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Improving Human Resources (HR) Performance Through Altruistic Leadership and Intrinsic Motivation in The Secretariat of The Sukamara Regency DPRD

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Abstract. *This research aims to analyze the influence of altruistic leadership on human resource (HR) performance with intrinsic motivation as a mediating variable at the Sukamara Regency DPRD Secretariat. The research was motivated by the existence of gaps in employee performance as shown through differences in work quality, attendance levels and task completion, as well as inconsistencies in the results of previous research regarding the relationship between altruistic leadership and HR performance. The research uses a quantitative approach with explanatory research methods. The research population was all employees of the Sukamara Regency DPRD Secretariat, totaling 100 people and all of them were sampled using a saturated sampling technique. Data collection was carried out through distributing questionnaires, while data analysis used Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.1.1.8. The research results show that altruistic leadership does not have a significant effect on HR performance. However, altruistic leadership has been proven to have a positive and significant effect on intrinsic motivation. Furthermore, intrinsic motivation has a positive and significant effect on HR performance. The research results also prove that intrinsic motivation is able to mediate the influence of altruistic leadership on HR performance. These findings indicate that improving HR performance at the Sukamara Regency DPRD Secretariat is more effectively carried out through strengthening employee intrinsic motivation which is built through altruistic leadership practices. Therefore, organizations need to develop leadership that is oriented towards empathy, caring and common interests, as well as creating a work environment that is able to increase employee interest in work, job satisfaction, responsibility and desire for achievement.*

Keywords: *Altruistic; Human Resource; Intrinsic Motivation; DPRD Secretariat; Leadership.*

1. Introduction

Government The development of State Civil Apparatus is an effort to improve the professionalism of State Civil Apparatus, the Government carries out integrated development starting from recruitment to career development programs and retirement preparation programs in an integrated approach pattern. Development of State Civil Apparatus is a series of dependencies between one another (Interdependence). Therefore, if one runs unbalanced, it will ultimately be difficult to achieve the expected State Civil Apparatus, for this reason, the utilization of State Civil Apparatus must be implemented as an integrated system that begins from procurement (recruitment) or at the time of determining the formation, then continued with career development and development of abilities through education and training, both general and specific or vocational education, and career education or laddering. Altruistic leadership is a leadership style that is recognized as being able to motivate and inspire employees to achieve better performance through empowerment, innovation, and individual development.

Human resource (HR) performance plays a crucial role in determining an organization's effectiveness, particularly in the public sector, which focuses on public service. In this context, performance is not only measured by the final results of the work but also by how the work process is carried out, including aspects of quality, quantity, timeliness, and individual responsibility in completing tasks. In line with Herman Aguinis's (2019) perspective, performance can be understood as a series of work behaviors that contribute to the achievement of organizational goals. Therefore, the quality of employee performance is a crucial indicator in assessing the success of public organizations, including the Sukamara Regency DPRD Secretariat.

However, conditions in the field indicate that human resource performance is not yet at an optimal level. Based on initial observations, there is still variation in task completion between employees, irregular employee attendance rates, and differences in the quality of work output. This phenomenon reflects a gap between expected performance standards and actual performance. This situation indicates that performance issues are not solely caused by technical factors, but also related to aspects of organizational behavior, such as leadership style and individual motivation levels. In other words, there is still a gap phenomenon in the form of uneven employee performance, which impacts organizational effectiveness.

In modern leadership studies, altruistic leadership is viewed as an approach that emphasizes the value of caring for subordinates. Leaders with an altruistic orientation tend to prioritize the welfare of organizational members through empathy, support, and sacrifice for the common good. This concept is related to the idea of servant leadership proposed by Robert K. Greenleaf (1977). Furthermore, according to Gary Yukl (2013), leadership that focuses on interpersonal relationships can strengthen subordinate trust and commitment. However, empirical evidence regarding the effect of altruistic leadership on performance still shows

inconsistent results. Leaders who implement altruistic leadership tend to create a positive work environment, thereby increasing employee motivation and performance. However, the effectiveness of this leadership style still needs to be tested in various organizational contexts, particularly in the public sector.

