

Employee Performance Improvement Model Through Leadership and Intrinsic Motivation

Abdul Hamid ¹⁾ & Ibnu Khajar ²⁾

¹⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: abdulhamid.std@unissula.ac.id

²⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *This study aims to describe and analyze the relationship between leadership, intrinsic motivation, and human resource performance (HR performance) at the Customs and Excise Supervision and Service Office Type Madya Pabean Tanjung Emas Semarang. Specifically, the study examines the effect of leadership on employee performance, the effect of leadership on intrinsic motivation, and the effect of intrinsic motivation on employee performance. Respondents' perceptions were measured using a Likert scale ranging from 1 to 5. The research population consisted of all 203 employees, and the sampling method used was a census, meaning the number of samples was equal to the population. Data analysis was conducted using Partial Least Square (PLS). The findings indicate that leadership has a positive and significant effect on HR performance. This confirms that leadership quality—reflected in the ability to influence groups, effective behavior, strong communication skills, continuous self-development, as well as integrity and role modeling—contributes to improving various performance dimensions, including quality, quantity, timeliness, cost-effectiveness, independence, and work commitment. Furthermore, leadership was also found to have a positive and significant effect on employees' intrinsic motivation. This demonstrates that effective leadership fosters internal motivation among employees, reflected in their enthusiasm for achievement, willingness to take responsibility, and sincerity in carrying out tasks without relying solely on external rewards. Moreover, the study reveals that intrinsic motivation has a positive and significant effect on HR performance. Internal drives such as pride in achievement, appreciation of work results, sense of responsibility, and sincerity enhance overall work quality. Thus, this research provides empirical evidence that leadership and intrinsic motivation are crucial factors that synergistically contribute to improving employee performance.*

Keywords: *HR Performance; Intrinsic Motivation; Leadership.*

1. Introduction

Employee performance is a crucial factor in achieving organizational goals. However, many companies face challenges in improving their employee performance. According to a 2021 Gallup survey (<https://bendchamber.org>), approximately 70% of employees in Indonesia admitted to being disengaged in their work. This disengagement can contribute to low performance, significantly impacting organizational efficiency. If left unaddressed, this situation can have serious consequences for the organization. Low employee performance can lead to decreased productivity, increased turnover rates, and a negative corporate reputation among clients and potential employees. According to a 2020 report from the World Economic Forum, companies that fail to improve employee performance risk losing market share and competitive advantage.

Effective leadership has been shown to be one of the main factors that can have a positive impact on the performance of individuals and work teams in various organizational contexts (Northouse, 2020). A leader is the basis or foundation for achieving good performance in an agency or company. According to Schein (1992, in Yurk, 2005) argues that organizational leaders have the greatest potential to instill and strengthen aspects of work culture within the organization. Therefore, as leaders, they must be able to exemplify good behavior in terms of discipline, exemplary behavior, assertiveness, openness, and fairness. Therefore, if leadership can influence employees or subordinates, it is hoped that this will increase their job satisfaction, which ultimately can improve employee performance.

Nowadays, the context is heavily influenced by digitalization. (Eberl & Drews, 2021) On the one hand, digitalization creates a more complex and rapidly changing environment, where leaders must be able to navigate their organizations and adapt their leadership styles. (Oberer & Erkollar, 2018) On the other hand, digitalization also offers new ways of working and leadership, for example, the use of digital technology combined with modern leadership styles such as entrepreneurial leadership provides greater freedom for lower-level employees to lead themselves as long as they contribute to the organization's goals. (Eryesil, 2021). For leaders, digital technology enables new forms of communication and organizing. (Ann Prince, 2018).

In the era of digital technology, leaders have a huge responsibility to adapt to the ongoing global revolution. (Narbona, 2016). Leaders must realize that technology not only functions as a tool with utility value, but also as a force in the revolution itself. (Bartsch et al., 2021) Leaders who fail to consider capabilities in a digital context or who don't understand how to leverage them will suffer losses and ultimately be left behind. (Kane et al., 2019). Digital leadership is expected to have the ability to take into account the latest changes, such as connectivity, open-source technology, mobile devices, and personalization. (Henselle, 2022).

