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The Influence of Intrinsic and Extrinsic Motivation on the Performance of Hospital Blood Management Unit (UPDRS) Personnel at Nabire Regional General Hospital

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Abstract

Work motivation is relevant to staff performance and the availability of hospital blood services. This study examined the individual and joint associations of intrinsic and extrinsic motivation with staff performance in the Hospital Blood Management Unit (UPDRS) at Nabire Regional General Hospital. An analytical cross-sectional design was employed, involving all 30 active UPDRS staff members through total sampling. Data were collected using a questionnaire with a five-point Likert response format and analyzed using Pearson correlation and multiple linear regression. Intrinsic motivation was positively correlated with performance ($r = .410$, $p = .025$) and remained positively and significantly associated with performance in the regression model ($B = 0.119$, $p = .036$). Extrinsic motivation showed a positive but nonsignificant correlation with performance ($r = .171$, $p = .367$) and was not significantly associated with performance in the regression model ($p = .567$). The overall model was not statistically significant ($F = 2.926$, $p = .071$) and accounted for 17.8% of the variance in performance. Intrinsic motivation therefore showed a more consistent association with performance within this staff group, although the nonsignificant overall model limits conclusions about the joint contribution of both motivational factors. These findings provide context-specific evidence for considering intrinsic motivation in efforts to understand and support staff performance in hospital blood services.

Keywords: Intrinsic Motivation; Extrinsic Motivation; Staff Performance; Hospital Blood Services; Health Workforce

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INTRODUCTION

Human resources are one of the key components determining the success of an organization, as they serve as the driving force, implementers, and controllers of various activities aimed at achieving organizational goals. The quality of human resources is determined not only by their abilities and skills but also by the motivation that drives individuals to fulfill their work responsibilities. Employees with high levels of work motivation tend to demonstrate greater enthusiasm, discipline, responsibility, and commitment in completing their assigned tasks (Gunawan et al., 2020). Conversely, low motivation may lead to reduced employee engagement, declining productivity, and suboptimal achievement of organizational targets (Rahayu & Sutrischastini, 2022). In healthcare organizations, motivation becomes even more important because human resource performance is not merely associated with institutional target achievement but is also directly related to service quality and patient safety. Research (Veenstra et al., 2022) explained that healthcare workers' motivation is associated with work-related behaviors and perceptions of hospital service quality. Therefore, employee motivation management should be a major concern in efforts to improve the performance of healthcare organizations.

One form of healthcare service that requires the support of qualified human resources is blood transfusion services provided through the Hospital Blood Management Unit (*Unit Pengelola Darah Rumah Sakit*/UPDRS). Blood services are an essential component of the healthcare system because the availability of safe, high-quality, and timely blood supplies is crucial for treating patients experiencing hemorrhage, severe anemia, undergoing surgical procedures, and facing other medical conditions. The provision of blood services in Indonesia is governed by several legal frameworks, including Government Regulation Number 7 of 2011 concerning Blood Services and Law Number 36 of 2009 concerning Health. In practice, blood management involves several stages requiring a high degree of accuracy and responsibility, ranging from receiving blood requests, conducting laboratory examinations, performing compatibility testing, storing blood products, to distributing blood to patients. Each stage requires personnel to work with discipline, accuracy, efficiency, and compliance with established standard operating procedures to minimize the risk of errors. Research (Meliala et al., 2022) explained that the complexity of blood transfusion services requires technical competence and precision in task implementation among the personnel involved. Accordingly, the performance of UPDRS personnel is a crucial factor in ensuring the smooth delivery of blood services while supporting patient safety in hospitals.

Employee performance in healthcare organizations can be influenced by various factors originating from both individual characteristics and the organizational environment. One important internal factor is intrinsic motivation, which refers to the drive arising from within an individual to perform work because of satisfaction, responsibility, achievement, recognition of personal competence, and the desire for self-development. Meanwhile, extrinsic motivation refers to external factors that encourage individuals to work, such as compensation, incentives, working conditions, relationships with supervisors and colleagues, organizational policies, and job security. Both forms of motivation can influence how employees perform their duties, maintain work enthusiasm, and achieve established performance standards. Research (Veenstra et al., 2022) demonstrated that autonomous motivation, or motivation originating from within healthcare workers, is associated with work behaviors that support service quality. Meanwhile, controlled motivation may also influence work behavior when managed in a balanced manner. Furthermore, (Layek & Koodamara, 2016) identified an association between intrinsic and extrinsic motivation and the contextual performance of hospital employees. These findings indicate that improving employee performance requires more than merely relying on technical competence; it also requires attention to the internal and external factors that drive and shape employees' work behavior.

In this study, the relationship between intrinsic motivation, extrinsic motivation, and employee performance can be examined using Herzberg's Two-Factor Theory. This theory distinguishes between motivator factors, which are related to the content of the job, such as achievement, recognition, responsibility, personal growth, and opportunities for advancement, and hygiene factors, which are associated with the work environment, such as salary, organizational policies, interpersonal relationships, supervision, working conditions, and job security. Motivator factors are more closely associated with individuals' internal drive to achieve job satisfaction and improve the quality of work performance, whereas hygiene factors relate to external working conditions that need to be maintained to minimize job dissatisfaction. Research conducted by (Wulansari & Mundakir, 2025) on hospital employees at Petrokimia Gresik Hospital indicates that intrinsic and extrinsic motivation are relevant variables to examine in relation to hospital employee performance. Nevertheless, the influence of each type of motivation may vary depending on job characteristics, the organizational environment, and human resource management systems. In the context of UPDRS, intrinsic motivation may be reflected in personnel's awareness of the importance of

blood services for patient safety, professional responsibility, and satisfaction derived from successfully completing their duties. Meanwhile, extrinsic motivation may be reflected in the provision of rewards, incentives, managerial support, the availability of adequate work facilities, and a conducive working environment. Therefore, both motivational variables are important to examine separately and simultaneously to determine their respective contributions to the performance of UPDRS personnel.

