

## The Influence of Employee Empowerment on Performance with Extrinsic Motivation as a Mediator

Eva Rusia<sup>1)</sup> & Ibnu Khajar<sup>2)</sup>

<sup>1)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [evarusia.std@unissula.ac.id](mailto:evarusia.std@unissula.ac.id)

<sup>2)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [ibnukhajar@unissula.ac.id](mailto:ibnukhajar@unissula.ac.id)

**Abstract.** *This study aims to analyze the role of human resource empowerment on employee performance with extrinsic motivation as a mediator. The type of research used is explanatory research with a quantitative approach. The population in this study consists of all human resources in the HR Bureau of the Kepulauan Riau Police, totaling 73 personnel, and the sampling technique used is census sampling, so the sample consists of all personnel. Data were collected using a closed-ended questionnaire with a statement interval of 1-5, ranging from "Strongly Disagree" (STS) to "Strongly Agree" (SS). Data analysis was conducted using Partial Least Squares (PLS). The results of this study show that human resource empowerment has a positive and significant effect on both extrinsic motivation and employee performance. These findings indicate that the more effective the empowerment efforts, the higher the motivation and performance of employees. In addition, extrinsic motivation was found to positively and significantly contribute to employee performance, showing that external factors play an important role in improving work productivity.*

**Keywords:** *employee performance; extrinsic motivation; human resource empowerment*

### 1. Introduction

Human resources are the most strategic resources owned by an organization, although the importance of other resources such as capital, machines, time, energy, information, and others is still recognized. Human resources (Hidayani, 2016). One of the institutions that has a fairly wide range of resources is the Polri institution. The Polri institution, or the Republic of Indonesia National Police, has a broad role in providing a sense of security to the state, society, and property from various threats such as crime and natural disasters. (Gaussyah, 2012). The Indonesian National Police, in accordance with Law No. 22 of 1999 concerning Regional Autonomy and Law No. 25 of 1999 concerning Fiscal Balance, has an important

responsibility in managing human resources, especially Indonesian National Police employees, so that all applicable regulations can run smoothly. The complexity of bureaucratic performance in Indonesia is currently a challenge, and limited resources cause the government's slow response to the wishes of the community. (Muradi, 2018).

The police apparatus is faced with the demands to implement good governance, where transparency and accountability in bureaucratic performance are the main focus. The Revitalization Framework implemented involves strengthening institutions, creative breakthroughs, and increasing integrity (Mabes Polri, 2010). Polri Human Resources are a key asset in realizing bureaucratic reform and achieving the objectives of Law of the Republic of Indonesia Number 2 of 2002 concerning the National Police of the Republic of Indonesia. The quality and excellence of human resources are the foundation in building national competitiveness. In this context, Polri needs to prepare itself to become an institution that has reliable competence, with professional, moral, and modern members.

Since the introduction of bureaucratic reform in departments/agencies, the government has continued to carry out reforms to support the performance-based state apparatus management program. (Fitriawan & Fitriati, 2020). The need for performance-based membership management is recognized as a response to the demands of the challenging and competitive era of globalization. Therefore, the characteristics expected of government officials involve high skills and expertise, broad insight and knowledge, talent and potential, personality and work motives, and high morals and work ethics. (Muradi, 2018). However, the facts that emerge show that the government's performance, especially in the police, is often considered unprofessional and not yet performance-based (output-oriented) by some people. Therefore, many bureaucratic observers encourage the government to emphasize the management of government apparatus human resources with performance-based membership management.

The police's ability to accommodate government activities, public services and development is measured from the human resources aspect. (Tri Brata & Nashar, 2022). According to Nanzushi (2015: 2), employee performance is influenced by work environment factors, work motivation, and job satisfaction. (Sudibya & Utama, 2012). Job satisfaction becomes a strategic issue because dissatisfaction can result in less than optimal work results, with low quality and unachieved targets. (Hussain & Mohamed, 2011; Soleman et al., 2020). Therefore, organizations need to focus on efforts to improve job satisfaction to prevent decline.

Employee empowerment has become one of the important strategies in human resource management in various organizations. Empowerment not only focuses on improving employee skills and knowledge, but also on providing responsibility, autonomy, and opportunities to contribute to decision-making. This is expected to increase employee ownership and commitment to the organization. Empowerment refers to the delegation of decision-making authority in a particular operational domain without the need for approval

from other parties. (Larasati Ahluwalia, 2020). Empowerment is a form of employee involvement that has important meaning. (Deni et al., 2019; Michigan, 1995). The process of empowering individuals involves moving them from a position of simply following instructions to one that provides the opportunity for greater responsibility. (MA Islam et al., 2018).

