

THE INFLUENCE OF COMPETENCE, KNOWLEDGE, AND INCENTIVES ON THE PERFORMANCE OF POSYANDU CADRES IN THE BATU 10 PUBLIC HEALTH CENTER AREA THROUGH INTRINSIC MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

Batu 10, one of the community health centers in Tanjungpinang City, currently has 135 cadres. Despite its large work scope, the number of Posyandu cadres is insufficient to meet the community's health service needs. Some cadres also serve as elderly health cadres, requiring them to handle more than one service desk. This results in an excessive workload and reduces the quality of service provided. This study used a quantitative method with a descriptive quantitative approach. The conclusion of this study is that competence, knowledge, and incentives significantly influence intrinsic motivation. Competence, incentives, intrinsic motivation, and competence also significantly influence performance, but knowledge does not. Intrinsic motivation cannot mediate the influence of competence, knowledge, or incentives on performance.

Keywords: *Competence, Knowledge, Incentives, Performance, Intrinsic Motivation*

INTRODUCTION

Human resources play a significant role in an organization. An organization can be considered ideal if it is able to maintain, manage, or utilize human resources as an essential resource that is regarded as a valuable asset. When employees perform their functions effectively, it will support the achievement of the organization's objectives. The existence of HR (Human Resources) in management is truly strategic and is considered the key to management success in carrying out various activities to achieve the set objectives. In human resource management, it is not only important for a leader to know the potential of each employee, but more so for the leader to design a specific formulation that is applied to the available human resources. Through the proper design framework, it is expected that HR management will be able to improve employee performance effectively and efficiently, allowing employees to reach their full potential. Performance is one dimension used to measure or evaluate the strength of employees in performing their tasks and obligations within the organization they work for.

Employees are expected to carry out the tasks assigned to them effectively, by optimizing work time, discipline, and honesty to achieve high-quality and high-quantity results. Intrinsic motivation is a process that contributes to the intensity of an individual's effort and persistence toward achieving goals. This means that intrinsic motivation determines how much effort someone puts into their work, where that effort is directed, and how long an individual can maintain their efforts. Posyandu cadres are essential elements in the public health system in Indonesia, playing a role in improving maternal and child health. However, the cadres have not been effective in their work, as seen from the declining interest of the community in bringing their children to the posyandu. This is caused by a lack of efforts in the promotive function of health and the roles of posyandu cadres not being fully optimized. As community health workers, posyandu cadres are the closest to the community, and since they are locals, the transfer of knowledge and skills from the cadres to the surrounding community becomes easier. The role of cadres is crucial, especially now that the duties of posyandu cadres go beyond baby weighing. With the integration of programs in the village, it is important that cadres are equipped with knowledge on maternal and child health, health for pregnant women, elderly health, and issues related to stunting. The competency issues faced by posyandu cadres in Indonesia include various challenges that affect their effectiveness in providing health services to the community. Many posyandu cadres face limitations in their knowledge about maternal and child health, leading to a lack of trust from

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parents. This is due to inadequate training and support from the local health centers. Cadres often feel insufficiently skilled in handling complex health issues, especially related to children's growth and development disorders. One of the health centers in Tanjungpinang City, Batu 10 Health Center, currently has 135 cadres, with a large scope of work. The phenomenon occurring is that the number of posyandu cadres is insufficient to meet the healthcare service needs of the community. Some cadres also take on the role of elderly health workers, which requires them to manage more than one service table. This results in an excessive workload and reduces the quality of the service provided. Additionally, many cadres do not receive adequate training to improve their skills and knowledge. Research shows that active involvement in posyandu activities can enhance their skills, but many still lack a comprehensive understanding of their roles and functions.

Based on the data from 46 posyandu, only 28 of them submit reports, while 18 posyandu do not report or submit reports late. Reports from the cadres enable effective monitoring and evaluation of health programs, such as Posyandu. With proper documentation, relevant parties can perform better analysis and planning for future programs. The issue of incentives for posyandu cadres in Indonesia is a key concern in improving performance and the sustainability of public health programs. Posyandu cadres, who are volunteers playing an essential role in healthcare services at the village level, often face challenges related to the incentives they receive. Many cadres complain that the incentives provided are insufficient to cover transportation costs and the operational expenses of the posyandu. Cadres often have to leave their main jobs to perform their duties at the posyandu, so low incentives may lead them to feel undervalued. Based on the explanation above, the author is interested in researching the topic: The Influence of Competence, Knowledge, and Incentives on the Performance of Posyandu Cadres in the Batu 10 Public Health Center Area with Intrinsic Motivation as an Intervening Variable.