Issues concerning personnel motivation and performance are also relevant to the provision of blood services at the Hospital Blood Management Unit (UPDRS) of Nabire Regional General Hospital. Based on preliminary observations conducted from January to April 2026 involving 30 UPDRS personnel, it was found that, in general, personnel had carried out their duties and responsibilities in accordance with established procedures. However, variations remained in their work enthusiasm and active engagement when performing blood transfusion services. Furthermore, preliminary data obtained from the management of Nabire Regional General Hospital indicated that, from January to December 2025, the UPDRS handled an average of 240 blood requests per month, with a blood requirement fulfillment rate of 60%. This condition indicates a considerable demand for services, requiring personnel to maintain accuracy, efficiency, and consistency throughout every stage of blood management. With a total of 30 personnel available, the delivery of these services requires effective coordination, responsibility, and strong work motivation to ensure that all processes operate optimally. Variations in personnel's work enthusiasm and active engagement constitute a phenomenon that deserves attention because they may be associated with differences in performance levels in daily work activities. Although these conditions cannot yet be directly attributed to low motivation, they provide an empirical basis for further examining the role of intrinsic and extrinsic motivation in influencing the performance of UPDRS personnel at Nabire Regional General Hospital.

Several previous studies have examined the relationship between work motivation and the performance of healthcare workers and hospital employees. However, there remains considerable room for further investigation. Research (Veenstra et al., 2022) examined the relationship between healthcare workers' motivation, work-related behaviors, and hospital service quality, whereas (Layek & Koodamara, 2016) analyzed the relationship between intrinsic and extrinsic motivation and the contextual performance of hospital employees. So as (Wulansari & Mundakir, 2025) also investigated the influence of both forms of motivation on hospital employee performance, although their study was conducted in a different

institutional context and involved different job characteristics. Therefore, further research is needed to specifically examine the influence of intrinsic and extrinsic motivation on personnel performance in technical blood service units, particularly in regional hospitals in Papua. This research gap also highlights the need to examine the partial and simultaneous effects of both motivational variables within the context of UPDRS at Nabire Regional General Hospital, considering that blood service activities involve specific demands for accuracy, responsibility, and service timeliness. Accordingly, this study aims to analyze the influence of intrinsic and extrinsic motivation on the performance of personnel at the Hospital Blood Management Unit (UPDRS) of Nabire Regional General Hospital, both partially and simultaneously, as well as to identify which motivational variable has the most dominant influence on personnel performance.

METHODS

This study employed an analytical quantitative method with a cross-sectional approach, aiming to analyze the influence of intrinsic and extrinsic motivation on the performance of personnel at the Hospital Blood Management Unit (*Unit Pengelola Darah Rumah Sakit*/UPDRS) of Nabire Regional General Hospital. A quantitative approach was selected because the research data were obtained in the form of numerical scores through structured questionnaires, which were subsequently analyzed using statistical methods. A cross-sectional design was adopted because the independent variables, namely intrinsic motivation (X1) and extrinsic motivation (X2), and the dependent variable, namely personnel performance (Y), were measured at a single point in time without any subsequent follow-up observations of the respondents (Setia, 2016). This study was conducted at the Hospital Blood Management Unit (UPDRS) of Nabire Regional General Hospital in July 2026. The study population consisted of all personnel actively working at the UPDRS of Nabire Regional General Hospital, totaling 30 individuals. The sampling technique employed was total sampling, also known as saturated sampling, whereby all 30 members of the population were included as research respondents. The inclusion criteria comprised personnel who were actively working, willing to participate by signing an informed consent form, and present during data collection. Meanwhile, the exclusion criteria included personnel who were on leave, inactive in their duties, or unwilling to participate in the study.

Data collection involved both primary and secondary data, with a questionnaire serving as the primary research instrument. Primary data were obtained directly from respondents through questionnaire completion, non-participant observation, and documentation of workplace conditions. Secondary data were collected from hospital documents, standard operating procedures (SOPs) for blood services, human resource management policies, as well as relevant literature and previous studies. The research questionnaire consisted of questions concerning respondent characteristics, intrinsic motivation, extrinsic motivation, and personnel performance, using a five-point Likert scale ranging from strongly disagree to strongly agree. The intrinsic motivation instrument consisted of 18 statement items covering achievement, recognition, responsibility, and personal development. Meanwhile, the extrinsic motivation instrument comprised 17 statement items addressing salary, organizational policies, interpersonal relationships, and working conditions, based on Herzberg's Two-Factor Theory. The personnel performance variable was measured using six statement items covering work quality, responsibility, and timeliness in completing assigned tasks. The questionnaire was adopted from the research instrument developed by (Sugiyono, 2020), while observation and documentation were employed as supporting data collection methods to obtain an overview of workplace conditions and the implementation of blood services at the UPDRS of Nabire Regional General Hospital. Prior to its use, the research instrument was subjected to validity testing using Pearson Product-Moment Correlation and reliability testing using Cronbach's Alpha to ensure that each statement item consistently measured the intended research variables.

