

## Improving Customs Human Resources Performance Based on Work Autonomy and Intrinsic Motivation with Supervisory Support as Moderator

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**Abstract.** *This study aims to test and analyze the influence of intrinsic motivation on work autonomy and HR performance, as well as to analyze the influence of work autonomy on HR performance. In addition, this study also examines the moderating role of leader involvement in strengthening the influence of work autonomy on HR performance. The type of research used is Explanatory Research, which is research that is intended to explain the causal relationship between the variables studied. Data were collected through the distribution of questionnaires with a semantic differential scale (1–5) to assess respondents' responses. The population of this study was all HR at the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC), totaling 203 people. The sampling technique used the census method, so that the entire population was used as a research sample. Data analysis was carried out using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method. The results of the study indicate that: (1) intrinsic motivation has a positive and significant effect on work autonomy; (2) intrinsic motivation has a positive and significant effect on HR performance; (3) work autonomy has a positive and significant effect on HR performance; (4) supervisory support is able to strengthen the influence of intrinsic motivation on HR performance; and 5) Supervisory support is able to strengthen the influence of work autonomy on HR performance. This finding provides implications for organizations to increase employee intrinsic motivation by creating a work environment that supports work autonomy and strengthening leader involvement in providing support for HR performance development.*

**Keywords:** *Autonomy; Intrinsic; Motivation; Performance; Supervisory.*

### 1. Introduction

Human resource performance is one of the most fundamental challenges for companies due to the increasingly competitive level of competition and is related to the survival of the company (Hidayani 2016). Likewise with the Semarang Type A Middle Customs and Excise

Supervision and Service Office (KPPBC TMP A Semarang). The Semarang Type A Middle Customs and Excise Supervision and Service Office is one of the vertical agencies in the Directorate General of Customs and Excise under the Central Java and Yogyakarta Regional Office of the Directorate General of Customs and Excise which plays a role in implementing customs and excise policies and supervision. In carrying out its duties and functions, KPPBC TMP A Semarang requires competent human resources. Human Resources (HR) is one of the key elements that drives the activities of an organization to achieve their vision, mission, and goals and excel in competition in the era of globalization (Sedarmayanti 2017). The high uncertainty in the organizational environment and the increasing demand for quality public services require superior HR (Bakirova Oynura 2022). The expectation of good employee performance is that they can make a significant contribution to the progress and performance of the company (Vrchota et al. 2020). The need for HR who have competence in various fields is a necessity that cannot be ignored in a global context (Vrchota et al. 2020). Organizations need to realize the importance of planning the development of quality HR as a strategy to face global competition. There are many factors that can improve HR performance in an organization, one of which is giving employees the freedom to carry out their duties and responsibilities or commonly called work autonomy (De Clercq and Brieger 2022).

Job autonomy involves various aspects such as how and when tasks are carried out, and the level of independent judgment and discretion required, although employees generally do not have full control over their work (Schiff and Leip 2019). According to Malinowska, Tokarz, and Wardzichowska (2018), job autonomy can improve performance because employees feel capable and more confident in carrying out their tasks. Psychologically, autonomy encourages employees to give their best, which ultimately improves their performance (Fuadiputra and Rofida Novianti 2021). Research on the need for job autonomy is still lacking, so this topic is interesting to investigate further (Gavin R. Slempt et al. 2018).

Working is one way to fulfill life's needs, especially physically. Without work motivation, a person will not be able to work optimally (Grant and Shin 2012). The definition of work motivation varies according to several experts. Oudeyer and Kaplan (2013) define work motivation as a drive within a person to complete a task as well as possible in order to achieve high performance. Work motivation plays an important role in organizational activities, especially in the development and direction of human resources, as stated by (Locke and Schattke 2019). Human resources need to be motivated in carrying out their duties so that they can work with enthusiasm and joy, as explained by (Li, Li, and Chen 2018).

Herzberg classified motivation into two types: intrinsic and extrinsic (Michael Galanakis and Giannis Peramatzis 2022). Intrinsic motivation is a drive that arises from within an individual without any external pressure (Oudeyer, Kaplan, and Libration 2008). Intrinsic motivation is an internal drive that drives an individual to act (Van Den Broeck et al. 2021)). Actions triggered by intrinsic motivation come from internal desires, not from external drives (Locke and Schattke 2019).