Initially, the use of technology was personal, but then it developed into a systemic use in every aspect of leadership. (Sweetman & Conboy, 2017). As explained by (Stana et al., 2018) Digital leadership is the effort to take appropriate action in the context of

digitalization. Digital leadership aims to achieve strategic success for the organization and the larger business ecosystem.(Marcel De Araujo et al., 2021).

Digitalization is a driving force for the future success of organizations, but classic leadership styles are not enough to face the opportunities and challenges that digitalization brings.(Sağbaş & Alp Erdoğan, 2022). Furthermore,(Chatterjee et al., 2023) argues that digital leaders need to create a broad digital vision of the future and have the skills and mindset necessary to realize that vision with a human-focused approach.

Technological developments will have an impact on the work environment within an organization.(Sapta et al., 2021)This means that some jobs will require mastery of new technologies. This has the potential to change the composition of employees within an organization or company because not all employees have the skills to use these new technologies.(Azeem et al., 2021)Therefore, a work culture that supports adaptation to these changes is needed.

The changes that occur can include process technology, such as the emergence of new technology or work methods.(Azeem et al., 2021). In addition, changes are also occurring in the workforce, where diversity is increasing, both in terms of skill background, values, and attitudes.(Puliwarna et al., 2023). These differences require a work culture to align employee attitudes and behaviors toward their work.

However, although numerous studies have highlighted the importance of leadership in improving employee performance, there remains a gap in previous research. Leadership style has been empirically proven to significantly influence HR performance.(Nguyen et al., 2020). Meanwhile, different results show that leadership does not affect employee performance (Paais & Pattiruhu, 2020).So in this research work motivation is proposed as a mediating variable to explain this gap.

Motivation is closely related to the factors that encourage someone to work.(Andersen et al., 2018). Since employees are those who do the work, their level of performance in the company is largely determined by the motivation that drives them to work.(Agung Nugroho et al., 2020)The impact of motivation can be felt when employees feel motivated and apply it according to their needs.(Locke & Schattke, 2019). Therefore, the motivational effect not only impacts individual employees but also the entire company.

Work can be seen from various perspectives, such as as a form of worship, a way for humans to actualize themselves, an expression of values, and as a belief that is believed in.(Idris et al., 2023)All of these perspectives can be a source of motivation to produce quality work to achieve both organizational and individual goals. Therefore, it's crucial for every employee and management to have a shared perspective or understanding of work motivation to increase employee job satisfaction, which ultimately improves their performance.

Motivation is an internal drive that encourages individuals to act and achieve high performance in achieving organizational goals.(Windolph, 2013). Appropriate motivation

can direct an individual's energy and efforts in a productive direction, thereby improving the quality and quantity of work results. (Muli et al., 2019).

2. Research Methods

The purpose of this research is to test the hypothesis with the intention of validating or strengthening the hypothesis, with the hope of strengthening the theory that forms the basis of the research. In this regard, the type of research applied is "Explanatory research" or explanatory research. This means that this research focuses on the relationship between variables by testing hypotheses, where the description includes descriptions but the main focus is on the relationship between variables (Singarimbun, 1982).

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

The purpose of descriptive analysis is to obtain an overview of respondents' assessments of the variables studied. Descriptive analysis provides information about respondents' tendencies in responding to the indicators used to measure the research variables. Data explanation is achieved by assigning weights to each statement in the questionnaire.

Respondent response criteria follow the following assessment scale: Strongly Agree (SS) with a score of 5, Agree (S) with a score of 4, Quite Agree (CS) with a score of 3, Disagree (TS) with a score of 2, and Strongly Disagree (STS) with a score of 1. Next, from this scale, the data will be grouped into three categories. To determine the score criteria for each group, it can be calculated as follows. (Sugiyono, 2017):

Highest score = 5

Lowest score = 1

Range = Score highest – lowest score = 5 - 1 = 4

Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. The complete calculation results for each indicator are presented below:

DesResearch Variable Thesis

No	Variables and indicators	Mean	Standard Deviation
1	Leadership	3.90	
	a. Ability to influence groups	3.88	0.74
	b. Leader behavior,	3.89	0.70
	c. Self-development,	3.90	0.70
	d. effective communication,	3.92	0.79
	e. personal qualities	3.90	0.76
2	Intrinsic motivation	3.86	
	a. Performance,	3.92	0.81
	b. Award,	3.83	0.87
	c. Responsibility	3.81	0.86
	d. Sincere	3.90	0.83
3	HR Performance	3.94	
	a. Quality,	3.95	0.69
	b. Quantity,	3.88	0.69
	c. Timeliness,	3.96	0.71
	d. Effectiveness (Cost Effectiveness),	3.99	0.65
	e. Independence (Need for Supervision)	3.91	0.73

The results of the descriptive analysis in Table 4.5 above show that the overall average value of the Leadership variable indicators is 3.90. The highest mean value is found in the effective communication indicator (X1_4) with an average of 3.92, while the lowest mean value is found in the leader behavior indicator (X1_2) with an average of 3.89. These results indicate that respondents assess the leadership at the Tanjung Emas Customs and Excise Office as relatively good, especially in terms of effective communication between leaders and subordinates. However, the aspect of leader behavior is still slightly below the other indicators, which indicates the need to improve the consistency of leadership behavior in order to be able to provide a stronger example for employees.

In the Intrinsic Motivation variable (Y1), the overall average obtained was 3.86. The highest mean value was in the achievement indicator (Y1_1) with an average of 3.92, while the lowest mean value was in the responsibility indicator (Y1_3) with an average of 3.81. These results reflect that employees have quite good motivation to excel in carrying out their duties, in line with the characteristics of the productive age of the majority of respondents. However, the responsibility aspect is still relatively lower, which may indicate that some employees need strengthening in terms of internalizing the value of responsibility, for example through coaching programs and reward systems.

The results of the data description of the HR Performance variable (Y2) show that the overall average value of the indicators is 3.94. The indicator with the highest mean value is effectiveness (Y2_4) with an average of 3.99, while the lowest mean value is in the quantity indicator (Y2_2) with an average of 3.88. These findings indicate that employees are considered to be able to work effectively with optimal resource utilization. However, in terms of quantity, it is still slightly lower, which indicates that the workload or volume of work sometimes cannot be fully handled optimally. This can be input for management to

conduct evaluations related to workload distribution so that productivity increases in line with the existing good effectiveness.

3.1.1. Goodness of Fit Testing

The Goodness of Fit (GoF) Criteria test is used to evaluate the structural model and measurement model. The GoF test is conducted to test the goodness of fit of the structural model or inner model. Assessment of the inner model means evaluating the relationship between latent constructs by observing the estimated results of the path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit test of the structural model is evaluated by considering R-square (R²) and Q² (predictive relevance model). Q² determines how well the model produces the observed values. The coefficient of determination (R²) of all endogenous variables determines Q². The magnitude of Q² has a value in the range of 0 to 1 and indicates that the closer it is to 1, the better the model formed.

R-square (R²)

The table below shows the results of calculating the coefficient of determination (R²) for both endogenous variables

Coefficient of Determination (R-Square) Value

	R-square
HR Performance	0.487
Intrinsic motivation	0.294

Source: Smart PLS 4.1.0 data processing (2025)

Table above shows the coefficient of determination (R-square) value obtained in the HR Performance variable model of 0.487. This value can be interpreted as meaning that the HR Performance variable can be explained by the Leadership and Intrinsic Motivation variables by 48.7%, while the remaining 51.3% is obtained from the influence of other variables not included in this research model.

The coefficient of determination (R-square) in the intrinsic motivation variable model is 0.294. This means that intrinsic motivation can be influenced by leadership by 29.4% and the remaining 70.6% is obtained by the influence of other variables not included in this research model.

Q-Square (Q²)

The Q-Square (Q²) value is one test for assessing the goodness of fit of a structural model, indicating how well the observed values generated by the model and its parameter estimates align. A Q² value > 0 indicates the model has predictive relevance, while a Q² value < 0 indicates the model lacks predictive relevance. Q² values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong fit, respectively.(Ghozali & Latan, 2015). The Q-Square value for the structural model of this study can be obtained from the results of the PLS blindfolding calculation as follows:

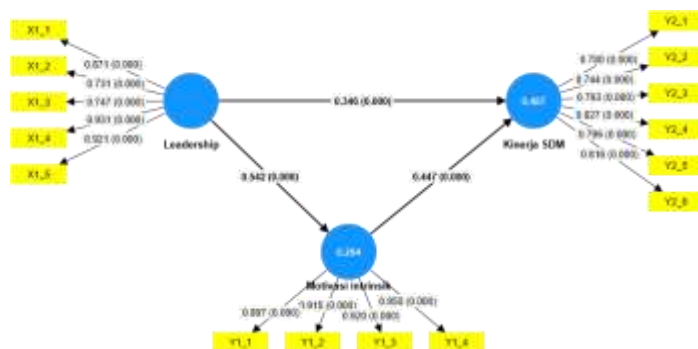
Q-Square Value

	SSO	SSE	Q ² (=1-SSE/SSO)
HR Performance	1218,000	850,577	0.302
Intrinsic motivation	812,000	623,313	0.232

The Q-square (Q2) calculation yielded a Q-square value of 0.302 for the HR Performance variable, and a Q-square value of 0.232 for the Intrinsic Motivation variable. These values are greater than 0.15, indicating that the model has moderate predictive relevance. All Q2 values are above 0, indicating that the structural model has a good fit with the data. This means that the estimated parameter values generated by the model correspond to the observed values.

3.1.2. Structural Model Evaluation (Inner Model)

The final analysis in PLS is the structural model analysis, or inner model analysis. In structural model analysis, hypotheses can be tested using t-statistics. In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following figure:



Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

Direct Influence Analysis

Research hypothesis testing was conducted to determine whether the hypothesis was accepted or not. The testing procedure was carried out by comparing the calculated t-test with the t-table, assuming that the calculated t-test is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Path Coefficients Direct Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership -> Human Resources Performance	0.346	0.346	0.065	5,321	0.000
Leadership -> Intrinsic motivation	0.542	0.542	0.051	10,724	0.000
Intrinsic Motivation -> HR Performance	0.447	0.449	0.059	7,554	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the results of the data processing presented above, the testing for each research hypothesis can be explained further, namely:

a) Hypothesis Testing 1:

H1: Leadership has a significant positive influence on HR performance.

In testing hypothesis 1, the original sample estimate value was obtained at 0.346. This value indicates that Leadership has a positive effect on HR Performance. This result is also supported by the t-test value obtained at $5.321 > t_{table} 1.96$ and the significance value $p(0.000) < 0.05$, so it can be said that there is a positive and significant influence of Leadership on HR Performance. Thus, the first hypothesis stating that Leadership has a significant positive influence on HR Performance can be accepted.

b) Hypothesis Testing 2

H2: Leadership has a significant positive influence on intrinsic motivation.

Based on the test results, the original sample estimate value was obtained at 0.542. This value indicates that Leadership has a positive influence on employee intrinsic motivation. The t-test value of $10.724 > t_{table} 1.96$ and the significance value of $p(0.000) < 0.05$, thus proving that there is a positive and significant influence of Leadership on intrinsic motivation. Thus, the second hypothesis stating that Leadership has a significant positive influence on intrinsic motivation can be accepted.

c) Hypothesis Testing 3

H3: Intrinsic motivation has a significant positive influence on HR performance.

The results of the hypothesis testing show the original sample estimate value of 0.447, which means that intrinsic motivation has a positive effect on HR performance. These results are supported by the t-test value of $7.554 > t_{table} 1.96$ and the significance value of $p(0.000) < 0.05$, so it can be said that intrinsic motivation has a positive and significant effect on HR performance. Thus, the third hypothesis which states that intrinsic motivation has a significant positive effect on HR performance can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table