On the other hand, intrinsic motivation is an internal factor that plays a role in encouraging individuals to work optimally. This motivation arises from within a person due to interest and satisfaction with the work itself. Based on the self-determination theory developed by Edward L. Deci and Richard M. Ryan (2000), intrinsic motivation will develop when individuals feel they have autonomy, competence, and connectedness in their work environment. Individuals with high levels of intrinsic motivation tend to demonstrate greater work engagement and a stronger sense of responsibility. In an organizational context, intrinsic motivation is a crucial factor because it can encourage employees to work consistently without having to rely on external supervision or incentives.

However, in practice, employee motivation is still found to be suboptimal, as evidenced by a lack of initiative and involvement in work. This reinforces the gap between the desired ideal and actual conditions on the ground.

Several previous studies have examined the relationship between altruistic leadership, intrinsic motivation, and human resource performance, but have yielded mixed findings. A study by Maria Endah Palupi and Moch Zulfa (2024) demonstrated a positive effect of altruistic leadership on performance. Similar findings were also reported by Indra Habibie et al. (2025) and Wila Yurnita et al. (2025). However, conflicting results were presented by Sherly et al. (2025) and Nugroho et al. (2022), who found no significant effect between altruistic leadership and performance. These discrepancies indicate empirical inconsistencies that open up room for further research.

Furthermore, research by Marylène Gagné and Edward L. Deci (2005) emphasized the importance of intrinsic motivation in improving work quality. However, studies that specifically position intrinsic motivation as a mediating variable in the relationship between altruistic leadership and performance, particularly in the public sector context, are still relatively limited.

Based on the gap and research gap phenomena, a gap is evident between empirical conditions, theoretical foundations, and previous research findings. Therefore, this study was conducted to analyze the influence of altruistic leadership on human resource performance by considering the role of intrinsic motivation as a mediating variable at the Sukamara Regency DPRD Secretariat.

2. Research Methods

This study uses a quantitative approach with an explanatory research approach. This quantitative approach was used because this study aims to examine the causal relationship

between variables, namely altruistic leadership, intrinsic motivation, and human resource (HR) performance.

The explanatory research type was chosen because this research focuses on testing previously formulated hypotheses and explaining the influence between variables through statistical analysis.

3. Results and Discussion

3.1. Description of Respondent Characteristics

This study involved 100 civil servants (ASN) at the Sukamara Regency DPRD Secretariat who met the predetermined respondent criteria. Respondent characteristics were described based on statistical data obtained from questionnaire distribution. During the study, most respondents were willing to complete the questionnaire. This study was conducted by distributing questionnaires to all designated ASNs at the Sukamara Regency DPRD Secretariat. Of the 100 questionnaires distributed, all were successfully completed and suitable for use in the data analysis of this study, indicating a 100% response rate. Therefore, it is important to ensure that the sample used remains representative of the population, both in terms of respondent characteristics and the scope of the variables studied.

The characteristics of the respondents in this study were used to provide an overview of the conditions of the employees of the Sukamara Regency DPRD Secretariat who participated in the study. The respondents in this study numbered 100 employees. Respondent characteristics included gender, age, highest level of education, and length of service based on the results of the questionnaire distribution.

3.1.1. Respondent Characteristics Based on Gender

The description of the characteristics of research respondents based on gender can be explained as follows:

Respondent Characteristics Data Based on Gender

GENDER	FREQUENCY	PERCENTAGE
MAN	51	**51**
WOMAN	49	**49**
TOTAL	**100**	**100**

Source: Results of questionnaire data processing, 2026.

Based on the results of the questionnaire, it was found that there were 51 male respondents or 51%, while there were 49 female respondents or 49%.

These results indicate that the composition of employees at the Sukamara Regency DPRD Secretariat is relatively balanced between men and women. This situation illustrates that

the organization provides equal opportunities for all employees, regardless of gender, in carrying out their duties and responsibilities.

3.1.2. Respondent Characteristics Based on Age

The description of the characteristics of research respondents based on age can be explained as follows:

Respondent Characteristics Data Based on Age

AGE	FREQUENCY	PERCENTAGE
< 25 YEARS	2	**2**
25–35 YEARS	24	**24**
36–45 YEARS	45	**45**
45 YEARS	29	**29**
TOTAL	**100**	**100**

Source: Results of questionnaire data processing, 2026.