## 2. Research Methods

The type of research used is "Explanatory Research" or research that is explanatory in nature (Effendi, 1995). This study explains the relationship or causality of work autonomy between exogenous variables and endogenous variables. Departing from the gap phenomenon, and differences in previous research (research gap), the variables used are intrinsic motivation variables and work autonomy as exogenous variables; supervisory support as a moderating variable and HR performance as an endogenous variable.

## 3. Results and Discussion

Respondent descriptions are useful for understanding and exploring the characteristics of the respondents. The respondents of this study were HR at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 employees. The research was conducted by distributing research questionnaires on December 11-21, 2024. The distribution of questionnaires used an online questionnaire (googleform). The results of the distribution of research questionnaires obtained 203 questionnaires that were completely filled out and could be processed. The description of respondents can be presented according to their characteristics which are presented as follows:

### 1) Gender

The characteristics of the respondents who were sampled in this study were grouped according to gender as follows:

Respondent Description Table Based on Gender

Gender	Frequency	Percentage
Man	153	75.4
Woman	50	24.6
Total	203	100.0

Source: Primary data processing, 2024.

The table presents data that there are 153 male respondents (75.4%) and 50 female respondents (24.6%). Based on gender distribution, respondents consist of men and women with proportions showing more dominance in male employees.

### 2) Age

The characteristics of the respondents who were sampled in this study were grouped according to age level as follows:

Respondent Description Table Based on Age

Age	Frequency	Percentage
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21 - 30 years	79	38.9
31 - 40 years	80	39.4
41 - 50 years	28	13.8
51 - 60 years	16	7.9
<b>Total</b>	<b>203</b>	<b>100.0</b>

Source: Primary data processing, 2024.

The findings in Table show that the number of respondents aged 21-30 years was 79 respondents (38.9%), aged 31-40 years was 80 respondents (39.4%), aged 41-50 years was 28 respondents (13.8%), and there were 16 respondents (7.9%) aged 51-60 years. From the data above, it can be seen that the largest number of respondents are in the age range of 31-40 years. The age range of respondents shows diversity in the level of work experience. Most respondents are in the productive age range, namely between 31 and 40 years, which reflects a combination of young workers and more senior employees.

### 3) Last education

The characteristics of the respondents who were sampled in this study were grouped according to their level of education as follows:

Respondent Description Table Based on Last Education

last education	Frequency	Percentage
High School/Vocational School	3	1.5
IN	41	20.2
DIII	50	24.6
DIV	2	1.0
S1	92	45.3
S2	14	6.9
S3	1	0.5
<b>Total</b>	<b>203</b>	<b>100.0</b>

Source: Primary data processing, 2024.

The table shows that the majority of respondents have a last education of S1 level, which is 92 respondents (45.3%). Furthermore, respondents with the last education of D3 are 50 respondents (24.6%), D1 are 41 respondents (20.2%), D4 are 2 respondents (1.0%), SMA/SMK respondents are 3 people (1.5%), respondents who have the last education of S2 are 14 people (6.9%), and respondents who have the last education of S3 are 1 person (0.5%).

The respondents' education level is quite varied, with the majority having a minimum educational background of bachelor's degree (S1). Some respondents also have a higher level of education, such as a master's degree (S2), which shows the importance of academic competence in supporting duties and responsibilities in the Customs environment.

### 4) Years of service

The characteristics of the respondents who were the samples in this study were grouped according to length of service as follows:

Respondent Description Table Based on Length of Service

Years of service	Frequency	Percentage
0 - 10 years	103	50.7
11 - 20 years	69	34.0
21 - 30 years	22	10.8
> 30 years	9	4.4
Total	203	100.0

Source: Primary data processing, 2024.

The table shows that most respondents who have worked between 0 - 10 years are 103 respondents (50.7%). Respondents with a work period of 11 - 20 years are 69 respondents (34.0%), a work period of 21 - 30 years are 22 respondents (10.8%), and respondents with a work period > 30 years are 9 respondents (4.4%). The work experience possessed by employees makes it easier for them to understand problems in the field. As the length of service increases, employees have more opportunities to hone their skills.

