Knights management players performance; 3) determine the influence of extrinsic motivation to Knights management players performance.*

*This study used a quantitative approach with Regression Analysis aimed to influence the intrinsic motivation ( $X_1$ ) dan extrinsic motivation ( $X_2$ ) on player performance ( $Y$ ). In this study belong to the population are Knights management players as many as 34 people. The sample in this study was 34 respondents were obtained use sampel jenuh. Data retrieval technique using a questionnaire.*

*The results of this study indicate that the intrinsic motivation ( $X_1$ ) dan extrinsic motivation ( $X_2$ ) simultaneously influence the player performance ( $Y$ ), because the obtained value of  $F$  10,119 with significance level of 0.000. Partially, intrinsic motivation ( $X_1$ ) significantly influence the player performance ( $Y$ ), with a value of 2,083 with a  $t$ -test significance level of 0,009. In addition, the extrinsic motivation ( $X_2$ ) also has a significant influence player performance ( $Y$ ), where the value of 2,469  $t$ -test with significance level of 0,019.*

**Keywords:** Intrinsic Motivation, Extrinsic Motivation, Player Performance

### **INTRODUCTION**

Sports development in Indonesia has undergone a change. So much sport in Indonesia, basketball is the number one sport for young people in Indonesia. Based on the survey of teenager aged 13-17 years in 11 major cities which have hosted the Honda DBL at least. The sample surveyed is random, youth are not only the school that became Honda DBL. participants based on the survey, managed to become a favourite sport of basketball.

CLS is one of the clubs that follow the NBL domiciled in Surabaya, joined the management of the Knights in 2008 and renamed CLS Knights. With the formation of the WNBL in 2011, the management of Knights formed the Surabaya Fever who is also domiciled in Surabaya to follow the League's WNBL. Management of the Knights have

players who play in a professional league as much as 34 players consists of 17 players CLS Knights Surabaya players 17 and Fever.

**Table 1.** Surabaya Fever Result 2007-2013

Season	Target	Finish at Regular Season	Finish at Playoff	Target Achievement
2011-2012	Champion	1 <sup>st</sup>	Champion	Completed
2012-2013	Champion	1 <sup>st</sup>	Runner-up	Failed

**Source:** Data were processed in 2013

**Table 2.** CLS Knights Result 2007-2013

Season	Target	Finish at Regular Season	Finish at Playoff	Target Achievement
2007-2008	Road to playoff	9 <sup>th</sup>	Failed road to playoff	Failed
2008-2009	Road to playoff	5 <sup>th</sup>	Failed in first round	Completed
2009-2010	Final four	4 <sup>th</sup>	4 <sup>th</sup>	Completed
2010-2011	Road to Final	4 <sup>th</sup>	Runner-up	Completed
2011-2012	Champion	5 <sup>th</sup>	Failed in first round	Failed
2012-2013	Champion	4 <sup>th</sup>	Failed in first round	Failed

**Source:** Data were processed in 2013

Performance assessment conducted by management Knights based on the achievement was reached at the end of the season in the playoffs. Achievement of CLS Knights season 2010-2011 successfully finish at runner up, but 2 2011-2013 does not qualify for final four of the NBL. Surabaya Fever season 2011-2012 are champion of WNBL but season 2012-2013 only became runner-up. Based on the achievement of CLS Knights Surabaya and Fever management under Knights do not reach the target at last season Achievement earned by CLS Knights Surabaya Fever and certainly will never be separated from the aspect of motivation of team members. The 2013-2014 season CLS Knights have become the target of the NBL champion. Surabaya Fever also has targeted reclaim the Championship title last season is gone. Early stage become NBL and WNBL are more vigorous exercise, which in turn will affect the performance of the play. Therefore need the motivation that will encourage members of the management team of Knights to achieve the goal of becoming champion to the NBL and WNBL.

Based on the desire of thought and arising researchers review deeper about intrinsic motivations and extrinsic motivation. Therefore want to influence research and researcher intrinsic motivation and motivation extrinsically on the performance of a basketball player in the management of knights..

In this study there are three objectives, the first is to investigate the influence of intrinsic motivation and extrinsic motivation simultaneously to player performance. The second goal from this study is to determine the influence intrinsic motivation to player performance. And the third goal is to investigate the influence of extrinsic motivation to player performance.