Based on the questionnaire results, the majority of respondents were in the 36–45 age range, representing 45 people (45%). Furthermore, 29 respondents (29%) were over 45, 24 respondents (24%) were between 25–35, and 2 respondents (2%) were under 25.

The data shows that the majority of employees are of productive age and have mature work experience. This is a crucial asset for organizations, as employees of this age group generally possess a higher level of responsibility, experience, and work skills to support the organization's tasks.

3.1.3. Respondent Characteristics Based on Last Education

The description of the characteristics of research respondents based on their last education can be explained as follows:

Respondent Characteristics Data Based on Last Education

AGE	FREQUENCY	PERCENTAGE
ELEMENTARY SCHOOL	0	**0**
JUNIOR HIGH SCHOOL/EQUIVALENT	0	**0**
HIGH SCHOOL/EQUIVALENT	33	**33**
D3	7	**7**
D4/S1	57	**57**
S2	3	**3**
TOTAL	**100**	**100**

Source: Results of questionnaire data processing, 2026.

Based on the questionnaire results, the majority of respondents (57 respondents) had a Diploma 4/Bachelor's degree (57%). Furthermore, 33 respondents (33%) had a high school or equivalent degree, 3 respondents (3%) had a Master's degree, and 7 respondents (7%) had a Diploma 3 degree. There were no respondents with elementary or junior high school or equivalent education.

These results indicate that the majority of Sukamara Regency DPRD Secretariat employees have a relatively good level of education, with a predominance of bachelor's degrees. A high level of education is expected to support employees' ability to carry out their work professionally and improve the quality of organizational services.

3.2. The Influence of Altruistic Leadership on Human Resources (HR) Performance

Research results show that altruistic leadership has not been able to directly improve human resource performance. This finding indicates that leadership behaviors manifested through empathy, concern for employee well-being, personal sacrifice, and an orientation toward the common good have not automatically translated into improved work quality, quantity, punctuality, or employee responsibility.

Theoretically, this finding can be explained through the perspective of Social Exchange Theory proposed by Blau (1964). This theory explains that the relationship between leaders and subordinates is a reciprocal one that does not always result in direct behavioral consequences. The attention and concern provided by leaders can build positive social relationships, but to achieve high performance, an internalization process is required within employees. In other words, employees do not automatically improve their performance simply because they perceive altruistic behavior from their leaders; rather, psychological motivation must first emerge to motivate them to perform optimally.

In the context of the Sukamara Regency DPRD Secretariat, the characteristics of a bureaucratic organization that is oriented towards rules and procedures mean that employee performance is largely determined by adherence to work systems, operational standards, and job responsibilities. Therefore, altruistic leadership indicators such as empathy and concern serve more to create a harmonious work environment than directly improve the quality or quantity of employee output.

These findings confirm research by Sherly et al. (2025) and Nugroho et al. (2022), which found that altruistic leadership had no significant effect on employee performance. These results suggest that in some organizations, the influence of altruistic leadership is more indirect through psychological factors or specific work behaviors than through a direct relationship with performance.

The relationship between indicators also shows that empathy, concern for employee well-being, personal sacrifice, and orientation toward the common good are more closely related to the formation of positive employee perceptions of leaders. Meanwhile, performance indicators such as work quality, quantity, punctuality, and responsibility are work behaviors that require internal motivation from the individual. Therefore, the relationship between

these two variables requires a specific psychological mechanism capable of bridging the influence of leadership on employee work behavior.

3.3. The Influence of Altruistic Leadership on Intrinsic Motivation

The research results show that altruistic leadership can increase employee intrinsic motivation. This finding aligns with the Self-Determination Theory developed by Deci and Ryan (2000), which explains that intrinsic motivation grows when an individual's basic needs for autonomy, competence, and relatedness are met.

Leaders who demonstrate empathy and concern for employee well-being create a strong sense of connectedness in the workplace. Employees feel valued and accepted as an important part of the organization. Furthermore, a focus on shared interests and support for subordinates provides space for employees to develop their skills and take on greater responsibilities, thereby further fulfilling their needs for competence and autonomy.

