

Building Employee Performance Loyalty In MBG Kitchen In Teluk Betung Barat Through Work Performance Supported By Intrinsic And Extrinsic Motivation

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Abstract

This study aims to examine the impact of intrinsic and extrinsic motivation on employee performance loyalty at the Free Nutritional Meal Program (MBG) Kitchen in West Teluk Betung, Bandar Lampung City, with job performance as a mediating variable. The MBG program, as a socially oriented public service initiative, demands optimal, consistent, and sustainable employee performance to maintain the quality of nutritious food services. Thus, effective human resource management—through increased motivation and enhanced job performance—is crucial for fostering employee loyalty. This phenomenon underscores that human resource management, particularly motivation and job performance, play a crucial role in ensuring the program's success. The main research question is: Do intrinsic and extrinsic motivation influence employee performance loyalty through job performance as a mediator? This study offers novelty by investigating the mediating role of job performance between intrinsic/extrinsic motivation and employee performance loyalty in the specific context of the MBG social program, an area that has received little academic attention. This study adopted a quantitative approach using a survey methodology. Data were collected through questionnaires distributed to all employees at MBG Kitchen in West Teluk Betung. Key variables studied included intrinsic motivation, extrinsic motivation, job performance, and job loyalty. Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to assess direct and indirect relationships between variables. Research findings indicate that both intrinsic and extrinsic motivation have a positive influence on job performance, which in turn positively impacts employee loyalty. Furthermore, job performance has been confirmed as a mediator of the relationship between motivation and employee loyalty. In conclusion, increasing work motivation—both intrinsic and extrinsic—can improve job performance and further strengthen employee loyalty. Therefore, MBG managers should prioritize strategies to optimize motivation and performance, thereby ensuring the long-term sustainability of the program and the quality of service.

KEYWORDS

intrinsic motivation; extrinsic motivation; job performance; performance loyalty; MBG Kitchen

Introduction

The Free Nutritious Meal Program (*Makan Bergizi Gratis* or MBG) is a strategic government program in Indonesia designed to improve nutritional status and contribute to the long-term development of human resources. Recent research describes MBG as a public policy initiative whose implementation extends beyond the provision of food because it also requires adequate resources, implementation capacity, supervision, and coordination among the actors involved in service delivery

(Yuliani et al., 2026). The implementation of MBG at the local level has also been reported to require improvements in facilities, implementation competence, and supervision to ensure that the program can operate effectively and sustainably (Saepuloh & Hilmi, 2026).

The operational success of MBG depends substantially on the personnel responsible for preparing, processing, distributing, and maintaining the safety and quality of food services. Research on MBG implementation has identified limitations in facilities, food distribution, and the competence of personnel in nutrition and food sanitation as important challenges that can affect the effectiveness of the program (Hastuti et al., 2025). These conditions indicate that human resources are not merely supporting components of MBG operations but constitute an important part of the program's implementation capacity. A recent study of MBG implementation also emphasizes that improving the competence of implementers and strengthening supervision are necessary to support more optimal and sustainable program implementation (Agnia et al., 2025).

In the context of MBG Kitchen operations, employee performance becomes particularly important because employees are directly responsible for carrying out activities that determine the consistency and quality of food services. Employees are expected to complete their tasks effectively, maintain work standards, and perform their responsibilities consistently. Recent organizational research confirms that work motivation is one of the employee-related factors associated with work performance, together with individual characteristics and competencies (Ferrari, 2024). Research conducted in the public sector likewise demonstrates that motivation has an important relationship with job performance and that both intrinsic and extrinsic motivational factors need to be considered when developing performance-oriented human resource practices (Elamalki et al., 2024).

Work motivation can generally be distinguished into intrinsic and extrinsic forms. Intrinsic motivation refers to motivation that originates from internal satisfaction, interest, meaning, or enjoyment derived from performing a task, whereas extrinsic motivation is associated with external outcomes such as rewards, recognition, incentives, or other organizational consequences. Recent empirical research demonstrates that motivational characteristics are related to employee performance and that different forms of motivation may have different relationships with performance outcomes (Svartefoss et al., 2024). In the public-sector context, research also shows that both intrinsic and extrinsic motivation are relevant to job performance, although their effects may depend on organizational conditions and the nature of employees' work (Welbeck & Thelma, 2026).