Data were analyzed quantitatively using the Statistical Package for the Social Sciences (SPSS) through several stages, namely data processing, univariate analysis, bivariate analysis, and multivariate analysis. Data processing involved editing, coding, data entry, and cleaning to ensure data completeness and accuracy before conducting statistical tests. Univariate analysis was performed to describe respondent characteristics based on age, educational background, length of service, and employment status, as well as to describe the variables of intrinsic motivation, extrinsic motivation, and personnel performance using frequency distributions, percentages, means, and standard deviations. Bivariate analysis was conducted using the Pearson Product-Moment Correlation test to examine the relationship between each independent variable, namely intrinsic and extrinsic motivation, and personnel performance. Meanwhile, multivariate analysis employed multiple linear regression to

determine the partial and simultaneous effects of both independent variables on the dependent variable.

Before conducting multiple linear regression analysis, classical assumption tests were performed, including normality, linearity, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using the t-test to determine the partial effects of the independent variables, the F-test to assess their simultaneous effects, and the coefficient of determination (R^2) to measure the proportion of variance in personnel performance explained by the independent variables, with a significance level of 0.05. In addition, instrument quality was assessed through validity testing using Pearson Product-Moment Correlation and reliability testing using Cronbach's Alpha. The instrument was considered reliable if its Cronbach's Alpha value was ≥ 0.60. Throughout the research process, ethical principles were observed, including obtaining respondents' informed consent, maintaining the anonymity of respondents, and ensuring the confidentiality and protection of respondent data. The analytical results were presented in tables and narrative descriptions to address the research objectives and hypotheses. Furthermore, the use of a cross-sectional design was taken into consideration when interpreting the findings, as measurements conducted at a single point in time primarily indicate statistical relationships between variables and do not directly establish causal relationships (Setia, 2016).

RESULTS

1. Respondent Characteristics

The characteristics of respondents in this study included age, length of service, educational level, and employment status. A total of 30 personnel from the Hospital Blood Management Unit (UPDRS) of Nabire Regional General Hospital participated as research respondents. The characteristics of the respondents are presented as follows.

a. Age

Table 1. Respondent Characteristics Based on Age

Characteristic	N	Minimum	Maximum	Mean	Std. Deviation
Age	30	20	50	29.33	7.554

Source: SPSS research output.

Based on Table 1, the respondents' ages ranged from 20 to 50 years, with a mean age of 29.33 years and a standard deviation of 7.554. This indicates that the respondents were predominantly within the productive age group, with a relatively diverse age range.

b. Length of Service

Table 2. Respondent Characteristics Based on Length of Service

Characteristic	N	Minimum	Maximum	Mean	Std. Deviation
Length of service (years)	30	1	15	3.47	3.902

Source: SPSS research output.

Based on Table 2, the respondents' length of service ranged from 1 to 15 years, with a mean of 3.47 years and a standard deviation of 3.902. These findings indicate that most respondents had relatively limited work experience, although some personnel had been working for as long as 15 years.

c. Educational Level

Table 3. Respondent Characteristics Based on Educational Level

Educational Level	Frequency (n)	Percentage (%)
Senior High School/Vocational High School	6	20.0
Diploma III (D3)	16	53.3
Diploma IV/Bachelor's Degree (D4/S1)	8	26.7
Total	**30**	**100**

Source: SPSS research output.

Based on Table 3, the majority of respondents held a Diploma III (D3) qualification, accounting for 16 individuals (53.3%), followed by Diploma IV/Bachelor's degree holders (D4/S1), comprising 8 individuals (26.7%), and senior or vocational high school graduates, comprising 6 individuals (20.0%). Thus, the respondents were predominantly graduates of Diploma III programs.

d. Employment Status

Table 4. Respondent Characteristics Based on Employment Status

Employment Status	Frequency (n)	Percentage (%)
Honorary employees	20	66.7
Contract employees	2	6.7
Civil servants	8	26.7
Total	**30**	**100**

Source: SPSS research output.

Based on Table 4, most respondents were honorary employees, accounting for 20 individuals (66.7%), while 8 respondents (26.7%) were civil servants and 2 respondents (6.7%) were contract employees. This indicates that honorary employees constituted the largest employment group within the UPDRS of Nabire Regional General Hospital.

2. Univariate Analysis of Research Variables

Univariate analysis was conducted to describe the scores of each research variable, namely intrinsic motivation, extrinsic motivation, and the performance of UPDRS personnel. The analysis included minimum scores, maximum scores, means, and standard deviations, as presented in Table 5.

Table 5. Results of Univariate Analysis of Research Variables

Variable	Minimum	Maximum	Mean	Std. Deviation
Intrinsic motivation	40	83	59.17	10.735
Extrinsic motivation	46	66	54.57	5.348
Personnel performance	17	26	21.80	2.618

Source: SPSS research output.

Based on Table 5, intrinsic motivation had a mean score of 59.17 with a standard deviation of 10.735, while extrinsic motivation had a mean score of 54.57 with a standard deviation of 5.348. Meanwhile, personnel performance had a mean score of 21.80 with a standard deviation of 2.618. These findings indicate that the greatest variation in scores was observed in intrinsic motivation, whereas personnel performance scores were relatively more homogeneous.

3. Hypothesis Testing

a. Classical Assumption Tests

Classical assumption tests were conducted to ensure the appropriateness of the multiple linear regression model. The tests included normality, linearity, multicollinearity, and heteroscedasticity tests.

1) Normality Test

Table 6. Results of the Normality Test

Variable Tested	df	Sig.	Conclusion
Unstandardized residuals	30	0.980	Normally distributed

Source: SPSS research output.

Based on Table 6, the significance value was 0.980, which was greater than 0.05. Therefore, the residuals of the regression model were considered to be normally distributed.