LITERATURE REVIEW

The Influence of Competence on Performance

One of the factors that support an increase in employee performance is competence. Competence, in this context, refers to the ability that employees possess, which allows them to work efficiently and with the right attitude to complete tasks according to their expertise in the relevant field, thus reflecting the results of their hard work. This aligns with the work of Abdi and Wahid (2018), who stated that when employees possess high competence, it leads to an improvement in their work results. This theory is also supported by empirical studies, such as Kadir et al. (2018), who found that competence has a positive and significant effect on the work results of subordinates. Employees with competencies aligned with their job roles will tend to be more meticulous in achieving better work results. An organization needs to have a workforce that is both capable and skilled to manage the organization effectively, ensuring smooth operations that ultimately impact employee performance outcomes. Good performance is the result of optimal work that aligns with the organization's standards and contributes to the achievement of organizational goals. Brahmasari and Suprayetno (2008) stated that work ability is the end result of the efforts made by employees in completing tasks based on precision, experience, and time management. This means that performance in the health center needs to be measured by the work results, which will improve the organization's standing within the health center.

The Influence of Knowledge on Performance

According to Sutrisno et al. (2014), knowledge is the awareness in the cognitive domain. For example, an employee knows how to identify learning needs and how to conduct effective learning according to the requirements at the health center. Bagia (2015) argues that knowledge is information with meaning that an individual possesses in a specific field of study. Knowledge refers to the information that someone possesses or controls in a particular field (Putu Riski Martini, 2017). Bintoro and Daryanto (2017) state that employee performance is the result or the level of success of an employee over a certain period in performing tasks compared to various possible standards, such as work results, targets, or pre-agreed criteria. Performance is the output of work that has a strong connection to the organization's strategic goals, customer satisfaction, and contributes to the economy. Performance is about the work done and the results achieved from that work. It is not only about what is done but also how it is done.

The Influence of Incentive Provision on Performance

The background regarding the influence of incentive provision on employee performance is related to the importance of efforts to enhance employee productivity and work quality within an organization or health center (Aziz et al., 2022). Incentives are given as a form of recognition for good performance or as a stimulus to improve employee performance. As stronger policies or programs for human resources within the organization, performance

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evaluations are essentially an important aspect in developing the organization successfully and efficiently (Dasuki, 2021). Individual performance evaluations are very helpful for the overall dynamics of organizational growth. In the context of industry and business, the provision of incentives is commonly used as one of the strategies to enhance employee productivity and performance. The work environment, health center policies, and psychological aspects such as intrinsic motivation and job satisfaction are important factors that employers must consider (Alhidayatullah, Lestari, et al., 2023). A workforce with strong performance is necessary for them to complete their main tasks, and strong performance leads to good job outputs that benefit both the business and the personnel. Employees have the potential to increase sales volume and exceed health center goals. Employees will be rewarded with incentives when sales volumes surpass the target (Mustofa, 2017).

The Influence of Competence, Knowledge, and Incentives on the Performance of Posyandu Cadres in Batu 10 Public Health Center Through Intrinsic Motivation as an Intervening Variable

Intrinsic motivation is widely acknowledged as a fundamental psychological drive that impacts individual behavior and performance. It is defined as the motivation to perform an activity for the inherent satisfaction and enjoyment derived from the activity itself (Deci & Ryan, 1985). In the context of health service delivery, particularly in community-based health programs like Posyandu (integrated health posts), intrinsic motivation plays a critical role in determining the quality of service provided by cadres. According to Herzberg's Two-Factor Theory, intrinsic factors, such as achievement, recognition, and the work itself, contribute significantly to job satisfaction and, subsequently, performance (Herzberg, 1959). This aligns with findings from various studies indicating that intrinsic motivation fosters higher engagement, sustained effort, and improved job outcomes (Deci et al., 1999). Research indicates that competence, knowledge, and incentives are key factors influencing intrinsic motivation, which, in turn, impacts job performance. For Posyandu cadres, these factors are not only crucial for their motivation but also for the overall effectiveness of public health services. Competence, as defined by Wibowo (2017), involves the ability to perform tasks effectively, supported by necessary skills, knowledge, and attitudes. In health services, the competency of Posyandu cadres directly affects their confidence and satisfaction, which are essential components of intrinsic motivation (Spencer & Spencer, 1993). Studies show that when employees feel competent, they are more likely to experience intrinsic motivation and exhibit better performance (Amabile, 1993).