Research related to empowerment on performance still opens up a research gap by leaving some controversies in the results. Among them is the research findings by Baird highlighting the importance of increasing employee empowerment and improving performance quality. (Baird et al., 2020). However, these results differ from the findings that employee empowerment has a positive but insignificant impact on employee performance. (Ratri Nugrahaningsih, 2021). Based on the description above, this study attempts to bridge the gap through extrinsic motivation and job satisfaction. As previously stated, the level of work motivation has a significant impact on HR performance. (Bundtzen, 2020).

Motivation is an internal factor that influences how much employees strive to achieve organizational goals. When employees feel empowered, they tend to have a greater drive to perform well and achieve desired results. On the other hand, job satisfaction plays an important role in ensuring that employees feel valued and satisfied with their work, which in turn can improve their performance. The relationship between empowerment, motivation, and job satisfaction in influencing employee performance is an interesting aspect to study, because organizations that successfully manage these factors tend to have more productive and committed employees.

Intrinsic motivation is a drive that arises as a result of the desire to fulfill unmet needs. (P.-Y. Oud eyer & Kaplan, 2013). Intrinsic motivation occurs when a person engages in a task for its own enjoyment, because the task is interesting and enjoyable as the work itself, with self-set task goals, for self-satisfaction including the work environment, the quality of coworkers, ability, and freedom and creativity to achieve one's desires. (PY Oud eyer & Kaplan, 2009). Human resources, especially workers, require continuous motivation to carry out their work effectively and efficiently. (PY Oud eyer et al., 2016). Without motivation, an employee will feel less motivated to complete a task and will be easily tempted to give up. (Huang, 2015).

Based on the phenomenon and research gap, a new variable is added, namely motivation as a solution to the existing research gap. The title of the research is Performance Improvement based on Empowerment mediated by Motivation. This study aims to analyze the role of HR empowerment on HR performance with extrinsic motivation as a mediator.

### **Empowerment**

"Empowerment" is a process in which one or more people are given the opportunity to think, speak, act and make decisions related to their work. (Larasati Ahluwalia, 2020). According to Nyoman Rasmen et al (2021) Empowerment is a process in which leaders play a

role in helping subordinates so that they can understand and use the power needed in making decisions regarding their work conditions and personal situations.

Employee empowerment is defined as the ways in which organizations provide employees with a certain level of autonomy and control in their day-to-day activities. (MA Islam et al., 2018). Employee empowerment refers to the authority and freedom that a company gives to its employees to make decisions and take the steps necessary to achieve goals. (Baird et al., 2020). Giving employees more control over their work is the best way to optimize their performance and provide benefits to the organization. (Nykodym et al., 2011).

Empowerment is concluded as a series of activities aimed at encouraging and giving confidence to employees to improve their potential. The role of leaders is very important in ensuring that the empowerment process runs effectively. The Employee Empowerment variable is measured by four indicators, namely competence, meaningful, self-determination, and impact. (Conger & Kanungo, 1988).

The results of previous research show that empowerment has a direct positive and significant effect on work motivation in Indonesian Army Polytechnic soldiers. (Supriyono, 2020). Empowerment has a significant positive effect on employee performance and work motivation. (Anuraga et al., 2017). Likewise, several other studies have stated the same results, namely that there is a direct and positive influence of empowerment on work motivation. (Siringoringo et al., 2023). So the hypothesis that is put forward is:

H1: The higher the empowerment of personnel, the higher the extrinsic motivation.

The results of research conducted by Anuraga et al (2017) found a significant positive influence of empowerment on employee performance. According to Endah (2020) Employee empowerment is a process that not only encourages employees but also management to maximize the use of their skills and expertise. Siringoringo et al., (2023) revealed that empowering employees can have a positive impact on their performance, where effective empowerment will improve employee performance. Minh Hieu (2022) defines employee empowerment as a process that not only encourages employees, but also encourages management to maximize the use of employee skills and expertise.

### **Extrinsic Motivation**

Work motivation is a series of internal and external forces that cause workers to choose how to act and lead to certain behaviors. (Van Den Broeck et al., 2021). Motivation is often used to predict behavior. (Ondabu, 2014). Because of the large variation between individuals, motivation often must be combined with the abilities and environmental factors that influence employee behavior and performance. (Andersen et al., 2018).