2) Linearity Test

Table 7. Results of the Linearity Test

Variable Relationship	Sig. Deviation from Linearity	Conclusion
Intrinsic motivation and performance	0.285	Linear
Extrinsic motivation and performance	0.056	Linear

Based on Table 7, the significance value of Deviation from Linearity for intrinsic motivation was 0.285, while that for extrinsic motivation was 0.056. Both values were greater than 0.05, indicating that the relationships between each motivational variable and personnel performance met the linearity assumption.

3) Multicollinearity Test

Table 8. Results of the Multicollinearity Test

Independent Variable	Tolerance	VIF	Conclusion
Intrinsic motivation	0.625	1.599	No multicollinearity
Extrinsic motivation	0.625	1.599	No multicollinearity

Source: SPSS research output.

Based on Table 8, both independent variables had a Tolerance value of 0.625 and a VIF value of 1.599. These values met the established criteria, namely a Tolerance value greater than 0.10 and a VIF value below 10. This indicates that there was no evidence of multicollinearity in the regression model.

4) Heteroscedasticity Test

Table 9. Results of the Heteroscedasticity Test

Method	Observation Results	Conclusion
ZPRED and ZRESID scatterplot	The points were randomly distributed around zero without forming any discernible pattern.	No heteroscedasticity

Source: SPSS research output.

Based on Table 9, the residual points were randomly distributed around zero without forming any specific pattern. Therefore, the regression model did not indicate the presence of heteroscedasticity.

b. Bivariate Analysis

Bivariate analysis aimed to determine the relationship between each independent variable, namely intrinsic and extrinsic motivation, and the performance of UPDRS personnel. The analysis was conducted using Pearson correlation, with the results presented below.

Table 10. Results of Bivariate Analysis of Motivation and UPDRS Personnel Performance

Independent Variable	Correlation Coefficient (r)	Sig. (2-tailed)	Conclusion
Intrinsic motivation	0.410	0.025	Significant
Extrinsic motivation	0.171	0.367	Not significant

Source: SPSS research output.

Based on Table 10, intrinsic motivation had a positive and statistically significant relationship with personnel performance, as indicated by a correlation coefficient of 0.410 and a significance value of 0.025. Meanwhile, extrinsic motivation had a positive correlation

coefficient of 0.171, but the relationship was not statistically significant because its significance value of 0.367 was greater than 0.05. These findings indicate that the relationship between intrinsic motivation and personnel performance was stronger than that between extrinsic motivation and personnel performance.

c. Multivariate Analysis

Multivariate analysis employed multiple linear regression to examine the partial and simultaneous effects of intrinsic and extrinsic motivation on the performance of UPDRS personnel.

Table 11. Results of the Coefficient of Determination in Multiple Linear Regression

R	R Square	Adjusted R Square	Std. Error
0.422	0.178	0.117	2.460

Source: SPSS research output.

Based on Table 11, the R value was 0.422 and the R Square value was 0.178. This indicates that intrinsic and extrinsic motivation jointly explained 17.8% of the variation in UPDRS personnel performance, while the remaining 82.2% was associated with other factors outside the research model.

Table 12. Results of the F-Test (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	35.409	2	17.704	2.926	0.071
Residual	163.391	27	6.052	–	–
Total	198.800	29	–	–	–

Source: SPSS research output.

Based on Table 12, the calculated F-value was 2.926, with a significance value of 0.071. Since the significance value was greater than 0.05, intrinsic and extrinsic motivation did not have a statistically significant simultaneous effect on the performance of UPDRS personnel.

Table 13. Results of the t-Test and Regression Coefficients

Variable	B	Std. Error	Beta	t-value	Sig.	Conclusion
Constant	18.173	4.702	–	3.865	0.001	–
Intrinsic motivation	0.119	0.054	0.488	2.212	0.036	Significant
Extrinsic motivation	-0.063	0.108	-0.128	-0.579	0.567	Not significant

Source: SPSS research output.

Based on Table 13, intrinsic motivation had a regression coefficient of 0.119 with a significance value of 0.036. This indicates that intrinsic motivation had a positive and statistically significant partial effect on the performance of UPDRS personnel. Conversely, extrinsic motivation had a regression coefficient of -0.063 with a significance value of 0.567,

indicating that it did not have a statistically significant effect on personnel performance. Therefore, intrinsic motivation was the only variable demonstrating a statistically significant partial effect on personnel performance in this research model.

DISCUSSION

1. The Effect of Intrinsic Motivation on the Performance of UPDRS Personnel at Nabire Regional General Hospital

The findings of this study indicate that intrinsic motivation has a positive and significant relationship with the performance of personnel at the Hospital Blood Management Unit (Unit Pengelola Darah Rumah Sakit/UPDRS) of Nabire Regional General Hospital. The Pearson correlation test yielded a value of $r = 0.410$ with a significance level of $p = 0.025$. The multiple linear regression analysis also revealed a regression coefficient of $B = 0.119$ with a significance level of $p = 0.036$. These findings indicate that intrinsic motivation has a positive relationship with employee performance and remains statistically significant after extrinsic motivation is accounted for in the model. Thus, the higher the level of intrinsic motivation among personnel, the greater their tendency to demonstrate better work performance. Each one-point increase in intrinsic motivation is associated with a 0.119-point increase in performance, assuming that extrinsic motivation remains constant.

In this study, intrinsic motivation encompasses several aspects, namely achievement, recognition, responsibility, and personal development. These four aspects represent the internal drives that encourage personnel to perform their duties. Achievement relates to employees' desire to complete tasks effectively, while recognition concerns the appreciation of their contributions. Responsibility reflects employees' awareness of carrying out their duties in accordance with their authority and established procedures, whereas personal development refers to their willingness to improve their knowledge and skills. These aspects are particularly relevant to UPDRS operations, which require accuracy, discipline, responsibility, and compliance with blood service procedures.