## **CONTEXT AND REVIEW OF LITERATURE**

### **Understanding the Intrinsic Motivation and Extrinsic Motivation**

Understanding the attitudes and motivation of employees, Herzberg (Luthans, 2011: 165) did a study for the factors that can lead to the occurrence of satisfaction and

dissatisfaction by an employee in a work environment. According to Herzberg there are two factors that motivate employees. Two of these factors are: motivation factor which is called intrinsic motivation or satisfier, and keepers (maintenance factor) called dissatisfier or extrinsic motivation.

Herzberg in Hartati (2011) mention job satisfaction factors as internal motivation factors sourced from within the person (intrinsic condition), it functions as a driving factor for someone to Excel, or it can be said that the motivational factor (motivator) needed to motivate employees to produce high performance, where those factors was the result of an internal or comes from the inside of the employees. The factors that lead to job satisfaction according to Herzberg (Robbins, 2012: 461) differ from the factors that cause the dissatisfaction of work.

Herzberg in Schermerhorn (2008: 348) mentions factors that cause dissatisfaction as factors keeping work coming from external or it can be said that the factor is hygiene factors necessary to ascertain what the cause of disgruntled employees. This factor cannot give rise to higher motivation of employees or may imply that employees without any compulsion, this factor does not produce motivation but only movement. It can be said that the factor hygiene only keeps job satisfaction does not decline so that the motivation of the employees will not be decreased.

Herzberg in Hartati (2011) mention intrinsic motivation factors include: (1) job satisfaction it self (the work it self), (2) chances to get ahead (advancement), (3) the recognition of others (recognition), and (4) responsibility (responsibility). Job satisfaction and responsibility can be said the need for self-actualization, whereas the recognition of others is a requirement for the award.

Herzberg in Schermerhorn (2008: 348) mention the extrinsic motivation factors include: (1) Compensation (compensation), (2) working conditions (working condition), (3) the quality of supervision (quality supervisors), and (4) human relationships (interpersonal relations).

### **Understanding the Performance**

Rivai and Basri (Riani, 2011: 96) states that the performance is the result of someone's overall during a certain period in the standard tasks, such as carrying out the work, targets or goals or criteria have been determined in advance and agreed upon together. In other words performance is the result of work that is a person in carrying out the task assigned to him in accordance with the criteria set out and have a certain period.

Performance is the extent to which someone has to play its part in implementing the strategy of the Organization (Riani, 2011: 50). Robbins (in Riani, 2011: 98) declares the performance was as much an attempt individual issued on his work. Based on the understanding of the performance can be defined as a person's results achieved according to the measure that applies to the work in question. In addition to it's performance can be defined as the role and efforts that have been made by a person or group of people that is certain and is measured in units of time.

According to Prawirosentono (2008: 27), performance can be assessed or measured with several indicators, namely: a) the effectiveness of the Group's objectives can be achieved when needs are planned. b) responsibilities that are an integral part or as a result of ownership of the work. c) Discipline that is obedient to the laws and rules in force. Employee discipline employee concerned obedience is in honoring work

agreement with the company where he works. d) Initiative that is related to the intellect, creativity in the form of an idea related to the purpose of the company. The nature of the initiative should get attention or response company and a good supervisor. In other words an employee initiative advances thrust will eventually affect the performance of the employee.

### **Hypothesis**

The hypotheses proposed in this study are as follows:

- H1 : Intrinsic motivation and extrinsic motivation has to simultaneously influence Knights management players performance.
- H2 : intrinsic motivation has a significant influence Knights management players performance.
- H3 : Extrinsic motivation has a significant influence on Knights management players performance.

### **RESEARCH METHODS**

The research approach used in this study is quantitative approach. As for the type of research used in this research is the explanatory research, that is research that outlines the relationships between variables. According to Sugiyono (2012: 15) explanatory research is intended to explain the position of the variables examined.

Total population in this study is determined from the number of Knights management players 2013 is 34 people. In this study, for the collection of samples, the technique used in this study is sampling jenuh. The technique of determination of the sample when all members of a population is used as a sample.

Researchers chose sampling jenuh because of in this study because the number of total population slightly (limited) so it is not possible to use the sample, so the researchers took a number of samples of the same population or sampling jenuh called by basketball players who are under the management of Knights that add up to 34 people consists of 17 players CLS Knights Surabaya players 17 and Fever.