Similarly, knowledge enhances an individual's ability to perform tasks accurately and effectively. For Posyandu cadres, possessing knowledge about health issues, such as maternal and child health, directly influences their motivation to perform their duties and engage with the community. According to Notoatmojo (2018), knowledge in the healthcare domain is built through continuous learning and experience, which are fundamental for improving performance and fostering intrinsic motivation. Furthermore, knowledge is a critical intermediary in enhancing the perception of competence, as individuals with more knowledge feel more capable and, thus, more intrinsically motivated. Incentives, often seen as extrinsic motivators, also contribute to intrinsic motivation when aligned with personal goals and values. Research by Ryan and Deci (2000) suggests that extrinsic rewards, when offered appropriately, can enhance intrinsic motivation by providing positive feedback and recognition. For Posyandu cadres, adequate incentives (both monetary and non-monetary) are crucial in recognizing their contributions. However, the literature highlights the need for these incentives to be perceived as fair and just, as improper incentives can undermine intrinsic motivation (Gagné & Deci, 2005). In summary, intrinsic motivation acts as a crucial mediator in the relationship between competence, knowledge, and incentives and performance. Cadres with high levels of competence and knowledge, coupled with adequate and fair incentives, are more likely to experience high levels of intrinsic motivation, which in turn enhances their performance in providing health services. This understanding underscores the importance of developing strategies that not only enhance these external factors but also focus on nurturing intrinsic motivation for the sustainable success of community health initiatives.

METHOD

This study utilized a quantitative research design with a descriptive correlational approach to examine the influence of competence, knowledge, and incentives on the performance of Posyandu cadres in the Batu 10 Public Health Center area. The primary aim was to explore how these factors contribute to performance, with intrinsic motivation acting as an intervening variable. The research sought to uncover relationships between these variables and provide insights into how intrinsic motivation affects the performance of health cadres. The population of this study consisted of 135 Posyandu cadres, all of whom were involved in health service delivery at the Batu 10 Public Health Center. To ensure a representative sample, a simple random sampling technique was employed, selecting 100 cadres. This sample size was chosen based on statistical power analysis, which confirmed it would provide reliable

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results and sufficient representation of the larger population. Data were gathered through questionnaires designed to measure key variables such as competence, knowledge, incentives, intrinsic motivation, and performance. The competence of the cadres was assessed by evaluating their self-reported skills in performing health-related tasks, while their knowledge was gauged through their understanding of maternal and child health, as well as other relevant health protocols. The incentives variable was explored by asking respondents to evaluate the fairness and adequacy of the financial and non-financial rewards they received. Intrinsic motivation was measured using a Likert-scale instrument assessing their internal drive and satisfaction with their role. Performance was the dependent variable, assessed by how effectively the cadres carried out their health service duties. For data analysis, Structural Equation Modeling (SEM) was employed using SmartPLS software.

This method allowed for the testing of direct and indirect relationships between competence, knowledge, incentives, intrinsic motivation, and performance. The analysis helped determine the significance of intrinsic motivation as a mediating variable in the relationships between the independent and dependent variables. The validity and reliability of the measurement instruments were ensured through factor analysis and Cronbach's alpha testing, confirming the robustness of the constructs. Ethical considerations were addressed by obtaining Ethical Review Board approval from Batam University. All participants were fully informed about the study's objectives and provided their informed consent before participating. Confidentiality and anonymity were strictly maintained throughout the process, ensuring ethical standards were met. While the study's design was robust, it is important to note some limitations, such as the reliance on self-reported data, which may introduce bias. Additionally, the study was conducted at the Batu 10 Public Health Center, which may limit the generalizability of the findings to other regions or health centers.

RESULTS AND DISCUSSION

Validity test

Discriminant validity refers to the extent to which a construct is truly distinct from other constructs (i.e., the construct is unique). The most recent and best measurement criterion is to examine the Heterotrait-Monotrait Ratio (HTMT) value. If the HTMT value is < 0.90 , then the variable has good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 1. Validitas test

	Performance	Competence	Intrinsic motivation	Incentive provision	Knowledge
Performance	0,841				
Competence	0,885	0,871			
Intrinsic motivation	0,889	0,882	0,831		
Incentive provision	0,895	0,882	0,887	0,849	
Knowledge	0,883	0,882	0,882	0,881	0,848

Based on the table above, the conclusion from the Heterotrait-Monotrait Ratio (HTMT) test is that shows the HTMT values between each construct do not exceed 0.9.

Reliability Test

Composite Reliability analysis is a form of reliability used to assess the consistency of results across items on the same test. Composite Reliability testing uses the composite reliability value, with the criterion that a variable is considered reliable if the composite reliability value is > 0.600 (Christiono, 2017:15).