Summary of Hypothesis Test Results

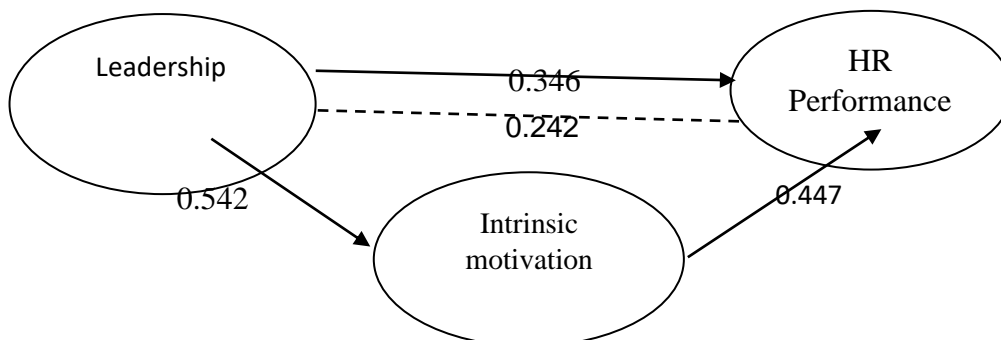
	Hypothesis	t value	p-value	Conclusion
H1	Leadership has a significant positive influence on HR performance	5,321	0.000	Accepted
H2	Leadership has a significant positive influence on intrinsic motivation	10,724	0.000	Accepted
H3	Intrinsic motivation has a significant positive influence on HR performance.	7,554	0.000	Accepted

Description: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Analysis of the Indirect Influence of Leadership on HR Performance through the Mediation of Intrinsic Motivation

The indirect effect test was conducted to determine the influence of an exogenous variable (Leadership) on an endogenous variable (HR Performance) through an intervening variable, namely intrinsic motivation. The indirect effect of Leadership on HR Performance through intrinsic motivation mediation is depicted in the following path diagram:



Path Coefficient of Leadership Influence on HR Performance through Intrinsic Motivation

Information:

—————→ : Direct influence
 - - - - - : Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Indirect Effect Test Results

	Original sample	T statistics	P values	Information
Protean Career -> Intrinsic Motivation -> HR Performance	0.242	5,682	0.000	Significant

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The test results show that the original sample estimate value for the mediation path Leadership → Intrinsic Motivation → HR Performance is 0.242. This value indicates a positive influence of Leadership on HR Performance through increasing employee intrinsic motivation. This influence is strengthened by the t-test value of 5.682 > t table 1.96 and the significance value of p (0.000) < 0.05, so it can be concluded that the mediation effect is significant. This means that leadership has a significant positive influence on HR Performance through intrinsic motivation.

Leaders who are able to manage communication, set an example, and empower employees will foster intrinsic motivation, ultimately improving performance. When leaders demonstrate supportive, fair, and communicative behavior, employees will feel more valued and intrinsically motivated. Therefore, quality leadership not only plays a structural role but also ignites employees' internal drive to perform optimally. Employees with internal drive

tend to demonstrate higher performance because they work with the intention of achieving, completing tasks with high quality and on time.

3.2. Influence Leadership on HR Performance.

The results of this study show that leadership has a positive and significant influence on HR performance. Customs and Excise Supervision and Service Office, Tanjung Emas Customs, Semarang. Then, several other researchers also found that leadership has a positive and significant influence in encouraging increased HR performance. (Lusiani et al., 2020; Purwanto, 2022; Sagbas et al., 2023; Turyadi et al., 2023).

The results of this study indicate that leadership has a positive and significant influence on human resource (HR) performance at the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. These findings confirm that leadership qualities demonstrated through the ability to influence groups, effective leadership behavior, continuous self-development, good communication skills, and integrity and personal qualities significantly contribute to improving employee work performance.

Furthermore, improving these leadership aspects has been proven to encourage improvements in various dimensions of HR performance, including the quality of work results (quality), quantity of task completion (quantity), timeliness in completing work (timeliness), cost efficiency and effectiveness of resource use (cost effectiveness), the level of employee independence in carrying out tasks without intensive supervision (need for supervision), and work commitment reflected in the ability to build positive interpersonal relationships (interpersonal impact).

The results of the study show that for the Leadership variable, the indicator with the highest outer loading value is effective communication. Meanwhile, for the HR Performance variable, the indicator with the highest outer loading value is effectiveness (cost effectiveness). These findings indicate that a leader's good communication skills play a significant role in improving employee work effectiveness. This means that the clearer, more open, and more precise the leader's delivery of direction, information, and feedback, the more efficient the use of resources, time, and costs in carrying out work. With effective communication, employees can better understand tasks, minimize errors, and achieve targets with more optimal results.