In the implementation of blood services, intrinsic motivation is essential because personnel are not merely required to complete administrative tasks but must also ensure that every stage of service delivery is performed accurately. Blood management activities require careful attention to procedures, the accuracy of examinations, documentation, storage, and

blood distribution in accordance with applicable standards. Personnel who possess a strong sense of awareness and responsibility toward their work tend to demonstrate greater internal motivation to maintain accuracy and complete their duties effectively. Therefore, intrinsic motivation can support the development of responsible work behavior, particularly in activities directly related to service quality and patient safety.

These findings are consistent with the study conducted by (Veenstra et al., 2022), which examined the relationship between healthcare workers' motivation, work behavior, and hospital service quality. Their systematic review indicated that healthcare workers' motivation should be understood based on its different types, particularly autonomous motivation and controlled motivation. Autonomous motivation refers to an individual's internal drive to perform work based on personal awareness, interest, and acceptance of the activities undertaken. This type of motivation is more consistently associated with work behaviors that support service quality. These findings are relevant to the present study because personnel who possess an internal drive to fulfill their responsibilities may be more motivated to maintain the quality of their work performance.

Research (Li et al., 2024), in a study involving 337 emergency department nurses, also found that intrinsic motivation was positively associated with thriving at work, which refers to a condition in which individuals experience personal growth, vitality, and positive engagement in their work. Their study demonstrated that intrinsic motivation serves as one of the mechanisms linking empowering leadership to nurses' thriving at work. This finding suggests that internal motivation can develop when healthcare workers are given opportunities to utilize their abilities, enhance their competencies, and perform meaningful responsibilities. In the context of UPDRS at Nabire Regional General Hospital, opportunities to improve professional skills and receive greater trust in carrying out work responsibilities may serve as strategies to strengthen personnel's intrinsic motivation.

So as (Kamirullah et al., 2024), through a scoping review of work motivation among hospital nurses, identified several intrinsic factors, including achievement, recognition, responsibility, commitment, experience, value congruence, and the need to develop individual potential and skills. These findings indicate that intrinsic motivation among healthcare workers does not solely arise from the desire to achieve good work results but is also associated with how individuals perceive the meaning of their work and the opportunities available to develop their professional capabilities. This is consistent with the

intrinsic motivation indicators employed in the present study at UPDRS Nabire Regional General Hospital, particularly achievement, recognition, responsibility, and personal development. Therefore, the findings of this study are supported by previous research that identifies internal factors as an important component in shaping healthcare workers' motivation.

The findings of this study can also be explained through Herzberg's Two-Factor Theory. According to this theory, motivator factors include achievement, recognition, the work itself, responsibility, and opportunities for advancement. These factors are associated with job satisfaction and individuals' motivation to perform better. So as (Alrawahi et al., 2020), in their study of clinical laboratory personnel at hospitals in Oman, found that recognition, rewards, professional training, and relationships with supervisors and colleagues were among the factors associated with laboratory personnel's job satisfaction. This study is relevant because clinical laboratory personnel and UPDRS personnel both work in healthcare environments that require technical competence and accuracy. Nevertheless, job satisfaction and job performance are distinct concepts; therefore, these findings are used to strengthen the theoretical explanation rather than as direct evidence of the effect of intrinsic motivation on UPDRS personnel performance.

Another study conducted by (Dyah et al., 2020; Putri et al., 2025), which examined factors associated with nurses' performance at a maternal and child hospital in East Java, also found that intrinsic motivation was significantly associated with nurses' performance, with a value of \(p = 0.016\). This finding illustrates that internal motivation can be one of the factors associated with the work performance of healthcare personnel in hospitals. The similarity between these findings and those of the present study strengthens the evidence regarding the role of intrinsic motivation at Nabire Regional General Hospital, although the characteristics of the respondents, service units, and organizational contexts differ. Thus, intrinsic motivation can be considered an important aspect that requires attention in the management of healthcare personnel performance.

Based on the research findings, theoretical perspectives, and previous studies, the researchers argue that intrinsic motivation is an important factor in supporting the performance of UPDRS personnel at Nabire Regional General Hospital. Personnel who demonstrate a strong sense of responsibility, a desire to achieve good work results, and a willingness to develop their abilities are more likely to possess internal motivation to perform

their duties optimally. Therefore, hospital management should pay attention to strengthening intrinsic motivation by providing clear responsibilities, recognizing work achievements, involving personnel in service evaluation, and offering opportunities to participate in professional training. These efforts are expected to strengthen personnel's professional awareness in maintaining the quality of blood services. However, since this study employed a cross-sectional design, the findings indicate statistical relationships within the research model and do not establish an absolute cause-and-effect relationship.

2. The Effect of Extrinsic Motivation on the Performance of UPDRS Personnel at Nabire Regional General Hospital

The findings of this study indicate that extrinsic motivation has a positive but statistically insignificant relationship with the performance of UPDRS personnel at Nabire Regional General Hospital. The Pearson correlation test produced a value of $r = 0.171$ with a significance level of $p = 0.367$. Meanwhile, the multiple linear regression analysis showed a regression coefficient of $B = -0.063$ with a significance level of $p = 0.567$. Since the significance value is greater than 0.05, extrinsic motivation was not found to have a statistically significant partial effect on performance. Thus, although the correlation results indicate a positive relationship, the regression analysis, after accounting for intrinsic motivation, does not provide sufficient statistical evidence that extrinsic motivation affects the performance of UPDRS personnel.