Employee loyalty is another important human resource outcome because it reflects employees' willingness to remain committed to their organization and continue contributing to organizational objectives. Recent research found that intrinsic work motivation can play a mediating role in the development of employee loyalty, indicating that employees' internal motivational conditions may contribute to stronger organizational attachment (Wei & Wu, 2024). Research conducted in Indonesia also shows that work motivation is relevant to employee loyalty, although its influence may interact with other organizational factors such as career development (Sulistianto et al., 2024).

The relationship between motivation and employee

loyalty may therefore involve more than a direct relationship. Employees who possess stronger motivation may demonstrate greater effort and better performance in completing their responsibilities, while sustained performance may subsequently contribute to stronger commitment and loyalty toward the organization. Recent research in healthcare organizations found that intrinsic motivation and employee loyalty significantly contribute to employee performance, demonstrating the close relationship among these human resource constructs (Sumarjiansyah et al., 2025). In addition, research examining human resource practices and employee outcomes found that motivation-enhancing practices are positively associated with employee outcomes and job performance, supporting the importance of examining the mechanisms through which motivational factors influence performance outcomes (Suhail et al., 2025).

Based on these arguments, job performance can be positioned as a potential mediating mechanism between employee motivation and employee loyalty. Motivation may encourage employees to invest greater effort in their work, while improved performance may strengthen employees' attachment to the organization through experiences of achievement, contribution, and organizational recognition. Recent PLS-SEM research demonstrates that motivation can operate within a more complex structural relationship in which motivational factors contribute to performance through indirect mechanisms (Ali & Hussain, 2025). Similarly, research using PLS-SEM has demonstrated the usefulness of mediation analysis for examining indirect relationships among organizational variables rather than focusing exclusively on direct effects (Bodhi et al., 2024).

Although studies concerning MBG have increased following the implementation of the program, much of the recent literature has focused on nutritional outcomes, policy implementation, governance, institutional readiness, and the broader human resource implications of the program. For example, recent MBG research has examined collaborative management and governance mechanisms in program implementation rather than employee motivation and loyalty within operational kitchen units (Sangaji et al., 2026). Other research has focused on implementation effectiveness and the competence of personnel responsible for nutrition and food safety (Agnia et al., 2025). Consequently, there remains a contextual gap concerning how intrinsic motivation and extrinsic motivation are associated with job performance and employee performance loyalty among personnel working directly in MBG Kitchen operations.

Previous studies conducted in the Indonesian organizational context provide empirical support for the relationship between motivation, employee performance, and loyalty. (Mufahamah & Wuryanti, 2012) found that work motivation was associated with managerial performance, demonstrating the importance of motivational factors in achieving organizational performance. In a more recent study, (R. Pratama et al., 2022) examined employee performance through organizational commitment and work motivation in a healthcare service organization, further demonstrating that motivation can be positioned within a broader mechanism influencing employee performance. More recently, (Rahyono et al., 2025) examined the influence of work motivation and compensation on employee loyalty through job satisfaction, providing evidence that motivation can also be associated with employee loyalty through an indirect pathway. These findings strengthen

the theoretical argument that motivation may influence both performance and loyalty, while also indicating that the relationships among these variables can involve mediating mechanisms.

This research therefore examines the influence of intrinsic motivation and extrinsic motivation on job performance and employee performance loyalty among MBG Kitchen personnel in West Teluk Betung. The study also examines whether job performance mediates the relationship between intrinsic and extrinsic motivation and employee performance loyalty. By placing these relationships within the operational context of MBG Kitchen, this study seeks to extend the human resource management literature to a relatively new public food-service program in Indonesia. Practically, the findings are expected to provide evidence that can assist MBG administrators in developing human resource strategies that strengthen employee motivation, improve job performance, and support employee loyalty, thereby contributing to more consistent and sustainable program implementation.

Methods

This research employed a quantitative paradigm with a survey-based design. This methodology was chosen to rigorously examine the relationships between intrinsic motivation, extrinsic motivation, job performance, and employee loyalty. The analytical procedure employed Structural Equation Modeling–Partial Least Squares (SEM-PLS) to describe the direct and indirect relationships between variables.