The relationship between indicators shows that leadership empathy encourages employee engagement in their work because they perceive a supportive work environment. Concern for employee well-being increases job satisfaction because employees perceive the organization's attention to their needs. Personal sacrifice demonstrated by leaders serves as a moral example that fosters a sense of responsibility in employees. Meanwhile, an orientation toward the common good strengthens the desire to achieve because employees feel their contributions are meaningful to the organization.

These findings support Grant's (2008) view that prosocial leader behavior can increase employee internal motivation because work is perceived as having more meaningful value and purpose. Furthermore, these findings also reinforce previous research that suggests that service-oriented leadership and concern for subordinates can increase internal work motivation.

3.4. The Role of Intrinsic Motivation in Mediating the Effect of Altruistic Leadership on Human Resource (HR) Performance

The research results demonstrate that intrinsic motivation acts as a mediating variable in the relationship between altruistic leadership and HR performance. This finding suggests that the influence of altruistic leadership on performance does not operate directly, but rather through psychological processes occurring within employees.

Theoretically, these findings are highly relevant to Self-Determination Theory. Altruistic leadership creates a work environment that supports the fulfillment of employees' psychological needs through empathy, caring, personal sacrifice, and a focus on the common good. Fulfilling these needs then increases job interest, job satisfaction, responsibility, and the desire to achieve, all forms of intrinsic motivation. Once intrinsic motivation grows, employees are encouraged to produce better quality work, complete tasks on time, increase productivity, and demonstrate greater responsibility.

The relationship between indicators shows a clear path. Leadership empathy and concern foster employee job satisfaction. Personal sacrifice by leaders fosters a sense of responsibility in employees through role modeling. Orientation toward shared interests

fosters a desire for achievement because employees perceive their work as contributing to the organization. Furthermore, all aspects of intrinsic motivation drive improvements in work quality, quantity, punctuality, and responsibility, all indicators of human resource performance.

These findings also explain why altruistic leadership does not directly impact performance. A leader's altruistic behavior must first be translated into internal motivation within employees before ultimately resulting in productive work behavior. Thus, intrinsic motivation is the primary mechanism bridging the relationship between altruistic leadership and human resource performance. These findings strengthen the argument that improving employee performance at the Sukamara Regency DPRD Secretariat is more effective through strengthening intrinsic motivation, fostered through altruistic leadership practices.

4. Conclusion

Based on the results of research on improving Human Resources (HR) Performance through Altruistic Leadership and Intrinsic Motivation at the Sukamara Regency DPRD Secretariat, the following conclusions can be drawn: 1. Altruistic Leadership has no significant effect on HR Performance. The test results show that the direct effect of Altruistic Leadership on HR Performance has a path coefficient value of 0.175 with a P-value of 0.090 (> 0.05), so the first hypothesis is not proven. This finding indicates that leadership behavior oriented towards caring, empathy, and common interests has not been able to directly improve employee performance at the Sukamara Regency DPRD Secretariat. 2. Altruistic Leadership has a positive and significant effect on Intrinsic Motivation. The results show a path coefficient of 0.508 with a P-value of 0.000 (<0.05). Thus, the second hypothesis is confirmed. The better the implementation of Altruistic Leadership, the higher the employee's Intrinsic Motivation. A leader's attitude of concern for employee needs can create a work environment that supports the growth of employee motivation. 3. Intrinsic motivation has a positive and significant effect on HR performance. The test results show a path coefficient of 0.744 with a P-value of 0.000 (<0.05). This finding indicates that intrinsic motivation is a very important factor in improving HR performance. Employees who have a high interest in their work, a sense of responsibility, job satisfaction, and a desire for achievement tend to produce better performance. 4. Intrinsic Motivation can mediate the influence of Altruistic Leadership on HR Performance. The results of the indirect effect test show a path coefficient value of 0.378 with a P-value of 0.000 (<0.05). Thus, the third hypothesis is proven. These results indicate that Altruistic Leadership can improve HR Performance by increasing employee Intrinsic Motivation. In other words, Intrinsic Motivation acts as a mediating variable that bridges the relationship between Altruistic Leadership and HR Performance. Overall, this study proves that improving HR performance at the Sukamara Regency DPRD Secretariat is more effective through strengthening employee intrinsic motivation driven by the application of Altruistic Leadership.

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