In this study, extrinsic motivation includes salary, organizational policies, interpersonal relationships among employees, and working conditions. These factors originate outside the individual and relate to the circumstances experienced by personnel while performing their duties. Salary refers to the financial compensation received for work performed, organizational policies concern the rules and management systems governing work implementation, interpersonal relationships relate to interactions and cooperation among employees, while working conditions encompass workplace facilities and the overall working environment. In general, these factors are necessary to create a supportive work environment in which personnel can carry out their responsibilities comfortably and systematically.

Within the UPDRS environment, extrinsic factors play a role in supporting the smooth implementation of work activities. The availability of facilities, clarity in task allocation, communication among personnel, supervision, and service policies are

components of organizational conditions that may influence employees' work experiences. When these conditions are inadequate, personnel may encounter obstacles in completing their tasks. Conversely, a supportive working environment can help personnel implement service procedures more systematically. However, favorable working conditions do not necessarily lead directly to improved performance because task implementation also requires technical competence, accuracy, responsibility, and professional awareness from individual personnel.

These findings can be compared with the study by (Kamirullah et al., 2024), which identified various extrinsic factors influencing work motivation among hospital nurses, including working conditions, salary, supervision, allowances, relationships with colleagues, communication, and living conditions. Their review demonstrated that extrinsic motivation encompasses a broad range of factors associated with organizational aspects and social relationships in the workplace. These findings are consistent with the extrinsic motivation indicators employed in the present study. Nevertheless, the presence of extrinsic factors as components of motivation does not automatically demonstrate that these factors have a significant effect on performance in every healthcare service unit. This may help explain why the present study at Nabire Regional General Hospital found no statistically significant effect of extrinsic motivation on personnel performance.

A study by (Kohnen et al., 2023), involving 1,729 nurses across 14 acute care hospitals in Belgium, demonstrated that job resources, such as performance feedback, autonomy, opportunities to utilize skills, opportunities for professional development, and value congruence, were associated with work motivation and work engagement. These findings indicate that the working environment and organizational support can be important elements in shaping healthcare workers' experiences and motivation. Nevertheless, the study primarily emphasized the relationship between the working environment, motivation, and nurses' well-being rather than the direct effect of extrinsic motivation on the performance of UPDRS personnel. Therefore, its findings support the importance of working conditions as supporting factors but do not contradict the present study's finding that the effect of extrinsic motivation on performance was statistically insignificant.

Research (Alrawahi et al., 2020; Tracy Kuo et al., 2022), in their study of clinical laboratory personnel at hospitals in Oman, also found that salary, promotion, organizational policies, professional training, occupational safety, and relationships with colleagues and

supervisors were among the factors associated with job satisfaction. Their study employed Herzberg's Two-Factor Theory to explain the distinction between factors that generate satisfaction and those that prevent dissatisfaction. These findings are relevant to the present study because UPDRS personnel work in a healthcare environment that requires adequate organizational support and working conditions. However, these factors are more appropriately understood as elements that support working conditions and personnel satisfaction rather than factors that invariably produce direct improvements in work performance.

According to Herzberg's Two-Factor Theory, extrinsic factors are classified as hygiene factors, including salary, organizational policies, supervision, interpersonal relationships, and working conditions. Hygiene factors function to prevent job dissatisfaction when they are adequately provided and managed. However, fulfilling these factors does not necessarily become the primary driving force that encourages individuals to achieve higher levels of work performance. Improved performance also requires motivator factors, such as achievement, recognition, responsibility, and opportunities for professional development. This theoretical explanation helps interpret the findings at UPDRS Nabire Regional General Hospital, where intrinsic motivation was found to have a significant effect, whereas extrinsic motivation did not demonstrate a statistically significant effect on performance.

The findings of (Dyah et al., 2020; Yuliani & Hastasari, 2025) differ from those of the present study. Their research found that extrinsic motivation was significantly associated with nurses' performance at a maternal and child hospital in East Java. This difference suggests that the effect of extrinsic motivation may depend on organizational characteristics, reward systems, working conditions, and the characteristics of the healthcare personnel being studied. In other words, extrinsic factors may play an important role in one hospital but may not demonstrate the same effect in different service units or among personnel with different characteristics. Therefore, the findings of the present study at Nabire Regional General Hospital should be interpreted in accordance with the specific conditions and characteristics of the UPDRS personnel who participated in the research.

One aspect that needs to be considered when interpreting these findings is the distribution of extrinsic motivation scores. The extrinsic motivation scores ranged from 46 to 66, with a mean of 54.57 and a standard deviation of 5.348. This distribution was narrower than that of intrinsic motivation, which had a standard deviation of 10.735. This indicates

that respondents' answers regarding extrinsic motivation showed relatively less variation than their answers regarding intrinsic motivation. Furthermore, all respondents worked within the same organizational unit, meaning that they may have experienced similar organizational policies, supervision, workplace relationships, and working conditions. These similarities may be considered when interpreting the relatively limited variation in extrinsic motivation scores, although this study did not directly examine whether similarities in working conditions were responsible for the statistically insignificant effect.

Based on the research findings, the researchers argue that extrinsic motivation remains necessary to support the work performance of UPDRS personnel, even though its effect on performance was not statistically significant. The management of Nabire Regional General Hospital needs to ensure appropriate compensation, clear organizational policies and task allocation, harmonious working relationships, constructive supervision, and adequate facilities and infrastructure. Improvements in these factors are necessary to maintain personnel's comfort and job satisfaction. However, improving performance cannot rely solely on external factors; it must also be accompanied by efforts to strengthen personnel's sense of responsibility, achievement, and professional competence.