Based on the length of service, respondents are divided into several categories, ranging from new employees with less than 10 years of work experience to employees who have served for more than 20 years. This distribution shows that the Customs office has a balance between employees who are still in the adaptation stage and employees who are already experienced, so that it can create a dynamic and collaborative work environment.

In this section, descriptive analysis is conducted to obtain a picture of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure the variables and to determine the status of the variables studied at the research location.

The variable descriptions are grouped into 3 categories based on the index value formula as follows:

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)) / 5$$

Information:

F1 is the frequency of respondents who answered 1 F2 is the frequency of respondents who answered 2 F3 is the frequency of respondents who answered 3 F4 is the frequency of respondents who answered 4 F5 is the frequency of respondents who answered 5

Grouping of index values is done by calculating the lowest, highest, range and length of the interval class as follows:

$$\text{Lowest} : (\%F \times 1) / 5 = (100 \times 1) / 5 = 20 \quad \text{Highest} : (\%F \times 5) / 5 = (100 \times 5) / 5 = 100 \quad \text{Range} : 20 - 100 = 80$$

Class Interval Length:  $80 : 3 = 26.7$

By using the three-box method criteria, the answers will be divided into three categories as the basis for interpreting the index values as follows:

- a. Low = 20 - 46.6
- b. Medium = 46.7 – 73.3
- c. Height = 73.4 – 100

Based on this categorization, the index values for each variable can be presented as follows:

### 1) Intrinsic motivation

The description of the intrinsic motivation variable data can be presented based on the index values in the following table:

Intrinsic Motivation Variable Description Table

No	Indicator Intrinsic motivation	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)		
1	Interest	0	0.0	12	5.9	65	32.0	98	48.3	28	13.8	73.99	Tall
2	Positive attitude	0	0.0	6	3.0	52	25.6	107	52.7	38	18.7	77.78	Tall
3	need	0	0.0	15	7.4	46	22.7	110	54.2	32	15.8	75.67	Tall
Average Index Value												75.70	Tall

The table shows that the average value of the data index of the Intrinsic Motivation variable as a whole is 75.70, which is in the high category range (73.4 - 100). This means that the respondents have high intrinsic motivation. The results of the data description on the Intrinsic Motivation variable are obtained with the highest index value being the Positive Attitude indicator (77.78), while the lowest index is Interest (73.99).

### 2) Work autonomy

The description of the work autonomy variable data can be presented based on the index values in the following table:

Job Autonomy Variable Description Table

No	Work Autonomy Indicator	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)		
1	Description Job Description	0	0.0	11	5.4	68	33.5	102	50.2	22	10.8	73.30	Currentl y
2	Policy(Disc retion)	2	1.0	9	4.4	50	24.6	110	54.2	32	15.8	75.86	Tall



3	Authority	2	1.0	7	3.4	48	23.6	108	53.2	38	18.7	77.04	Tall
Average Index Value												75.40	Tall

In the overall Work Autonomy variable, the index value obtained was 75.40, which is in the high category range (73.4 - 100). This means that respondents feel that the agency has provided autonomy for employees in carrying out their duties according to applicable procedures and regulations. The results of the data description on the Work Autonomy variable were obtained with the highest index value being Authority (77.04) and the lowest index on the Job Description indicator (73.30).

### 3) Supervisory support

The description of the Supervisory support variable data can be presented based on the index values in the following table:

Supervisory support Variable Description Table

No	Supervisory support indicator	STS (1)		TS (2)		CS (3)		S (4)		SS (5)		Index Value	Category
		f	(%)	f	(%)	f	(%)	f	(%)	f	(%)		
1	Emotional Support	5	2.5	20	9.9	42	20.7	108	53.2	28	13.8	73.20	Currentl y
2	Support Instrumental	6	3.0	23	11.3	27	13.3	97	47.8	50	24.6	75.96	Tall
3	Support Awards	2	1.0	26	12.8	49	24.1	73	36.0	53	26.1	74.68	Tall
4	Information Support al	2	1.0	25	12.3	52	25.6	75	36.9	49	24.1	74.19	Tall
5	Support Social Integration	5	2.5	21	10.3	40	19.7	108	53.2	29	14.3	73.30	Currentl y
Average Index Value												74.27	Tall

In the Supervisory support variable, the overall index value obtained was 74.27, located in the high/good category range (73.4 - 100). This means that in general employees have good behavior/attitude in using information technology to complete tasks. The results of the data description on the Supervisory support variable were obtained with the highest index value being the Instrumental Support indicator (75.76) and the lowest index being the Emotional Support indicator (73.20).