The most basic difference lies in intrinsic motivation, which refers to doing something because it is intrinsically interesting or enjoyable. (Gkorezis & Kastritsi, 2017; Sansone & Tang, 2019), whereas extrinsic motivation, which refers to doing something because it leads

to a separable outcome (Locke & Schattke, 2019). Intrinsic motivation comes from within, while extrinsic motivation arises from external factors. (P.-Y. Oudeyer & Kaplan, 2013). When someone has intrinsic motivation, they engage in an activity because they enjoy it and get personal satisfaction from doing it. Someone with extrinsic motivation will do something with the aim of getting external rewards. (Hennessey et al., 2015). Extrinsic motivation is defined as the motivation to participate in an activity based on achieving external goals, gaining praise and approval, winning competitions, or receiving awards or payments. (Locke & Schattke, 2019). Extrinsic motivation involves doing something because you want to get a reward or avoid punishment. (Fishbach & Woolley, 2022).

So it can be concluded that extrinsic motivation is the drive to participate in an activity based on achieving external goals, gaining praise and approval, winning competitions, or receiving awards or payments. Indicators of extrinsic motivation are: external regulation, introjected regulation, identification, and integrated regulation. (Mercader-Rubio et al., 2022).

Intrinsically motivated employees will enjoy work that allows them to use creativity and innovation, work with a high degree of autonomy, and do not need to be closely monitored. (Sitopu et al., 2021). By providing work motivation, it is hoped that employee performance can be improved. (Homecoming, 2021). This is in accordance with the results of research by (Alex Acquah et al., 2021; Ali & Anwar, 2021; Anastasya Sinambela, 2021; Hamid et al., 2021; Nilasari et al., 2021; Yanti et al., 2021) which states that intrinsic motivation affects employee performance.

## **2. Research Methods**

The type of research that used This research is an associative type of explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2018). In this case, it is to test the influence of HR empowerment, extrinsic motivation, job satisfaction and HR performance. In this study, the population in question is all HR in the HR Bureau of the Riau Islands Regional Police as many as 73 personnel. The sampling technique used is the saturated sampling technique or census which is a sampling method in which the entire population or all elements in a population are included in the research or survey. So in this study the sample in question is all HR in the HR Bureau of the Riau Islands Regional Police as many as 73 personnel.

## **3. Results and Discussion**

This study used respondents from all personnel at the Riau Islands Police Human Resources Bureau Office totaling 73 personnel. The description of the characteristics of the research respondents shows that the majority of respondents are male, based on the data on the characteristics of respondents by age, the majority of respondents are in the age range of 20-30 years, have a Bachelor's degree (S1), and the majority have a work period of between 0-10 years.

The data analysis process of this study was then carried out using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. As explained by Ghazali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test the predictive relationship between constructs by seeing whether there is an influence or relationship between the constructs. The measurement model test (outer model) shows how the manifest variable or observed variable presents the latent variable to be measured. The measurement model evaluation is carried out to test the validity and reliability of the model. The validity criteria are measured by convergent and discriminant validity, while the construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

Evaluation of convergent validity on each latent variable can be presented in the outer loading value section which describes the strength of the indicator in explaining the latent variable. The results of the convergent validity test can be presented as follows:

Table 1 Indicator Factor Loading Values

| Code                        | Indicator                | Outer loading | Information |
|-----------------------------|--------------------------|---------------|-------------|
| Empowerment                 |                          |               |             |
| X11                         | Competence               | 0.755         | Valid       |
| X12                         | Meaningfull              | 0.921         | Valid       |
| X13                         | Self-determination       | 0.923         | Valid       |
| X14                         | Impact                   | 0.853         | Valid       |
| <i>Extrinsic Motivation</i> |                          |               |             |
| Y11                         | External regulation      | 0.861         | Valid       |
| Y12                         | Introjected regulation   | 0.928         | Valid       |
| Y13                         | Identification           | 0.909         | Valid       |
| Y14                         | Integrated regulation    | 0.917         | Valid       |
| HR Performance              |                          |               |             |
| Y21                         | Quality of work results  | 0.856         | Valid       |
| Y22                         | Quantity of work results | 0.857         | Valid       |
| Y23                         | Punctuality              | 0.805         | Valid       |

The table above shows the magnitude of the loading factor for each indicator for each variable. which is being researched is above 0.700. Based on the result stesting convergent validity on each variable, canIt is said that all indicators used in this research model are declared valid, so they can be used as a measure for the variables used in this research.