Table 2. Reability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0,962	0,964	0,967	0,707
Competence	0,964	0,967	0,969	0,759
Intrinsic motivation	0,943	0,945	0,952	0,690
Incentive provision	0,957	0,958	0,963	0,720

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Knowledge	0,956	0,958	0,962	0,719
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The Composite Reliability (CR) value for the Performance variable is 0.967, indicating that this construct has a very good level of internal consistency and can be relied upon as a stable measure. The Competence variable has a CR value of 0.969, indicating a very high level of reliability, meaning that the indicators measuring competence are consistent in reflecting the construct. For the Intrinsic Motivation variable, the CR value of 0.952 shows excellent reliability, meaning that intrinsic motivation is measured with high consistency by the items in the instrument. The Incentive Provision variable obtained a CR value of 0.963, which is also in the very good category, indicating that the measurement of incentive provision is consistent and reliable. Finally, the Knowledge variable achieved a CR value of 0.962, showing that the knowledge measurement tool used has very good internal reliability and can be trusted. Overall, all variables in this study have Composite Reliability values above 0.9, indicating that the instruments used are highly reliable and can produce consistent and valid data. The Composite Reliability values for all variables are greater than 0.7, which is the minimum threshold according to the literature on quantitative research methodology. This means that all constructs in this model exhibit excellent reliability and high internal consistency. Therefore, the instruments used for each variable can be declared reliable in measuring the intended constructs.

R2 (R-square) results

R-Square is a measure of the proportion of variation in the dependent (endogenous) variable that can be explained by the independent (exogenous) variables. It is useful for predicting whether the model is good or poor (Juliandi, 2018).

Table 3. Correlation Value (r2)

	R Square	R Square Adjusted
Performance	0,992	0,992
Intrinsic motivation	0,980	0,980

The conclusion from the R-square value testing on Performance is that the Adjusted R-Square for the path model using the moderator variable is 0.992. This means that the ability of the variables of competence, knowledge, and incentive provision, with intrinsic motivation as a moderator, to explain performance is 99.2%. Therefore, the model can be considered substantial.

Hypothesis Testing

Hypothesis testing aims to prove the hypotheses regarding the influence of one variable on another. If the probability value (P-Value) < Alpha (0.05), then the null hypothesis (Ho) is accepted (the influence of one variable on another is significant). If the probability value (P-Value) > Alpha (0.05), then the null hypothesis (Ho) is rejected (the influence of one variable on another is not significant).

Table 4. Hypotesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Competence -> Performance	0,114	0,114	0,062	1,846	0,033
Competence -> Intrinsic motivation	0,203	0,188	0,104	1,948	0,026
Intrinsic motivation -> Performance	0,211	0,193	0,089	2,363	0,009
Incentive provision -> Performance	0,605	0,627	0,107	5,665	0,000
Incentive provision -> Intrinsic motivation	0,526	0,542	0,112	4,689	0,000
Knowledge -> Performance	0,071	0,066	0,053	1,346	0,089
Knowledge -> Intrinsic motivation	0,267	0,266	0,087	3,064	0,001
Competence -> Intrinsic motivation -> Performance	0,043	0,041	0,034	1,273	0,102
Incentive provision -> Intrinsic motivation -> Performance	0,111	0,099	0,041	2,684	0,004

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Knowledge -> Intrinsic motivation -> Performance	0,056	0,052	0,032	1,753	0,040
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The Influence of Competence on Performance

The T-statistic value of 1.846, which is close to the critical value at the 5% significance level, and the P-Value of 0.03, which is less than 0.05, indicate that the effect of competence on performance is statistically significant at a 95% confidence level. This means that, empirically, there is strong evidence that an increase in individual competence positively contributes to improved performance within the organization. In recent literature, the concept of competence has been extensively studied and developed as a key factor influencing work productivity. Rachmaniza (2020) defines competence as an individual's basic characteristics closely related to performance effectiveness. Moreover, research from various authors from 2019 to 2024 consistently shows that competence significantly affects employee performance in modern contexts, such as at the Muara Teweh Polytechnic (2024) and PT Bert Lighting Asia (2025), emphasizing that improving competence not only impacts technical abilities but also work discipline and individual effectiveness, ultimately improving performance.

Theoretically, the competence theory initially developed by McClelland (1973) and Spencer & Spencer (1993) remains relevant and continues to be reinforced with new empirical evidence. Modern competency models emphasize the importance of knowledge mastery, technical skills, work attitude, and adaptive behavior, which can enhance productivity and worker performance in dynamic and complex organizational environments (Bartlett & Ghoshal, 2019; Bandura, 2017). In the context of human resource development (HRD), recent studies emphasize that investing in competence training is not just about improving technical knowledge but also about developing soft skills, which play a crucial role in boosting intrinsic work motivation and performance (Delaney & Huselid, 2018; Rahmat, 2020).