Population and Sample/Informants

The population for this study consisted of all kitchen volunteers of the Free Nutritional Food Program (MBG) in Teluk Betung, who were tasked with preparing ingredients, producing/processing, distributing, and performing sanitation duties. All kitchen personnel in the MBG operational unit were designated as the population, given their direct relevance in evaluating intrinsic motivation, extrinsic motivation, job performance, and performance loyaltythe core constructs of this study. Given the 101 MBG Kitchen volunteers in West Teluk Betung, the entire population was adopted as the research sample. This saturated sampling approach was used to generate comprehensive and representative data, thus explaining the relationship between intrinsic motivation, extrinsic motivation, job performance, and employee loyalty within the MBG operational context.

Research Location

This research was conducted at the Free Nutritious Lunch Program (MBG) Kitchen in West Teluk Betung

Table 2. Outer Loading

Indicator	Konstruk	Standardized Loading Facctor
MI 3	Intrinsic Motivation	0.775
MI 4		0.809
MI 5		0.874
MI 6		0.772
MI 7		0.759
MI 8		0.785
ME 1	Extrinsic Motivation	0.792
ME 2		0.884
ME 3		0.803
ME 4		0.832

District, Bandar Lampung City. This location was chosen because of its role in implementing food-based public service initiatives that require optimal and sustainable employee performance.

Instrumentation or Tools

The main research instrument was a questionnaire using a Likert scale to assess intrinsic motivation, extrinsic motivation, job performance, and performance loyalty. Questions were formulated based on established indicators from the human resource management literature for each variable. The scores obtained from this scale serve as the basis for calculating variable metrics, facilitating subsequent analysis to investigate the relationships and influences in the proposed research model. (See [table 1](#)).

Table 1. Skor Skala Likert

Statement	SS	S	RR	TS	STS
Score	5	4	3	2	1

Source : Sugiono, 2018

Data Collection Procedures

Data collection involved distributing questionnaires to all MBG Kitchen employees, who acted as respondents. Prior to completing the questionnaires, respondents received a briefing on the research objectives and instructions for completion. Respondent data was obtained through questionnaires distributed to all employees at MBG Kitchen facilities on Jl. Setiabudi and Jl. Kemboja, West Teluk Betung, Bandar Lampung. Distribution was facilitated through Google Forms and WhatsApp.

Data Analysis

Data analysis used the Structural Equation Modeling–Partial Least Squares (SEM-PLS) framework, which includes evaluation of the outer model (validity and reliability) and assessment of the inner model (relationships between variables and hypothesis testing). Additionally, a mediation analysis was conducted to investigate the indirect effect of motivation on loyalty through job performance.

Validity assessment was conducted using SmartPLS version 4 software, applying Partial Least Squares Structural Equation Modeling (PLS-SEM) techniques. Model evaluation was conducted in two phases: the outer model, which examines the validity and reliability of indicatorsincluding convergent validity, discriminant validity, and construct reliabilityand the inner model, which examines the relationships between latent variables through metrics such as R^2 , path coefficients, and path significance.

- Validity and Reliability Test : Convergent Validity A statement item is declared valid if it has an outer loading value above <0.70 . However, an outer loading value of $0.50–0.60$ is still acceptable as long as the Average

ME 5		0.887
ME 6		0.821
ME 7		0.808
PK 1	Work Performance	0.740
PK 2		0.740
PK 3		0.740
PK 4		0.740
PK 5		0.740
LKK1	Employee Loyalty and Performance	0.747
LKK 2		0.778
LKK 3		0.801
LKK 4		0.721
LKK 5		0.792
LKK7		0.788
LKK8		0.790

Table 3. Average Variance Extracted (AVE)

variables	Average variance extracted (AVE)	Information
Motivasi Intrinsik	0.635	Valid
Motivasi Ekstrinsik	0.694	Valid
Prestasi Kerja	0.667	Valid
Loyalitas Kinerja Karyawan	0.600	Valid