For discriminant validity testing, it is done in three ways, namely: 1) looking at the Fornell Lacker Criterion criteria which are known from the size of the square root of average variance extracted (AVE) or the root of AVE, 2) looking at the Heterotrait-Monotrait Ratio value. (HTMT), and 3) checking cross loading. The test results on each variable can be explained as follows:



Table 2 Values Fornell Lacker Criterion

|                            | HR Performance | Extrinsic motivation | Human Resource Empowerment |
|----------------------------|----------------|----------------------|----------------------------|
| HR Performance             | 0.864          |                      |                            |
| Extrinsic motivation       | 0.603          | 0.904                |                            |
| Human Resource Empowerment | 0.541          | 0.497                | 0.866                      |

Note: The values in bold are the AVE root values.

It can be seen that the AVE root value is higher than the correlation value between other constructs, indicating that the constructs in the estimated model meet the criteria of high discriminant validity, meaning that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop and the AVE root value has a greater value than the correlation value between constructs. Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion is carried out by looking at the HTMT matrix.

Table 3 Values Discriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

|                            | HR Performance | Extrinsic motivation | Human Resource Empowerment |
|----------------------------|----------------|----------------------|----------------------------|
| HR Performance             |                |                      |                            |
| Extrinsic motivation       | 0.684          |                      |                            |
| Human Resource Empowerment | 0.609          | 0.539                |                            |

Source: Processed primary data (2024)

Table 3 shows that none of the values in the HTMT matrix exceed 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. Analysis of cross loading is carried out to see the magnitude of the correlation of indicators with latent constructs.

Table 4 Correlation Values of Constructs with Indicators (Cross Loading)

|      | HR Performance | Extrinsic motivation | Human Resource Empowerment |
|------|----------------|----------------------|----------------------------|
| X1_1 | 0.284          | 0.348                | 0.755                      |
| X1_2 | 0.564          | 0.475                | 0.921                      |
| X1_3 | 0.504          | 0.467                | 0.923                      |
| X1_4 | 0.466          | 0.414                | 0.853                      |
| Y1_1 | 0.585          | 0.861                | 0.493                      |
| Y1_2 | 0.552          | 0.928                | 0.463                      |
| Y1_3 | 0.490          | 0.909                | 0.400                      |
| Y1_4 | 0.543          | 0.917                | 0.430                      |
| Y2_1 | 0.761          | 0.505                | 0.529                      |
| Y2_2 | 0.902          | 0.500                | 0.424                      |
| Y2_3 | 0.922          | 0.549                | 0.437                      |

From table 4, it can be concluded that all constructs in the estimated model meet the criteria of high discriminant validity, as shown by the results of data processing displayed in

the cross-loading table. On this basis, the results of data analysis can be accepted that the data has good discriminant validity.

Reliability testing is carried out to prove accuracy, consistency and precision. instrument in measuring constructs. In Structural Equation Modeling based on Partial Least Squares (SEM-PLS), reliability and construct validity tests are important steps to ensure that the instruments used in the study actually measure what they are supposed to measure. Three main indicators commonly used to test reliability and construct validity are Cronbach's alpha, composite reliability, and AVE.

Table 5 Reliability Test Results

|                            | Cronbach's alpha | Composite reliability (rho_c) | Average variance extracted (AVE) |
|----------------------------|------------------|-------------------------------|----------------------------------|
| HR Performance             | 0.827            | 0.898                         | 0.747                            |
| Extrinsic motivation       | 0.925            | 0.947                         | 0.817                            |
| Human Resource Empowerment | 0.888            | 0.922                         | 0.749                            |

Source: Smart PLS 4.1.0 data processing (2024)

The results of the reliability test of each structure are shown in the table above. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value (*Composite reliability*) 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. According to the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

The Goodness of Fit (GoF) criterion is used to assess the structural model as well as the measurement model. The table below shows the results of the determination coefficient (R<sup>2</sup>) calculation for both endogenous variables.