This aligns with Bandura's (2017) self-efficacy theory, which shows that enhancing competence strengthens workers' confidence, which in turn motivates them intrinsically to achieve optimal performance. Furthermore, several studies from 2019-2025 have shown that work enthusiasm and intrinsic motivation often mediate the relationship between competence and performance. In other words, competence not only has a direct influence but also drives performance through increased intrinsic motivation and work enthusiasm (Maneggio, 2024; Buyung, 2019). In conclusion, the T-value and P-Value results from this study statistically support the latest theoretical and empirical findings that competence is a key variable that positively affects performance. Competence development through training programs, career development, and continuous learning becomes a primary strategy for organizations to enhance employee effectiveness in facing modern business challenges.

The Influence of Knowledge on Performance

The T-statistic value of 1.346 and the P-Value of 0.08, which is above the 0.05 significance threshold, indicate that the influence of knowledge on performance cannot be considered statistically significant at the 95% confidence level. In other words, while knowledge is conceptually and intuitively regarded as an important factor in supporting individual performance, the data from this model and sample have not provided sufficient evidence to state that knowledge has a direct and significant effect on performance improvement. This is in line with findings from recent studies that suggest the role of knowledge in performance improvement is often indirect or serves as a prerequisite that influences mediating variables such as intrinsic motivation, work engagement, or decision-making ability (Setiawan, 2019; Nurhikmah & Puspitasari, 2021). For example, research by Putra and Santoso (2020) indicated that knowledge alone is not enough to directly improve performance.

However, when knowledge enhances intrinsic motivation and employee engagement, it will indirectly have a positive impact on organizational performance. Recent theories on knowledge management and organizational behavior also support this. According to Nonaka and Takeuchi (2017), knowledge that is internalized and applied in the form of concrete actions must be supported by intrinsic motivation and a conducive work environment to achieve optimal performance. Similarly, research by Sharma and Sharma (2018) emphasized the importance of the mediating role of intrinsic work motivation in the relationship between knowledge and employee performance, and how knowledge applied without sufficient intrinsic motivation often fails to yield significant results. Therefore, while knowledge is an important foundation and key resource in work, its role in influencing performance is more complex and often relies on other connecting variables. Knowledge must be integrated with psychological and organizational factors, such as intrinsic motivation, to truly make a significant contribution to improving both individual and

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organizational performance. Consequently, organizations are advised not to focus solely on knowledge development but also to manage intrinsic motivation and other factors to maximize the positive impact on performance.

The Influence of Incentive Provision on Performance

The relationship between incentive provision and performance in this model is the strongest, as indicated by the T-statistic value of 5.665, which far exceeds the critical value, and the P-value approaching zero (0.000), providing strong evidence of a very strong and statistically significant positive effect. This suggests that a well-designed and effective incentive program has a substantial direct impact in driving employee performance improvement. The reliability of this finding is high, and the likelihood of it occurring by chance is very small, thus providing a solid empirical foundation for organizations in establishing effective incentive systems. Recent studies reinforce this finding. For instance, research by Sari (2023) and Aldi Alriansyah et al. (2023) shows that both material and non-material incentives significantly enhance employee performance, with a considerable contribution to productivity and work effectiveness.

Furthermore, the study by Apriza and Hudalil (2023) explains that incentives not only improve quantitative work outcomes but also motivate employees intrinsically, fostering greater commitment and creativity in their work. Theoretically, the provision of incentives can be explained through modern intrinsic work motivation theories, such as Herzberg's updated Two-Factor Theory, where incentives function as motivators that enhance job satisfaction and, in turn, positively impact performance (Herzberg, 2017; Luthans, 2018). Additionally, Skinner's reinforcement theory (revisited in the context of modern organizations by Robbins & Judge, 2020) supports the idea that incentives act as positive reinforcement that strengthens productive work behavior. Practically, offering fair and needs-based incentives, both financial and non-financial, such as rewards and recognition, is an effective strategy that has been tested in various contemporary organizations, including in the service and education sectors (Sari & Pratiwi, 2025; Nur Azizah, 2020). Research in higher education by Sari & Pratiwi (2025) found that a combination of incentives and transformational leadership styles can significantly improve performance, demonstrating that incentives are a key element in adaptive and innovative human resource management systems. Thus, both empirical evidence and the latest theories consistently emphasize that a well-designed incentive program not only directly encourages employees to improve their performance but also serves as a strong motivator that ensures the sustainability of high performance within the organization.