3. The Effect of Motivation on the Performance of Hospital Blood Management Unit Personnel at Nabire Regional General Hospital

The findings of this study indicate that intrinsic and extrinsic motivation, when considered together, produced a multiple correlation coefficient of $R = 0.422$, an R Square value of 0.178, and an Adjusted R Square value of 0.117. These values indicate that intrinsic and extrinsic motivation in the research model can explain 17.8% of the variation in the performance scores of UPDRS personnel at Nabire Regional General Hospital. Meanwhile, the remaining 82.2% of performance variation lies outside the research model. Although both variables contribute to explaining variations in performance, the simultaneous test yielded an F value of $F = 2.926$ with a significance level of $p = 0.071$. Since the significance value is greater than 0.05, it can be concluded that intrinsic and extrinsic motivation, simultaneously, were not statistically significant predictors of UPDRS personnel performance at Nabire Regional General Hospital.

These findings need to be understood by distinguishing between partial and simultaneous testing. In the partial test, intrinsic motivation demonstrated a positive and significant effect on performance, with a value of $p = 0.036$, whereas extrinsic motivation

did not demonstrate a significant effect, with a value of \(p = 0.567\). However, when both variables were simultaneously included in the regression model, the F-test produced a significance value of \(p = 0.071\). Therefore, the findings indicate that intrinsic motivation has a statistically significant partial effect, but the model combining intrinsic and extrinsic motivation was not statistically significant simultaneously. Consequently, it would be inappropriate to conclude that both types of motivation have been proven to improve UPDRS personnel performance when considered jointly.

The performance of UPDRS personnel is an essential aspect of blood service delivery in hospitals. Performance is not only associated with personnel's ability to complete their duties but also encompasses accuracy, responsibility, discipline, and the ability to comply with established service procedures. In this study, performance was measured through three aspects: work quality, responsibility, and timeliness. These three aspects indicate that personnel performance is related both to work outcomes and to the behaviors demonstrated in carrying out their responsibilities. Therefore, improving UPDRS personnel performance requires motivational support as well as technical competence and an effective work system that enables all service procedures to be implemented accurately.

Research (Krijgsheld et al., 2022), through a systematic review of healthcare personnel performance, explained that performance is a multidimensional concept encompassing task performance, contextual performance, adaptive performance, and counterproductive work behavior. Healthcare personnel performance is determined not only by their ability to complete primary tasks but also by behaviors that support the organization and the ability to adapt to job demands. Their review also explained that performance improvement can be achieved through interventions at the individual, group, and organizational levels. These findings are relevant to the present study at UPDRS Nabire Regional General Hospital because personnel performance is not determined solely by motivation but may also be influenced by technical competence, coordination, leadership, training, and organizational support.

So as (Alkhurayji et al., 2026), through a systematic review and meta-analysis involving 37 studies and a total of 24,419 healthcare workers, demonstrated that healthcare personnel performance is associated with various factors, particularly training, stress, workload, and organizational culture. Their study reported an estimated average correlation of \(r = 0.237\), with a 95% confidence interval of 0.0745–0.3995. These findings

demonstrate that healthcare personnel performance develops through the interaction of various individual and organizational factors. This supports the understanding that motivation is not the only factor capable of explaining UPDRS personnel performance. Other factors, such as competence, workload, organizational support, and working conditions, should also be considered in performance management.

The findings of (Veenstra et al., 2022) also indicate that different types of motivation have different relationships with healthcare workers' work behavior. Autonomous motivation is more consistently associated with work behaviors that support service quality, whereas more controlled forms of motivation may produce different outcomes. This demonstrates that the simultaneous presence of intrinsic and extrinsic motivation does not necessarily result in the same effects on performance. In the present study at UPDRS Nabire Regional General Hospital, intrinsic motivation demonstrated a significant partial effect, whereas extrinsic motivation was not statistically significant. The differences in the results of these two variables may be one of the aspects that should be considered when interpreting the simultaneous test results.

A study by (Dyah et al., 2020) involving nurses at a maternal and child hospital in East Java found that both intrinsic and extrinsic motivation were associated with nurses' performance. These findings indicate that both types of motivation can contribute to supporting healthcare personnel performance within certain organizational contexts. Meanwhile, research by (Hult et al., 2024) on the effect of work motivation on the performance of clinical nurses at Haji Regional General Hospital in Makassar also identified intrinsic and extrinsic motivation as factors that need to be examined in relation to nursing performance. Differences between previous studies and the present study at Nabire Regional General Hospital may be influenced by variations in respondent characteristics, sample sizes, organizational environments, job types, and human resource management systems. Therefore, findings from one hospital cannot be directly generalized to other hospital service units.

Furthermore, (Alkhurayji et al., 2026) emphasized the importance of training and competency development in supporting healthcare personnel performance. This is relevant to the responsibilities of UPDRS personnel, whose work requires technical skills, an understanding of procedures, and accuracy in providing blood services. Even highly motivated personnel still require adequate knowledge and skills to perform their duties

correctly. Therefore, motivation needs to be supported by competency improvement programs and supervision of procedural implementation. Organizational support is also necessary to ensure that personnel can perform their responsibilities with adequate facilities and infrastructure.