The data used in this study is Data interval, which is associated with intrinsic motivation and extrinsic motivation. Sources of data used in this study are divided into two, namely internal and external. What is meant by the internal data is a data company. While categorized into external data is data players and a wide range of literature review and other sources such as previous studies, reference books, etc. Data collection methods used in this study is through questionnaires.

Variables examined in this study can be divided into two. The first variable is called the independent variable which consists of the intrinsic motivation (X) and extrinsic motivation (Z). While the second variable is called the dependent variable is the player performance (Y).

### **Data Analysis Techniques**

#### **1. Multiple Linear Regression Analysis**

Multiple linear regression is a method used to determine whether there is influence of independent variables on the dependent variable (Ghozali, 2011). Multiple linear regression equation used in this study is as follows:

Specification:

Y : Dependent Variable (player performance)

- : Numbers constant (indicating the influence of the independent variables the dependent variable)
- : *Error / Residual*
- : Regression Coefficient
- X1 : 1<sup>st</sup> Independent Variable (intrinsic motivation)
- X2 : 2<sup>nd</sup> Independent Variable (extrinsic motivation)

### 2. Simultaneous Significance Test (F test)

F test was conducted in order to determine whether the independent variables have a significant effect simultaneously on the dependent variable (Sutrisno in Istiari and Sukanti, 2012). The conclusion that can be drawn from the F test is if the value of the F test of significance smaller than 0.05, it indicates that there is a significant relationship between intrinsic motivation and extrinsic motivation simultaneously to the Knights management players performance.

### 3. Individual Significance Test (t test)

T test conducted in order to determine the significance between the dependent variable (Sugiyono in Istiari and Sukanti, 2012). The conclusion that can be drawn from the t test is if the value of the t test of significance smaller than 0.05, it indicates that there is a significant relationship between intrinsic motivation and extrinsic motivation simultaneously to the Knights management players performance.

## RESULT

### Characteristics of Respondents

**Table 2.** Characteristics of Respondents by Gender and Age

Attributes	Category	Number	Percentage (%)
Club	CLS Knights	17	50
	Surabaya fever	17	50
Gender	Male	17	50
	Female	17	50
Age	18-25 years old	20	58,8
	26-33 years old	11	32,3
	> 33 years old	3	8,8
Since	2008	5	14,7
	2009	3	8,8
	2010	1	2,9
	2011	8	23,5
	2012	6	17,6
	2013	11	32,4

**Source:** The study results were processed in 2014

From the table above, it can be seen that most of the respondents by gender is male as many as 17 people (50%), the highest age category is age 18-25 years by the number of 20 people (58,8%).and the most joint since 2013 sby the number 11 people (32,4%).

**Multiple Linear Regression Analysis**

Based on the research that has been done then obtained the following results:

**Table 3.** Result of Multiple Linear Regressions

Variable	Regression Coefficients
Constants	0,069
Intrinsic Motivation (X <sub>1</sub> )	0,425
Extrinsic Motivation (X <sub>2</sub> )	0,539

**Source:** The study results were processed in 2014

According to the table above, generated regression model is:

$$Y = 0,069 + 0,425 X_1 + 0,539 X_2$$

Regression equation above can be explained as follows:

1. Regression coefficient of variable intrinsic motivation () is 0.425, it means that if the variable value is fixed extrinsic motivation and intrinsic motivation will go up one point, then the player performance (Y) will increase by 0,425. The coefficient is positive it means there is a positive relationship between intrinsic motivation with the player performance, the higher the intrinsic motivation, the higher the player performance.
2. Extrinsic motivation variable regression coefficient () pales 0,539 intrinsic motivation variable value is fixed and the extrinsic motivation will go up one point, then the player performance (Y) will increase by 0,539. The coefficient is positive it means there is a positive relationship between exstrinsic motivation and player performance, the higher the extrinsic motivation, the higher player performance.

**F test**

**Table 4.** Result of F test

Variable	Sig.	R <sup>2</sup>
Intrinsic Motivation (X <sub>1</sub> )	0,000	0,395
Extrinsic Motivation (X <sub>2</sub> )		

**Source:** The study results were processed in 2014

Based on the F test in the table above shows that F Calculate the resulting value of 10,119 with a significant level of 0.000, which is smaller than 0.05, which means it is of variable intrinsic motivation and extrinsic motivation simultaneously significantly influence player performance.