The Influence of Knowledge on Intrinsic Motivation

The T-statistic value of 3.064, which is far above the critical value of 1.96, along with a very small P-value of 0.002, indicates that the influence of knowledge on intrinsic motivation is positive and statistically significant at the 95% confidence level. In other words, individuals with extensive and deep knowledge not only tend to feel more confident and capable in carrying out their tasks but also experience an increase in intrinsic motivation that comes from within themselves (intrinsic motivation). This shows that knowledge is not just a collection of information but provides a cognitive and psychological foundation that supports feelings of competence and self-efficacy, which are key factors in fostering work enthusiasm and intrinsic engagement. In recent theoretical studies, knowledge is viewed as one of the main determinants of intrinsic motivation formation. According to Ryan and Deci (2017), the Self-Determination Theory (SDT) states that basic psychological needs, one of which is the need for competence, must be met for optimal intrinsic motivation to occur. Deep knowledge and mastery of work-related material enable individuals to feel competent and effective in performing their jobs, thereby increasing intrinsic motivation that is grounded in intrinsic aspects of their self. Research by Kusuma and Santoso (2019) found that increasing knowledge in the workplace directly contributes to increased intrinsic motivation, as knowledge fosters confidence and a sense of capability that makes employees feel more engaged and excited about their tasks. Similarly, Putra and Ari (2021) stated that knowledge not only serves as intellectual capital but also as a primary psychological driver in strengthening employees' intrinsic motivation.

Furthermore, a study by Sari et al. (2023) affirmed that good knowledge related to the job enhances individuals' perception of control over the tasks they face, making them feel more empowered and challenged, which significantly impacts the increase in intrinsic motivation and work performance. This is also supported by Bandura's (2017) theory of self-efficacy, which states that adequate knowledge and experience strengthen personal beliefs in one's ability to perform tasks, thereby boosting intrinsic motivation and achieving higher results. Thus, empirical findings and the latest theoretical foundations reinforce the understanding that extensive and deep knowledge is a key factor in driving intrinsic motivation in the work context. Organizations that focus on employee knowledge development through training, continuous learning, and the provision of relevant information will be better able to

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create an intrinsically motivating work environment, ultimately contributing to improved performance and sustainable human resources

The Influence of Incentive Provision on Intrinsic Motivation

The T-statistic value of 4.689, which is high, accompanied by a very small P-value of 0.000, indicates that the influence of incentive provision on intrinsic motivation is positive, very strong, and statistically significant. This finding is intriguing and meaningful, especially because in the literature and common assumptions, it is often stated that external incentives have the potential to reduce an individual's intrinsic motivation (Deci et al., 1999). However, the results of this study indicate that the incentives provided can actually strengthen an individual's intrinsic motivation. This explanation aligns with the current theory of intrinsic motivation and rewards, which emphasizes that properly designed incentives can serve as a form of recognition and appreciation for individual achievements, ultimately increasing self-esteem and the desire to continue performing well (Ryan & Deci, 2017; Gagne & Deci, 2018). In the context of modern organizations, research by Putra and Santoso (2021) shows that proportional financial and non-financial incentives can enhance employee intrinsic motivation, thus not only stimulating short-term performance but also supporting ongoing commitment and job satisfaction. Furthermore, a study by Prasetyo et al. (2023) states that incentives, viewed as a form of social recognition or formal acknowledgment, can strengthen intrinsic motivation because such incentives reinforce workers' identity and increase their sense of involvement in the organization's goals. This aligns with the self-determination theory re-developed by Ryan and Deci (2017), which highlights the importance of competence, autonomy, and social relations in building long-lasting intrinsic motivation. Therefore, the provision of incentives is not always a factor that disrupts internal intrinsic motivation. When applied correctly, it can serve as a catalyst to enhance intrinsic motivation. This serves as an important empirical finding for health centers and organizations to design incentive schemes that focus not only on material rewards but also on recognition that can enhance the meaning of work and employees' intrinsic satisfaction.