The \(R\) Square value of 0.178 indicates that both motivation variables explain 17.8% of the variation in performance scores within the research model. Meanwhile, the remaining 82.2% of variation lies outside the model and cannot yet be explained by the variables examined in this study. This figure does not mean that the remaining 82.2% of performance is definitively caused by particular factors; rather, it indicates that there is still variation in performance that has not been explained by intrinsic and extrinsic motivation. Factors such as workload, competence, training, leadership, work-related stress, organizational support, and the availability of facilities and infrastructure may be considered in future research. This is consistent with (Krijgsheld et al., 2022), who identified individual and organizational factors as important components in explaining healthcare personnel performance.

According to the researchers' analysis, the statistically insignificant simultaneous effect of motivation in this study should be interpreted by considering the characteristics of the data and the number of respondents. This study involved 30 UPDRS personnel working within a relatively similar organizational environment. The limited number of respondents requires the statistical findings to be interpreted cautiously. Furthermore, extrinsic motivation did not demonstrate a significant partial effect, meaning that the combination of both variables did not produce a statistically significant model at the 5% significance level. Although the significance value of 0.071 is relatively close to the 0.05 threshold, it does not statistically meet the predetermined significance criterion. Therefore, the findings should not be interpreted as demonstrating a significant simultaneous effect.

Based on the overall research findings, the researchers argue that improving the performance of UPDRS personnel at Nabire Regional General Hospital requires a comprehensive approach. Strengthening intrinsic motivation can be a priority because it has been demonstrated to have a positive and statistically significant partial effect on performance. These efforts can be implemented by recognizing personnel achievements, clarifying individual responsibilities, providing opportunities for competency development, and involving personnel in service improvement initiatives. At the same time, hospital

management must continue to pay attention to extrinsic factors through improvements in working conditions, organizational policies, interpersonal relationships, supervision, and service facilities. Thus, the findings of this study indicate that intrinsic motivation has a positive and statistically significant partial effect on UPDRS personnel performance, whereas extrinsic motivation has not been proven to have a statistically significant partial effect. Simultaneously, intrinsic and extrinsic motivation have also not been demonstrated to have a statistically significant effect on performance, as indicated by the F-test significance value of 0.071. These findings emphasize that motivation is an important aspect of performance management; however, improving UPDRS personnel performance also requires support in the form of professional competence, training, leadership, a proportionate workload, and an adequate organizational environment.

CONCLUSION

Based on the findings of the study examining the effect of intrinsic and extrinsic motivation on the performance of personnel at the Hospital Blood Management Unit (Unit Pengelola Darah Rumah Sakit/UPDRS) of Nabire Regional General Hospital, it can be concluded that intrinsic motivation has a positive relationship with and a statistically significant effect on personnel performance, with a correlation coefficient of (r = 0.410), a regression coefficient of (B = 0.119), and a significance value of (p = 0.036). These findings indicate that the higher the level of personnel's internal motivation, particularly in terms of achievement, recognition, responsibility, and personal development, the greater their tendency to demonstrate better performance. Meanwhile, extrinsic motivation has a weak positive relationship with performance based on the correlation test ((r = 0.171)) but does not have a statistically significant effect, either based on the correlation test ((p = 0.367)) or the regression analysis ((B = -0.063; p = 0.567)). The simultaneous analysis revealed that intrinsic and extrinsic motivation had a multiple correlation coefficient of (R = 0.422) and an (R) Square value of 0.178, indicating that the two variables explain 17.8% of the variation in personnel performance, while the remaining 82.2% lies outside the research model. However, the F-test yielded a value of (F = 2.926) with a significance level of (p = 0.071), indicating that the two variables have not been demonstrated to have a statistically significant joint effect on performance at the 5% significance level. Therefore, intrinsic motivation is the factor demonstrated to have a statistically significant partial effect on UPDRS personnel performance, whereas extrinsic motivation and the combination of both variables in the

simultaneous analysis have not shown statistically significant effects. These findings emphasize that efforts to improve UPDRS personnel performance should consider internal motivation as well as other factors associated with individual capabilities and organizational conditions.

This study provides an empirical contribution to the development of human resource management research in the healthcare sector, particularly regarding motivation and the performance of personnel in hospital blood management units. It presents an overview of the different roles of intrinsic and extrinsic motivation in relation to the performance of UPDRS personnel at Nabire Regional General Hospital. The finding that intrinsic motivation has a statistically significant partial effect, whereas extrinsic motivation does not demonstrate a significant effect, provides an understanding that internal drives, such as responsibility, achievement, recognition, and personal development, deserve particular attention in managing blood service personnel. Practically, the findings may serve as a reference for the management of Nabire Regional General Hospital in formulating performance improvement policies through the provision of appreciation, clear allocation of responsibilities, competency development, and personnel involvement in service evaluation. Furthermore, this study provides preliminary information regarding the contribution of motivation to variations in personnel performance while highlighting the need to consider factors beyond motivation in efforts to improve the quality of blood services.

Future research is recommended to develop a broader research model by incorporating other variables that may be associated with UPDRS personnel performance, such as competence, workload, training, leadership, work-related stress, job satisfaction, organizational support, work discipline, and the availability of facilities and infrastructure. The inclusion of these variables is necessary because intrinsic and extrinsic motivation in this study explained only 17.8% of the variation in performance, while the remaining 82.2% was not explained by the research model. Future studies are also encouraged to involve larger numbers of respondents and include several hospitals or blood service units to broaden the scope of the findings and enable comparisons based on organizational characteristics. In addition, the use of a mixed-methods approach combining surveys, interviews, and observations may provide deeper insights into why intrinsic motivation affects performance, whereas extrinsic motivation has not demonstrated a statistically significant effect. Future researchers may also consider employing a longitudinal design to observe changes in

motivation and performance over time, thereby enabling a more comprehensive understanding of the relationships among these factors.

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