Table 4. Hasil Cross Loading uji Discriminat validity

	Intrinsic Motivation	Extrinsic Motivation	Work Performance	Employee Loyalty and Performance
MI 3	0.798			
MI 4	0.816			
MI 5	0.891			
MI 6	0.793			
M1 7	0.749			
ME 1		0.805		
ME 2		0.888		
ME 3		0.815		
ME 4		0.827		
ME 6		0.822		
ME 7		0.817		
PK 1			0.817	
PK 2			0.819	
PK 3			0.846	
PK 4			0.854	
PK 5			0.743	
LKK 1				0.750
LKK 2				0.792
LKK 3				0.805
LKK 4				0.735
LKK 5				0.800
LKK 7				0.796

Table 5. Laten variables Correlation

Korelasi Antar variables				
Konstruk	X1	X2	M	Y
Intrinsic Motivation	1.000	0.685	0.741	0.808
Extrinsic Motivation	0.685	1.000	0.788	0.633
Work Performance	0.741	0.788	1.000	0.770
Employee Loyalty	0.808	0.633	0.770	1.000

Table 6. Quality Criteria (Cronbach Alpha dan Composite Reliability)

variables	Cronbach's alpha	Composite reliability (rho_c)
Job Performance (M)	0.874	0.903
Intrinsic Motivation (X1)	0.868	0.905
Extrinsic Motivation (X2)	0.909	0.930
Employee Loyalty (Y)	0.871	0.903

Table 7. R-Square (R2)

variables Dependen	R-square
Work performance (M)	0.696
Employee performance loyalty (Y)	0.720

Table 8. PLS Structural Model (Path Coefficient, T Statistik)

Koefisien jalur	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Intrinsic Motivation -> Employee Performance Loyalty	0.543	0.542	0.112	4.848	.000
Intrinsic Motivation -> Job Performance	0.379	0.379	0.098	3.860	.000
Extrinsic Motivation -> Employee Performance Loyalty	0.076	0.077	0.099	0.772	.220
Extrinsic Motivation -> Job Performance	0.528	0.531	0.098	5.391	.000
Job Performance -> Employee Performance Loyalty	0.428	0.429	0.107	4.016	.000

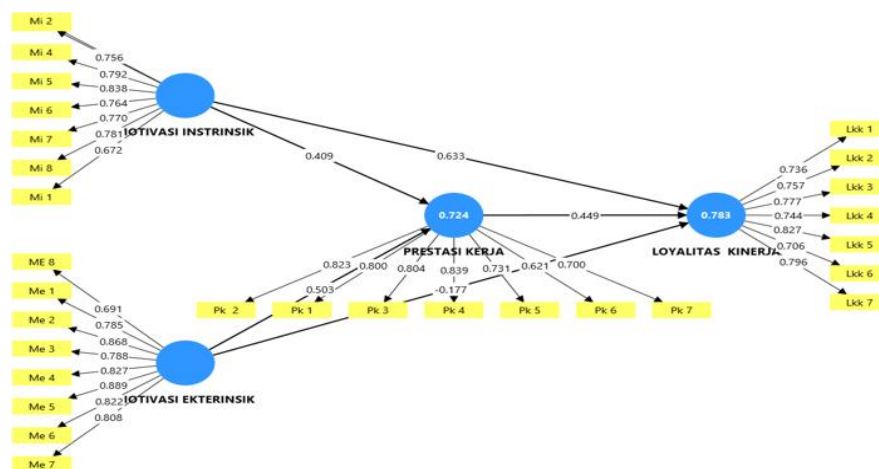


Figure 1. SEM PLS Structural Model (Path Coefficient, T Statistik)

Table 9. Specific Indirect Effect

Koefisien jalur	Original sample (O)	T statistics (O/STDEV)	Sample mean (M)	Standard deviation (STDEV)	nP values
Intrinsic Motivation -> Job Performance -> Employee Performance Loyalty	0.162	0.162	0.057	2.856	0.002
Extrinsic Motivation -> Job Performance -> Employee Performance Loyalty	0.226	0.229	0.075	3.019	0.001

Variance Extracted (AVE) value is <0.50. (Table 2 dan Table 3)