The Influence of Intrinsic Motivation on Performance

The T-statistic value of 2.363 and the P-Value of 0.018, which is well below the significance threshold of 0.05, indicate that intrinsic motivation has a strong and statistically significant positive effect on employee performance. In other words, an increase in intrinsic motivation, driven by an individual's internal impulses, is directly correlated with an improvement in work outcomes. This finding is crucial in the context of human resource management as it underscores the critical role of intrinsic motivation as a driving factor for performance, which does not solely depend on external incentives or rewards. Consistent with the self-determination theory developed by Deci and Ryan (1985) and supported by recent studies, intrinsic motivation reflects employee engagement driven by inner satisfaction, personal interest, and a sense of challenge in the work being done (Vansteenkiste et al., 2020). Research by Gagné et al. (2015) and Milyavskaya et al. (2019) strengthens the empirical evidence that intrinsically motivated individuals are more likely to perform at a high level because they find the work meaningful and provide profound psychological satisfaction. Additionally, a study by Su et al. (2021) explains that intrinsic motivation enhances creativity, commitment, and perseverance in tasks, which directly contributes to work success and increased organizational productivity. This contrasts with extrinsic intrinsic motivation, which tends to focus on material rewards or external recognition and is sometimes less effective in the long run. In the context of managerial practices, these findings demand serious attention from organizations to focus more on developing a work environment that stimulates employees' intrinsic motivation, such as through empowering workers, providing autonomy, and creating meaningful work challenges (Deci et al., 2017; Ryan & Deci, 2017). With this approach, employees will be driven to achieve optimal results because of internal motivation, which will continuously enhance organizational performance.

The Influence of Competence on Performance Through Intrinsic Motivation

The path coefficient value of 1.273, which is smaller than the t-table value of 1.660, indicates that the moderator variable, intrinsic motivation, does not play a significant role in moderating the relationship between competence as the endogenous variable and performance as the exogenous variable. In other words, in the context of this study, intrinsic motivation does not influence or strengthen the effect of competence on performance improvement. This finding suggests that while intrinsic motivation is often viewed as a crucial element in improving work outcomes, its role as a moderating variable in the relationship between competence and performance cannot be statistically proven in this sample and model. Theoretically, the concept of moderation explains that a variable can strengthen or weaken the relationship between an independent variable and a dependent variable (Baron & Kenny,

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1986; re-examined in contemporary research by Hayes, 2018). However, empirical evidence on the role of intrinsic motivation as a moderating variable is still varied and contextual. Research by Gagné and Deci (2017) emphasizes the importance of intrinsic motivation as a performance driver, but they focus more on its function as a mediator rather than a moderator. This aligns with the study by Nguyen et al. (2019), which concluded that intrinsic motivation mediates the relationship between competence and performance, rather than moderating it. Recent studies, such as those by Mahmud et al. (2021) and Sari and Wahyuni (2023), have also found similar results, where in many cases, intrinsic motivation does not significantly moderate the direct relationship between competence and performance, although it plays an important role in the mediation pathway and as an intervening variable that drives performance through enhancing individuals' internal intrinsic motivation. Moreover, the Self-Determination Theory (SDT), reinforced by Ryan and Deci (2017), posits that intrinsic motivation focuses on internal processes that drive individuals to perform, which is more compatible with the role of a mediator rather than a factor that alters the strength of the relationship between other variables. Therefore, in the context of the model tested, these results contribute significantly to clarifying that although intrinsic motivation is relevant in improving performance, its function is more appropriately understood as a mechanism pathway (mediator) rather than as a modifier of the relationship (moderator) between competence and performance.

The Influence of Knowledge on Performance Through Intrinsic Motivation

The path coefficient value of 1.753, compared to the t-table value of 1.660, shows that intrinsic motivation as a moderating variable has the ability to moderate the relationship between knowledge and performance, with an indication of moderation that is almost significant or tends to be positive. This implies that intrinsic motivation plays an important role in strengthening or altering the effect of knowledge on individual work performance. Theoretically, the concept of intrinsic motivation as a moderator in the relationship between knowledge and performance is highly relevant to modern intrinsic motivation theory developed by Deci and Ryan (2017) in the Self-Determination Theory (SDT). SDT emphasizes that intrinsic motivation can increase an individual's desire to use internal resources, such as knowledge, optimally to achieve work goals. Intrinsic motivation drives individuals to work not just because of external factors, but due to internal impulses, allowing knowledge to be applied more effectively to improve performance (Deci & Ryan, 2017). Recent research by Zhang et al. (2019) also highlights the important role of intrinsic motivation as a moderating variable that strengthens the relationship between technical knowledge and performance outcomes.

They found that individuals with high levels of intrinsic motivation are more capable of applying their knowledge in the work context, leading to superior performance. Additionally, a study by Kim and Park (2021) shows that in dynamic organizations, the interaction between knowledge and intrinsic motivation is crucial for improving productivity and innovation. They emphasize that without strong intrinsic motivation, knowledge alone is insufficient to bring about significant impact on performance, as intrinsic motivation drives the creative and consistent use of knowledge. In practical terms, this means that organizations aiming to improve employee performance should not only focus on enhancing and disseminating knowledge through training or education but also manage factors influencing intrinsic motivation, such as autonomy, recognition, and opportunities for personal development. This ensures that knowledge can be maximally applied in daily performance (Rigby & Ryan, 2018). Thus, the findings of this analysis empirically reinforce current theories and research evidence that intrinsic motivation plays an important moderating role in optimizing the impact of knowledge on individual performance, making it a key element in the design of managerial interventions to enhance work effectiveness in the modern era.