Conversely, the research results also show that the indicator with the lowest outer loading value for the Leadership variable is leader behavior, while for the HR Performance variable, it is quantity. This illustrates that although leader behavior still contributes to performance, its influence is smaller compared to other indicators. This means that better leader behavior—for example, in terms of setting an example, being fair, or demonstrating integrity—the more it will encourage an increase in the amount of output or volume of work that employees can complete. In other words, positive leadership behavior remains an important factor, although its impact tends to be more visible in increasing work quantity than other aspects.

3.2.1. The Influence of Leadership on Employee Intrinsic Motivation.

The results of this study revealed that leadership has a positive and significant influence on the intrinsic motivation of employees at the Middle Type Customs and Excise Supervision and Service Office of Tanjung Emas Semarang. This finding confirms that the better a leader's ability to influence groups, display effective leadership behavior, develop themselves continuously, establish open communication, and demonstrate strong personal qualities, the higher the intrinsic motivation of employees.

This intrinsic motivation is reflected in increased employee enthusiasm for achieving, making optimal contributions, accepting and carrying out responsibilities conscientiously, and carrying out tasks with sincerity without relying solely on rewards. In other words, quality leadership not only plays a role in directing performance but also fosters internal employee values that impact job satisfaction, dedication, and commitment to the organization.

The leadership variable shows that the indicator with the highest outer loading value is effective communication. This indicates that a leader's ability to convey messages clearly, openly, and easily understood plays a crucial role in increasing employee intrinsic motivation, particularly in terms of responsibility. In other words, the better a leader's communication skills, the higher the sense of responsibility demonstrated by employees in carrying out their duties and obligations. This finding indicates a close relationship between leadership that is able to communicate effectively and fosters individual commitment to optimally carry out responsibilities.

Meanwhile, the leadership variable with the lowest outer loading value was the leader behavior indicator, while the lowest value for the intrinsic motivation variable was the sincerity indicator. These results indicate that leadership behavior, although its contribution is relatively lower than effective communication, still has an influence in encouraging a sincere attitude in employees. This means that the better a leader's behavior in demonstrating exemplary behavior, integrity, and fairness, the higher the employee's sincerity in work. Thus, positive leadership behavior, although not a dominant factor, still plays a role in shaping employees' intrinsic motivation to work willingly without expecting mere rewards.

3.2.2. The Influence of Intrinsic Motivation on HR Performance.

The results of this study reveal that intrinsic motivation has a positive and significant influence on human resource (HR) performance at the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. This finding confirms that internal motivations that arise from within employees, such as pride in achievement, appreciation for work results, responsibility for assigned tasks, and sincerity in carrying out obligations, can improve overall performance quality.

Furthermore, this study also shows that when intrinsic motivation increases, aspects of human resource performance will also develop. This is reflected in increased work quality, quantity, timeliness, and cost and resource efficiency. Furthermore, employees with high intrinsic motivation tend to be more independent in their work without the need for

intensive supervision and demonstrate a stronger work commitment in interacting and collaborating with colleagues (interpersonal impact).

The leadership variable showed that the indicator with the highest outer loading value was effective communication skills. Meanwhile, for the intrinsic motivation variable, the indicator with the highest outer loading value was responsibility. These findings suggest that the better a leader's communication skills, the greater the sense of responsibility employees have in carrying out their duties and obligations. With clear, open, and effective communication, employees will better understand their roles and responsibilities, thus driving overall performance improvements.

On the other hand, the leadership variable with the lowest outer loading value was leader behavior, while for intrinsic motivation, the indicator with the lowest value was sincerity. These results indicate that the better a leader's behavior in setting an example, being fair, and demonstrating integrity, the greater the employee's sincerity in their work. This means that positive leadership behavior can foster a spirit of selfless devotion in employees, so that work is not only carried out as a formal obligation, but also as a form of awareness and dedication to the organization.