- Discriminant Validity : Cross Loading on the original construct must be higher than the loading on other constructs, ideally >0.1. Haryono (2016) Overall, the results of the discriminant validity test through cross loading show that most of the indicators in this study have met the discriminant validity criteria, although there are several indicators that have not met the criteria and need to be considered for elimination or further evaluation in the measurement model. (See Table 4 and Table 5).
- Reliability Test : Reliability test using Cronbach's Alpha and Composite Reliability with an acceptance limit of >0.70 to show good internal consistency. (See Table 6 and Table 7).
- Hypothesis Testing : Hypothesis testing in this study was conducted using the bootstrapping method on a Partial Least Squares (PLS) structural model. The

hypothesis testing criteria were based on t-statistics > 1.96 and p-values < 0.05, indicating that the influence between variables is significant at the 95% confidence level. (See Table 8 and Figure 1)

- Mediation Test : This study examines the role of Job Performance (M) as a mediating variable in the influence of Intrinsic Motivation (X1) and Extrinsic Motivation (X2) on Employee Performance Loyalty (Y) at Dapur MBG in Teluk Betung. The mediation test was conducted using the bootstrapping method on the PLS-SEM structural model, which allows direct testing of the indirect influence path. (See Table 9).

Ethical Approval (Optional)

This research pays attention to ethical aspects by ensuring that respondent participation is voluntary and the data provided is kept confidential and only used for research purposes.

Result and Discussion

The path analysis results of the PLS structural model (path coefficients and T-statistics) indicate that intrinsic motivation has the greatest influence on increasing employee performance loyalty, both directly and indirectly through job performance. Empirically, employee internal drive has been shown to be a key determinant in fostering sustainable performance and job loyalty. In contrast, extrinsic motivation shows a significant influence only on job performance, with no direct impact on employee performance loyalty. Furthermore, job performance serves as an important reinforcing variable that significantly increases employee performance loyalty.

Literature Review (See [Table 10](#))

This study aims to analyze the impact of intrinsic and extrinsic motivation on employee performance loyalty, by placing job performance as a mediating variable, among MBG Kitchen personnel in West Teluk Betung. The results show that all proposed structural paths exhibit positive and statistically significant relationships, encompassing both direct and indirect effects. Intrinsic motivation stands out as a key driver in enhancing employee performance loyalty. Internal factors, including a sense of responsibility, perceptions of job meaning, and job satisfaction, play a significant role in fostering continued organizational *Table 10. Key Findings from Reviewed Literature*

commitment. In contrast, extrinsic motivation primarily enhances job performance without exerting a direct effect on loyalty. Furthermore, job performance serves as an important reinforcing mediator that strengthens the relationship between motivation and performance loyalty. Employees who demonstrate high levels of performance demonstrate higher organizational engagement and dedication.

Interpretation of Key Findings

The main findings of this study can be interpreted as follows:

- Intrinsic motivation has the strongest impact on employee performance loyalty, both directly and indirectly through job performance.
- Extrinsic motivation significantly influences job performance, but its direct impact on loyalty is relatively weaker.
- Job performance acts as an effective mediating variable in linking motivation to performance loyalty.

These findings suggest that employee loyalty is not solely shaped by external rewards but is more strongly influenced by internal psychological factors.

Comparison with Previous Studies

The findings of this study are consistent with previous research regarding the relationship between motivation and employee performance.