**t test**

**Table 5.** Result of t Test

Variable	Sig.
Intrinsic Motivation (X <sub>1</sub> )	0,009
Extrinsic Motivation (X <sub>2</sub> )	0,019

**Source:** The study results were processed in 2014

t value in the variable service quality by 2,803 to 0,009 below the significant level of 0.05, have indicated that intrinsic motivation variable partially influence on player performance. Similarly, the extrinsic motivation variable, the resulting value of t at 2,469 with a significant level of 0,019 below 0.05, it means the extrinsic motivation variable partially influence on player performance.

## **CONCLUSION**

Based on research results that have been discussed in the previous chapter, it can be concluded as follows:

1. Intrinsic motivation and extrinsic motivation have simultaneous influence on player performance. Intrinsic motivation and extrinsic motivation together can result in the same spirit of the players, because aside from the motivation in yourself arise extrinsic motivation comes from outside themselves in the form of compensation, good working conditions, the quality of supervision, and a good human relationships within the Organization will be able to create good performance among its players. The players will practice more diligently and with good practice when based on the existence of a family atmosphere and good cooperation between players. Hence the need of the intrinsic motivation and extrinsic motivation to improve the performance of employees.
2. Intrinsic motivation has a significant influence on player performance. A high intrinsic motivation cause the player with their own accord without being forced to improve performance in playing basketball. Players are motivated from within himself will feel the work is very valuable so the players will work hard in completing the appropriate target that has been set.
3. Extrinsic motivation has a significant influence on the player performance. Extrinsic motivation is a factor that makes people dissatisfied. That is, the fulfillment of the extrinsic motivation will not make people happy, he was only able to minimize dissatisfaction. In contrast to intrinsic motivation, a factor that makes people happy. It means the fulfillment of these needs will increasingly add to the satisfaction in life. A player may carry out work that is given to him well and there's not. Target management can be achieved if the player had a good performance, the performance of players comprising efficiency, responsibility, discipline, and initiative. But if not then management needs to know the cause. Usually performance degradation may occur due to the decline in the motivation of the players, the management should be able to give you the motivation to players while reducing player discontent.

## Managerial Implications

**Table 6.** Comparison Before and After Research in the Matter of intrinsic Motivation

Before Study	After Study
Players feel less like his work as a basketball athlete.	Give a little bit of freedom players in doing other work activities.
Players feel less like tasks as basketball athletes like a boring exercise.	1. to provide a varied workout exercise but the goal is the same. 2. Often do game situations at the time of exercise..
Chance players raise achievement still valued less by the player.	Choose a coach who had the courage to try young players with player evaluation.
The opportunity to develop the performance of individual players are still valued less by the player.	Recruiting individual coaches to develop the performance of individual players.
The lack of opportunity to add experience to the young players.	Often doing tests with other teams and dare to try the free trial of young players.
The good performance of the scant recognition from management.	Bonuses will be performance.
A small sense of responsibility over the given exercise.	Provide confidence and playing time to young players.
Players have a sense of responsibility for the health of the body is quite high.	Increase awareness of the importance of players again body health to improve performance.

Source: The study results were processed in 2014

**Table 7.** Comparison Before and After Research in the Matter of Extrinsic Motivation

Before Study	After Study
The given salary management unable to meet daily needs.	Evaluation of the need for players to meet the daily needs.
Salary provided less meet the expectations of the players.	Salary offer by management not too pressed, looking upon the player before.
The value of the contract was not materially in accordance with the role players on the team.	The value of the contract is evaluated each year.
Bonus are met by the management but is often not timely.	Communication management with players must be reproduced in terms of awarding a bonus incentive.
The exercises place are quite clean.	Improve hygiene practice.
The exercise is less comfortable because of the stuffy field conditions.	Increase the number of exhause and the fan.
The slippery field because field conditions which have long caused a lack of security in the practice.	Repainted the field.
Managers have adequate behavior in support of communication with the players, but the players are low because rarely present in practice.	1. Manager are required to attend every practice session. 2. Manager doing briefings with the players once a month.
Coach lacking in providing technical assistance to the player.	Add Assistant coaches, in order to reduce the burden of coaches in terms of providing technical assistance to the player.



Communication with the coaches sometimes hampered by a sense of hesitate.	The Assistant should be more interactive with the player, so it can be as people voice communication between players and coaches.
Communication between players and management is still lacking.	Adds meeting with management team.
Communication between players in one team is already good enough.	Improve communication between players by holding outbound activities.

**Source:** The study results were processed in 2014

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