4. Conclusion

The purpose of this study is to describe and analyze the relationship between leadership, intrinsic motivation, and employee performance. Specifically, this study focuses on three aspects: examining the influence of leadership on employee performance, examining the influence of leadership on intrinsic motivation, and examining the influence of intrinsic motivation on employee performance. The answers to the research questions that arise are: 1) The results of this study indicate that leadership has a positive and significant influence on human resource (HR) performance at the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. The findings confirm that leadership qualities demonstrated through the ability to influence groups, effective leadership behavior, continuous self-development, good communication skills, and integrity and personal qualities significantly contribute to driving improvements in various dimensions of HR performance. 2) The results of this study reveal that leadership has a positive and significant influence on the intrinsic motivation of employees at the Middle Type Customs and Excise Supervision and Service Office of Tanjung Emas Semarang. This finding confirms that quality leadership contributes significantly to encouraging intrinsic motivation of employees which is reflected in the increased work enthusiasm of employees to achieve achievements, provide optimal contributions, accept and carry out responsibilities with full awareness, and carry out tasks with a sincere attitude without relying solely on rewards. 3) The results of this study reveal that intrinsic motivation has a positive and significant influence on human resource (HR) performance at the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. This finding confirms that internal motivations that arise from within employees, such as pride in achievement, appreciation for work results,

responsibility for assigned tasks, and sincerity in carrying out obligations, can improve overall performance quality.

5. References

Journals:

- Agung Nugroho, Y., Asbari, M., Purwanto, A., Basuki, S., Nadhila Sudiyono, R., Agung Ali Fikri, M., Hulu, P., Chidir, G., Xavir, Y., & Tinggi Ilmu Ekonomi Insan Pembangunan, S. (2020). *TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' PERFORMANCE: THE MEDIATING ROLE OF MOTIVATION AND WORK ENVIRONMENT*. 2(1).
- Andersen, L. B., Bjørnholt, B., Bro, L. L., & Holm-Petersen, C. (2018). Leadership and motivation: a qualitative study of transformational leadership and public service motivation. *International Review of Administrative Sciences*, 84(4), 675–691. <https://doi.org/10.1177/0020852316654747>
- Bartsch, S., Weber, E., Büttgen, M., & Huber, A. (2021). Leadership matters in crisis-induced digital transformation: how to lead service employees effectively during the COVID-19 pandemic. *Journal of Service Management*, 32(1), 71–85. <https://doi.org/10.1108/JOSM-05-2020-0160>
- Basalamah, M. S. A., & As'ad, A. (2021). The Role of Work Motivation and Work Environment in Improving Job Satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94–103. <https://doi.org/10.52970/grhrm.v1i2.54>
- Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. (2023). Digital workplace and organization performance: Moderating role of digital leadership capability. *Journal of Innovation & Knowledge*, 8(1), 100334. <https://doi.org/10.1016/j.jik.2023.100334>
- Coccia, M. (2019). Intrinsic and extrinsic incentives to support motivation and performance of public organizations. *Journal of Economics Bibliography*, 6(1), 20–30. www.kspjournals.org
- Eberl, J. K., & Drews, P. (2021). Digital Leadership-Mountain or Molehill? A Literature Review. *Association for Information Systems AIS Electronic Library (AISeL) AIS Electronic Library (AISeL)*, 5. <https://aisel.aisnet.org/wi2021>
- Eryesil, K. (2021). Digital Leadership, Leadership Paradigm of the Digital Age: A Conceptual Framework. *Equinox Journal of Economics Business and Political Studies*. <https://doi.org/10.48064/equinox.885320>
- Gierlich-Joas, M., Hess, T., & Neuburger, R. (2020). More self-organization, more control—or even both? Inverse transparency as a digital leadership concept. *Business Research*, 13(3), 921–947. <https://doi.org/10.1007/s40685-020-00130-0>
- Grigorescu, D. (2020). *Curiosity, intrinsic motivation and the pleasure of knowledge* (Issue 1).