The Influence of Incentives on Performance Through Intrinsic Motivation

The path coefficient value of 2.684, which is greater than the t-table value of 1.660 (at a 5% significance level for one-tailed testing), indicates that intrinsic motivation plays a significant role as a moderating variable in influencing the relationship between knowledge (endogenous variable) and performance (exogenous variable). In other words, intrinsic motivation strengthens or modifies the effect of knowledge on individual performance within the organization. Theoretically, this concept of moderation is supported by modern psychology and human resource management literature. According to Ryan and Deci (2017), intrinsic motivation is an internal drive originating from within the individual to achieve personal satisfaction and growth, which can significantly enhance how a person applies the knowledge they possess in their work. Intrinsic motivation as a moderating variable enables the knowledge possessed by individuals not only to contribute directly but also to have a more optimal effect on performance,

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depending on the level of intrinsic motivation of the individual. Recent research also indicates that without high intrinsic motivation, technical knowledge is not always effectively translated into high performance (Kusuma & Nugroho, 2020). A study by Santoso and Rahman (2019) supports this by finding that employees with high intrinsic motivation are better able to maximize the use of their knowledge to improve their productivity and work quality. Furthermore, in the context of improving organizational performance, research by Putra and Abdullah (2022) affirms that intrinsic motivation not only acts as the main driver of performance but also strengthens the influence of other factors, such as knowledge and competence, on individual work outcomes. This is in line with the views of Deci and Ryan (2015) in their Self-Determination Theory, which emphasizes that intrinsic motivation increases worker engagement and commitment in optimizing the resources they possess.

The Influence of Competence on Intrinsic Motivation

The T-statistic value of 1.948 and the P-Value of 0.02, which is clearly below 0.05, confirm that competence has a positive and significant influence on intrinsic motivation. In other words, the higher an individual's level of competence—including mastery of skills, knowledge, and professional attitude—the greater the likelihood that this individual will possess strong and sustained intrinsic motivation. This is consistent with recent research findings that show that enhancing competence can foster self-efficacy and internal drives that motivate individuals to perform optimally (Kusumawardana et al., 2023; Muhammad Fitriyadi, 2022). Theoretically, this concept is supported by the principles of self-efficacy proposed by Bandura (2017), which explains that individuals who feel competent are more likely to have greater confidence in their abilities, thereby triggering intrinsic motivation that leads to better work performance. Furthermore, research by Edison et al. (2017) and Apriza & Hudalil (2023) reinforces the idea that competence, including knowledge and specific expertise, plays a key role in stimulating employees' intrinsic work motivation and improving overall performance. In practical terms, research conducted at PT Burger King Semarang by Kusumawardana and colleagues (2023) shows that employee competence not only directly improves work outcomes but also enhances intrinsic motivation, which is a key factor in achieving organizational targets. Similar findings were observed in studies conducted in educational institutions and various service organizations, emphasizing the role of competence in shaping sustained intrinsic work motivation (Suryadi et al., 2022; Maneggio, 2024).

CONCLUSION

Based on the findings of this study, it can be concluded that competence, knowledge, and incentive provision have a significant impact on the intrinsic motivation of Posyandu cadres in the Batu 10 Public Health Center area. Although knowledge does not directly influence the performance of the cadres, competence and incentives have been proven to positively impact intrinsic motivation, which ultimately improves the performance of the cadres. Intrinsic motivation serves as an intervening variable that mediates the relationship between competence, incentives, and performance. Therefore, to improve the performance of Posyandu cadres, greater efforts are needed to enhance their competence through continuous training and to provide more adequate incentives to strengthen their intrinsic motivation.

The policy implications of this research include several key steps that need to be taken by the Health Department and Batu 10 Public Health Center. First, improving the competence of cadres should be a priority through intensive and continuous training, particularly in the areas of maternal and child health, which align with the community's needs. Second, providing more appropriate incentives that match the workload of the cadres is essential to increase their sense of being valued and their motivation. Additionally, there needs to be social support in the form of regular recognition and appreciation of the cadres' performance. This policy should also be accompanied by periodic evaluations of the cadres' performance and the development of training curricula that address current health challenges, such as issues related to stunting, maternal health, and elderly care, in order to enhance the effectiveness of the training and the quality of healthcare services provided.

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