Reliability Test Reliability measurement can be done using 3 (three) methods, namely:

#### a. Composite Reliability.

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7 (Ghozali & Latan,

2015)

b. *Average Variance Extracted(AVE)*

If the AVE value  $> 0.5$  then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

c. *Cronbach's alpha*

If the Cronbach alpha value  $> 0.70$  then the construct can be said to have good reliability.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
<b>HR Performance</b>	0.842	0.904	<b>0.759</b>
<b>Intrinsic motivation</b>	0.751	0.857	<b>0.667</b>
<b>Work autonomy</b>	0.857	0.916	<b>0.786</b>
<b>Supervisory support</b>	<b>0.929</b>	<b>0.947</b>	<b>0.781</b>

Source: Processed primary data (2024)

The table shows the results of the reliability test of each construct can be said to be good. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

Based on the table of data processing results above, it can be seen in the testing of each hypothesis that has been proposed, namely:

1) Hypothesis Testing 1:

H1: The higher the intrinsic motivation, the higher the work autonomy.

In testing hypothesis 1, the path coefficient value (original sample estimate) was obtained at 0.415. This value proves that intrinsic motivation has a positive effect on work autonomy, the results of which are also strengthened by the results of the t-test obtained with a calculated t value  $(6.701) > t \text{ table } (1.96)$  and  $p (0.000) < 0.05$ , so it can be said that there is a positive and significant effect of intrinsic motivation on work autonomy. Thus, the first hypothesis stating that "The higher the intrinsic motivation, the higher the work autonomy" can be



accepted.

## 2) Hypothesis Testing 2:

H2: The higher the intrinsic motivation, the higher the HR performance.

In testing hypothesis 2, the path coefficient value (original sample estimate) was obtained at 0.380. This value proves that intrinsic motivation has a positive effect on HR performance, the results of which are also strengthened by the results of the t-test obtained with a calculated t value ( $6.470 > t \text{ table } (1.96)$ ) and  $p (0.000) < 0.05$ , so it can be said that there is a positive and significant effect of intrinsic motivation on HR performance. Thus, the second hypothesis stating that "The higher the intrinsic motivation, the higher the HR performance" can be accepted.

## 3) Hypothesis Testing 3:

H3: The better the work autonomy, the higher the HR performance.

In testing hypothesis 3, the path coefficient value (original sample estimate) was obtained at 0.117. This value proves that work autonomy has a positive effect on HR performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value ( $2.466 > t \text{ table } (1.96)$ ) and  $p (0.014) < 0.05$ , so it can be said that there is a positive and significant effect of work autonomy on HR performance. Thus, the third hypothesis which states that 'The better the work autonomy, the higher the HR performance' can be accepted.

## 4) Hypothesis Testing 4:

*H4: When supervisory support is high, it will strengthen the influence of intrinsic motivation on HR performance, conversely, when supervisory support is weak, it will decrease the influence of intrinsic motivation on HR performance.*

In testing hypothesis 4, the path coefficient value (original sample estimate) for the moderating variable (Supervisory support x Intrinsic motivation) was obtained at 0.133. This value proves that the moderator variable Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance. This is evidenced by the results of the t-test obtained t count ( $2.842 > t \text{ table } (1.96)$ ) and  $p (0.005) < 0.05$ , so it can be said that good Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance. Thus, the fourth hypothesis which states that "When supervisory support is in high condition, it will strengthen the influence of intrinsic motivation on HR performance, conversely when supervisory support is weak, it will reduce the influence of intrinsic motivation on HR performance." can be accepted.

## 5) Hypothesis Testing 5:

H5: When supervisory support is high, it will increase the influence of work autonomy on HR performance, conversely, when supervisory support is weak, it will decrease the influence of

work autonomy on HR performance.