- Hennessey, B., Moran, S., Altringer, B., & Amabile, T. M. (2015). Extrinsic and Intrinsic Motivation. *Wiley Encyclopedia of Management*, 1–4. <https://doi.org/10.1002/9781118785317.weom110098>
- Hensellek, S. (2022). Digital Leadership. *Journal of Media Management and Entrepreneurship*, 2(1), 1–15. <https://doi.org/10.4018/JMME.2020010104>
- Idris, S., Shabri Abd Majid, M., & Agustina, M. (2023). Does Spiritual Leadership Matter for Enhancing Performance of Sharia-Compliant Hotel Employees in Aceh, Indonesia? Spiritual and Economical Motivation as Mediators. *Journal of Islamic Economics*, 15(1), 109–135. <https://doi.org/10.15408/aiq.v15i1.30910>
- Kane, G. C., Nguyen Phillips, A., Copulsky, J., & Andrus, G. (2019). *How Digital Leadership Is(n't) Different Leaders must blend traditional and new skills to effectively guide their organizations into the future.*
- Kristianty Wardany, D. (2020). KONTRIBUSI KEPEMIMPINAN DAN KOMPETENSI PROFESIONAL TERHADAP KINERJA GURU. 1(2), 73–82. <https://ejurnlaunma.ac.id/index.php/madinasika>
- Locke, E. A., & Schattke, K. (2019). Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*, 5(4), 277–290. <https://doi.org/10.1037/mot0000116>
- Lubis, F., Rony, Z., & Santoso, B. (2020, March 13). *Digital Leadership in Managing Employee Work Motivation (Case Study: Oil and Gas Industry in Indonesia).* <https://doi.org/10.4108/eai.5-11-2019.2292490>
- Malek, S. L., Sarin, S., & Haon, C. (2020). Extrinsic Rewards, Intrinsic Motivation, and New Product Development Performance. *Journal of Product Innovation Management*, 37(6), 528–551. <https://doi.org/10.1111/jpim.12554>
- Marcel De Araujo, L., Priadana, S., Paramarta, V., & Sunarsi, D. (2021). Digital leadership in business organizations: an overview. In *International Journal of Educational Administration* (Vol. 2, Issue 1).
- Narbona, J. (2016). Digital leadership, Twitter and Pope Francis. *Church, Communication and Culture*, 1(1), 90–109. <https://doi.org/10.1080/23753234.2016.1181307>
- Oudeyer, P. Y., & Kaplan, F. (2009). What is intrinsic motivation? A typology of computational approaches. *Frontiers in Neurobotics*, 3(NOV). <https://doi.org/10.3389/neuro.12.006.2007>
- Purwanto, A. (2022). The Role of Digital Leadership, e-loyalty, e-service Quality and e-satisfaction of Indonesian E-commerce Online Shop. *INTERNATIONAL JOURNAL OF SOCIAL AND MANAGEMENT STUDIES (IJOSMAS)*, 03.
- Rivai. (2018). Kinerja. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Sweetman, R., & Conboy, K. (2017). *Change Leadership in the Digital Era. March 2018.*

- Turyadi, I., Risal Tawil, M., Ali, H., Sadikin, A., Manajemen, P., Ekonomi, F., Al-Ghifari, U., Muhammadiyah Kendari, U., Baubau, P., Teknologi dan Bisnis Haji Agus Salim Bukittinggi, I., Ekonomi dan Bisnis, F., & Lambung Mangkurat Banjarmasin, U. (2023). THE ROLE OF DIGITAL LEADERSHIP IN ORGANIZATIONS TO IMPROVE EMPLOYEE PERFORMANCE AND BUSINESS SUCCESS. *Jurnal Ekonomi*, 12(02). <http://ejournal.seaninstitute.or.id/index.php/Ekonomi>
- Van Den Broeck, A., Howard, J. L., Van Vaerenbergh, Y., Leroy, H., & Gagné, M. (2021). *Beyond Intrinsic and Extrinsic Motivation: A Meta-Analysis on Self-Determination Theory's Multidimensional Conceptualization of Work Motivation Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. Organizational Psychology Review. Advance online publication. MULTIDIMENSIONAL VIEW ON MOTIVATION 2.*
- Windolph, S. E. (2013). Motivations, Organizational Units, and Management Tools. Taking Stock of the Why, Who, and How of Implementing Corporate Sustainability Management. *Leuphana University Lüneburg Faculty of Economics and Social Science, August*, 157.
- Zhu, J., Zhang, B., Xie, M., & Cao, Q. (2022). Digital Leadership and Employee Creativity: The Role of Employee Job Crafting and Person-Organization Fit. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.827057>

Books:

- Bernardin, H. J., & Russel, J. E. A. (2013). *Human resource management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore.
- Kadarisman, M. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Rajawali Pers.
- Mathis., R. (2018). *Manajemen Sumber Daya Manusia*. Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson education limited.
- Robbins, S. P., & Timothy, A. J. (2018). *Perilaku Organisasi, Edisi Kedua belas, Salemba Empat, Jakarta*. (Edisi Kedua Belas). Salemba Empat .
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*.