Table 6 Value of Determination Coefficient (R-Square)

|                      | R-square | R-square adjusted |
|----------------------|----------|-------------------|
| HR Performance       | 0.441    | 0.425             |
| Extrinsic motivation | 0.247    | 0.237             |

Source: Smart PLS 4.1.0 data processing (2024)

Table 6 above shows the determination coefficient (R-square) value obtained in the HR Performance variable model of 0.441. This value can be interpreted that the HR Performance variable can be explained by the HR Empowerment and Extrinsic Motivation variables by 44.1%, while the remaining 55.9% is obtained from the influence of other



variables not included in this research model. The determination coefficient (R-square) in the Extrinsic Motivation variable model is 0.247. This means that Extrinsic Motivation can be influenced by HR Empowerment by 24.7% and the remaining 75.3% is obtained by the influence of other variables not included in this research model.

Inner model analysis in PLS is a structural model analysis to see how the relationship between research variables. In this case, data processing is used with the help of SmartPLS v4.1.0 software. The results of the data processing are shown in the following figure:

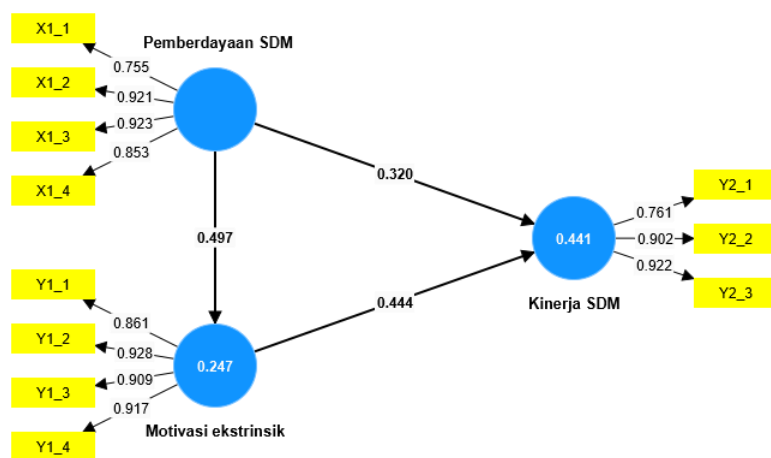


Figure 4.1.

### SEM-PLS Inner Model

In this section, the results of the hypothesis testing conducted in the previous chapter are presented. To determine the acceptance of the hypothesis, a comparison can be made between t-count and t-table, assuming that t-count is greater than t-table. The t-table value for a significance level of 5% is 1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

Table 7 Path Coefficients

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Extrinsic motivation -> HR performance                   | 0.444               | 0.448           | 0.116                      | 3,819                    | 0.000    |
| Human Resource Empowerment -> Human Resource Performance | 0.320               | 0.318           | 0.124                      | 2,574                    | 0.010    |
| Human Resource Empowerment -> Extrinsic Motivation       | 0.497               | 0.500           | 0.095                      | 5.238                    | 0.000    |

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of HR Empowerment on extrinsic motivation, which was 0.497. The results provide evidence that HR Empowerment has a positive influence on

extrinsic motivation. The results of the t-test strengthen these findings, where it is known that the magnitude of the t-count (5.238) is greater than the t-table (1.96) with p (0.000) less than 0.05. Thus, it can be concluded that HR Empowerment has a positive and significant effect on extrinsic motivation. This result means that the better the HR Empowerment, the more extrinsic motivation will tend to increase. On this basis, the first hypothesis proposed in this study, namely "The higher the HR empowerment, the higher the extrinsic motivation" can be accepted. The results of this study confirm previous research, namely that there is a direct and positive influence of Empowerment on work motivation (Siringoringo et al., 2023).

The measurement results of the Human Resource Empowerment (HR) variable show that the Self-determination indicator has the highest outer loading value, while in the Extrinsic Motivation variable, the Introjected regulation indicator has the highest outer loading value. This indicates that the higher the level of Self-determination an individual has, the stronger its influence on Introjected regulation. This means that individuals who have the ability to determine goals and directions independently tend to have greater motivation to carry out activities, even though external influences remain. This motivation is related to efforts to meet expectations that come from within, even though they are still influenced by external factors.

On the other hand, the measurement results of the HR Empowerment variable show that the Competence indicator has the lowest outer loading value, while in the Extrinsic Motivation variable, the External Regulation indicator shows the lowest outer loading value. This finding shows that the better the competence of an individual, the greater the external regulation he or she receives. This means that individuals who have better competence tend to be more receptive and adaptable to external influences, such as directions or regulations that come from outside themselves. However, although this external regulation plays an important role, the level of acceptance and impact will be more optimal if individual competence continues to be improved.