In testing hypothesis 5, the path coefficient value (original sample estimate) for the moderation variable (Supervisory support x Work autonomy) was obtained at 0.152. This value proves that the moderator variable Supervisory support is able to strengthen the influence of Work autonomy on HR performance. This is evidenced by the results of the t-test obtained t count (3.466) > t table (1.96) and p (0.001) < 0.05, so it can be said that good Supervisory support is able to strengthen the influence of Work autonomy on HR performance. Thus, the fifth hypothesis that "When supervisory support is in high condition, it will increase the influence of work autonomy on HR performance, conversely when supervisory support is weak, it will decrease the influence of work autonomy on HR performance" can be accepted.

Indirect effect testing is conducted to see the influence given by intrinsic motivation variables to HR performance variables through Work autonomy as an intervening variable. The presentation of the results of the indirect effect test is presented in the following table.

Indirect Effect Test Results Table

	Original sample	T statistics	P values	Information
Intrinsic motivation -> Work autonomy -> HR performance	0.049	2,079	0.038	Significant

Source: Processed research data, 2024

According to the test results in the table above, it is known that the magnitude of the indirect influence of Intrinsic Motivation on HR performance through Work Autonomy is 0.049 with a t-value of 2.079 and p = 0.038 (p < 0.05). This shows that there is a significant influence of intrinsic motivation on HR performance indirectly through Work Autonomy. This means that good intrinsic motivation can increase employee work autonomy, then work autonomy will have an impact on employee work behavior so that this makes employee performance increase.

## Discussion:

### 1) The influence of intrinsic motivation on work autonomy

Hypothesis 1 testing proves that intrinsic motivation has a positive and significant effect on work autonomy, which means that the higher the intrinsic motivation, the higher the work autonomy. These results confirm previous research by (Li et al. 2018) which states that intrinsic motivation, which comes from a person's internal drive to achieve personal satisfaction through their work, is often associated with increased independence and initiative in completing tasks.

In this study, the measurement of the intrinsic motivation variable is reflected through three indicators, namely Interest, Positive Attitude, and Needs. While the measurement of the

Work Autonomy variable is reflected through three indicators, namely Job Description, Policy (Discretion), Authority (Authority).

On the other hand, the indicator of the Intrinsic Motivation variable with the lowest loading value is Positive Attitude, while the indicator of the Work Autonomy variable with the lowest loading value is Job Description. These results indicate that the better the Positive Attitude of employees in working, the better the understanding and clarity of the Job Description they carry out. This means that employees who have a positive attitude find it easier to accept, understand, and adapt to the roles and responsibilities that have been set in the organization. A positive attitude also encourages employees to be more committed in carrying out their duties, so that job descriptions can be more adhered to, internalized, and applied effectively in the work environment.

## 2) The Influence of Intrinsic Motivation on HR Performance

Hypothesis 2 testing proves that intrinsic motivation has a positive and significant effect on HR performance, which means that the higher the intrinsic motivation, the higher the HR performance. These results support Djunaid's research (2023) which shows that both intrinsic and extrinsic motivation have a positive and significant correlation with performance, both partially and simultaneously.

In this study, the measurement of the intrinsic motivation variable is reflected through three indicators, namely Interest, Positive Attitude, and Needs. While the HR Performance variable is reflected through three indicators, namely Quality of work results, Quantity of work results and punctuality.

On the other hand, the indicator of the Intrinsic Motivation variable with the lowest loading value is Positive Attitude, while the indicator of the HR Performance variable with the lowest loading value is Quality of Work Results. These results indicate that the better the Positive Attitude of employees towards their work, the better the Quality of Work Results produced. This means that employees who have an optimistic outlook, an open attitude, and enthusiasm in working tend to be more committed to maintaining the quality standards of their work. A positive attitude can encourage employees to be more careful, innovative, and responsible in carrying out their duties, which will ultimately improve the quality of the output produced.

## 3) The influence of work autonomy on HR performance

Hypothesis 3 testing proves that work autonomy has a positive and significant effect on HR performance, which means that the better the work autonomy, the higher the HR performance. Several other researchers have also found a positive relationship between work autonomy and employee performance (Ahmed et al. 2020; De Clercq and Brieger 2022; Deusdedit, Michael, and Solome 2022; Kanat-maymon 2017; Malinowska et al. 2018).