No.	Author(s)	Study Focus	Key Findings	Mediation / Relevant Mechanism	Context
1	(R. H. Pratama et al., 2021)	Work Motivation & Employee Performance	Work motivation was incorporated into the relationship between organizational factors and employee performance.	Motivation as intervening mechanism	Indonesia
2	(Rahyono et al., 2025)	Motivation & Performance	Providing motivation was examined in relation to performance evaluation through work-target achievement.	Work-target achievement	Indonesia
3	Anwar et al. (2026)	Motivation & Employee Loyalty	Work motivation and compensation were examined in relation to employee loyalty.	Job satisfaction	Indonesia
4	Saputra et al. (2026)	Work Motivation & Productivity	Work motivation was examined as a determinant of employee productivity.	Job satisfaction	Indonesia
5	(Agnia et al., 2025)	Employee Loyalty	Employee loyalty was examined through an indirect relationship involving job satisfaction.	Job satisfaction and organizational culture	Indonesia
6	(Mufahamah & Wuryanti, 2012)	Intrinsic Motivation & Employee Performance	Intrinsic motivation positively influences employee performance.	Internal motivation	Indonesia
7	Wang et al. (2024)	Work Motivation & Job Performance	Longitudinal evidence supports a relationship between work motivation and subsequent job performance.	Motivational process	International
8	(Marlina & Putri, 2024)	Extrinsic Motivation & Employee Performance	Extrinsic motivation contributes to employee performance, with job satisfaction as an intervening factor.	Job satisfaction	Indonesia
9	(Ilmansyah, Berliyanti, & Nilasari, 2025)	Work Motivation & Employee Loyalty	Work motivation is associated with employee loyalty through organizational mechanisms.	Work motivation	Indonesia
10	(Sumarijansyah et al., 2025)	Intrinsic Motivation, Loyalty & Performance	Intrinsic motivation and employee loyalty contribute to employee performance.	Loyalty and work discipline	Indonesia

(Patoni et al., 2024) found that intrinsic motivation positively influenced employee performance, supporting the present finding that intrinsic motivation significantly contributes to job performance and employee performance loyalty. This result is also consistent with Wang et al., (2024), who identified a causal relationship between work motivation and subsequent job performance. In the Indonesian organizational context, (R. H. Pratama et al., 2021) similarly examined employee performance by incorporating work motivation within an intervening model, further supporting the role of motivation in explaining employee performance.

The findings concerning extrinsic motivation and employee loyalty are also supported by previous studies. (Marlina & Putri, 2024) Demonstrated that extrinsic motivation was associated with employee performance, indicating that external motivational factors can contribute to work-related outcomes. Meanwhile, (Ilmansyah, Berliyanti, & Nilasari, 2025) found that work motivation was relevant to employee loyalty, while (Hardian et al., 2026) specifically examined the influence of work motivation and compensation on employee loyalty through job satisfaction. These findings support the present study's results that motivation can influence both employee performance and loyalty, although the strength of these relationships may differ depending on the motivational type and organizational context.

An important finding of this study is the mediating role of job performance in the relationship between motivation and employee performance loyalty. The significant indirect effects indicate that motivation may strengthen loyalty partly by encouraging employees to perform their work more effectively. This interpretation is consistent with (Maulana et al., 2023), who highlighted the close relationship between human resource quality, job performance, and employee loyalty.

Limitations and Cautions

This study has several limitations that should be considered:

- The research was conducted in a single location (MBG Kitchen Teluk Betung Barat), limiting the generalizability of the findings.
- Data were collected through self-reported questionnaires, which may introduce subjective bias.
- The study employed a quantitative approach, which does not capture deeper behavioral insights.
- The variables examined were limited to motivation and job performance, excluding other potential factors such as leadership and organizational culture.

Recommendations for Future Research

Future studies are recommended to:

- Expand the research scope to multiple regions or different industries.
- Apply a mixed-method approach to obtain more comprehensive insights.
- Include additional variables such as leadership style, organizational culture, and job satisfaction.
- Conduct longitudinal studies to analyze changes in employee loyalty over time.

Conclusion

This study concludes that intrinsic motivation has a positive and significant effect on both job performance and employee loyalty, while extrinsic motivation also positively

influences job performance but demonstrates a weaker direct effect on loyalty. Furthermore, job performance is proven to significantly affect employee loyalty and simultaneously serves as a mediating variable in the relationship between motivation both intrinsic and extrinsic and employee performance loyalty. Therefore, enhancing employee loyalty can be more effectively achieved by strengthening intrinsic motivation and continuously improving job performance.

Author contributions

The author independently carried out all stages of this research, including conceptualization, data collection, analysis, and manuscript preparation. Scientific supervision and consultancy support were provided by the thesis advisors.

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Conflict of interest

The authors hereby declare that they have no conflicts of interest, financial, personal, or otherwise, related to this research. This statement guarantees the objectivity and integrity of the study, and upholds the highest standards of academic objectivity and ethical conduct in its conduct and reporting.

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