The variable indicator of Work Autonomy with the highest loading value is Policy (Discretion),

while the variable indicator of HR Performance with the highest loading value is Punctuality. These results indicate that the better the implementation of policies that provide flexibility and freedom in decision making, the higher the punctuality in completing tasks. This means that policies that support work autonomy allow employees to be more independent in determining efficient steps in their work. With clear but flexible policies, employees can manage their time better, reduce bureaucratic obstacles, and increase efficiency in completing work according to the set deadline. Therefore, organizations need to ensure that the policies implemented support employee independence without reducing work accountability.

#### 4) The moderating role of supervisory support in the influence of intrinsic motivation on HR performance

In testing hypothesis 4, it is proven that the moderator variable Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance. So it can be said that good Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance, which means that when supervisory support is in high condition, it will strengthen the influence of intrinsic motivation on HR performance, conversely when supervisory support is weak, it will reduce the influence of intrinsic motivation on HR performance. Several research results show that leader support directly contributes to increased work performance (Achour et al. 2017; Le and Lei 2019; Gavin R. Slemph et al. 2018).

In this study, the measurement of the intrinsic motivation variable is reflected through three indicators, namely Interest, Positive Attitude, and Needs. While the HR Performance variable is reflected through three indicators, namely Quality of work results, Quantity of work results and punctuality.

Then, the Supervisory support variable is reflected through five indicators, namely Emotional Support, Instrumental Support, Reward Support, Informational Support, and Social Integration Support.

This finding suggests that having a high interest in work can strengthen the relationship between policies that provide flexibility in decision-making and increased timeliness in completing work. This means that when employees have a high interest in their work, they tend to take advantage of policies that provide freedom in working, thereby increasing efficiency and timeliness in completing tasks. Therefore, organizations can encourage increased HR performance by providing flexibility in work policies and creating an environment that supports the development of employee interest in their work.

The variable indicator of Intrinsic Motivation with the lowest loading value is positive attitude, which shows that although optimistic and enthusiastic attitudes in working are important, their influence on intrinsic motivation is relatively lower compared to other indicators. Meanwhile, the variable indicator of Work Autonomy with the lowest loading value is job description, which indicates that the clarity of tasks given to employees has the

smallest contribution in reflecting the level of work autonomy. On the other hand, the variable indicator of HR Performance with the lowest loading value is the quality of work results, which means that although the quality of work results is an important aspect of HR performance, other factors such as punctuality or efficiency may have a greater influence in assessing overall performance.

#### 5) The Moderating Role of Supervisory Support in the Influence of Work Autonomy on HR Performance

In testing hypothesis 4, it is proven that the moderator variable Supervisory support is able to strengthen the influence of Work Autonomy on HR performance. So it can be said that good Supervisory support is able to strengthen the influence of Work Autonomy on HR performance, which means that when supervisory support is in high condition, it will strengthen the influence of Work Autonomy on HR performance, conversely when supervisory support is weak, it will reduce the influence of Work Autonomy on HR performance. Several research results show that leader support directly contributes to increased work performance (Achour et al. 2017; Le and Lei 2019; Gavin R. Slemph et al. 2018).

The Supervisory Support variable indicator with the lowest loading value is Instrumental Support, while the Work Autonomy variable indicator with the lowest loading value is Job Description, and the HR Performance variable indicator with the lowest loading value is also the Quality of Work Results. These results indicate that instrumental support provided by leaders has an important role in strengthening the relationship between Job Description and overall work quality.

#### 4. Conclusion

The formulation of the problem in this study is "How to improve Human Resource Performance based on work autonomy and intrinsic motivation with supervisory support as a moderator". Then the answers to the research questions (Question Research) that arise in this study are as follows: Intrinsic motivation has a positive and significant effect on work autonomy, which means that the higher the intrinsic motivation, the higher the work autonomy, Intrinsic motivation has a positive and significant effect on HR performance, which means that the higher the intrinsic motivation, the higher the HR performance, Work autonomy has a positive and significant effect on HR performance, which means that the better the work autonomy, the higher the HR performance, Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance. So it can be said that good Supervisory support is able to strengthen the influence of intrinsic motivation on HR performance, Supervisory support is able to strengthen the influence of work autonomy on HR performance. So it can be said that good Supervisory support is able to strengthen the influence of autonomy on HR performance.

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