The second hypothesis test was conducted by looking at HR empowerment as having a significant influence on HR performance. The estimated coefficient value (original sample estimate) of the influence of HR Empowerment on HR Performance is 0.320. This result provides evidence that HR Empowerment has a positive influence on HR Performance. The results of the t-test strengthen these findings, where the magnitude of the t-count (2,574) more than t-table (1.96) with p (0.010) smaller than 0.05. The conclusion of the test is that HR Empowerment positively and significantly affects HR Performance. This result means that the better HR Empowerment, the higher HR Performance will tend to be. On this basis, the second hypothesis proposed in this study, namely "The better HR empowerment, the better HR performance" can be accepted. The results of this study confirm previous research, namely Siringoringo et al., (2023) revealed that empowering employees can have a positive impact on their performance.

The measurement results on the HR Empowerment variable show that the indicator with the highest outer loading value is Self-determination, while on the HR Performance variable, the indicator with the highest outer loading value is Quantity of work results. This finding indicates that the higher the level of self-determination of an individual, the better the quantity of work results that can be achieved. In other words, individuals who have a high level of self-determination tend to be better able to manage themselves to achieve more and quality work results. On the other hand, the measurement results on the HR Empowerment variable show that the indicator with the lowest outer loading value is Competence, while on the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. This shows that increasing individual competence will have a positive impact on increasing punctuality in completing tasks or work. This means that the higher the level of competence possessed by an individual, the better their ability to complete work according to a predetermined schedule.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample estimate) of the influence of Extrinsic Motivation on HR Performance, which was 0.443. This result provides evidence that Extrinsic Motivation has a positive influence on HR Performance. The results of the t-test strengthen these findings, where the magnitude of the t-count (3,819) more than t-table (1.96) with p (0.000) smaller than 0.05. The conclusion of the test is that Extrinsic Motivation positively and significantly affects HR Performance. This result means that if Extrinsic Motivation is better, HR Performance will tend to increase. On this basis, the third hypothesis proposed in this study, namely 'The higher the extrinsic motivation, the higher the HR performance' can be accepted. The results of this study confirm previous research, namely by (Alex Acquah et al., 2021; Ali & Anwar, 2021; Anastasya Sinambela, 2021; Hamid et al., 2021; Nilasari et al., 2021; Yanti et al., 2021) which states that intrinsic motivation influences employee performance.

The measurement results on the extrinsic motivation variable show that the Introjected regulation indicator has the highest outer loading value. While in the HR performance variable, the Quantity of work results indicator recorded the highest outer loading value. This finding shows that the better the Introjected regulation is applied, the higher the quantity of work results that can be achieved. In other words, extrinsic motivation that comes from internal pressure or motivation, such as the feeling of having to meet certain expectations or standards, can increase productivity and the amount of work produced by individuals. This indicates that better self-regulation in dealing with external motivation can encourage individuals to work more and produce greater output.

On the other hand, the measurement results on the extrinsic motivation variable show that the External regulation indicator has the lowest outer loading value. Likewise, in the HR performance variable, the Punctuality indicator recorded the lowest outer loading value. This finding shows that the better the External regulation, the higher the punctuality in completing work. This means that although External regulation focuses on motivation that comes from external factors, such as rewards or punishments from external parties, the

application of this motivation can contribute to increasing punctuality in completing tasks. This indicates that although external influences often focus on control and instructions, they can still help individuals meet deadlines and produce work on time.

Indirect effect testing is conducted to see the influence given by an exogenous variable (HR Empowerment) on the endogenous variable (HR Performance) through an intervening variable, namely the Extrinsic Motivation variable. The results of the indirect effect test from the calculation results with smartPLS can be presented in the following table.

Table 8 Results of Indirect Effect Test

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Human Resource Empowerment -> Extrinsic Motivation -> Human Resource Performance | 0.221               | 0.228           | 0.084                      | 2.626                    | 0.009    |

Source: Results of data processing with Smart PLS 4.1.0 (2024)

The mediation effect of Extrinsic Motivation in relation to the variable of Human Resource Empowerment on Human Resource Performance is known to be 0.221. The results of the indirect effect test produced a t-count of 2.262 ( $t > 1.96$ ) with  $p = 0.009 < 0.05$ . The conclusion of the test is that Extrinsic Motivation mediates the effect of Human Resource Empowerment on Human Resource Performance. This means that organizational support felt by members will increase Extrinsic Motivation, which will then contribute to improving overall Human Resource Performance.

#### 4. Conclusion

This study aims to analyze the role of human resource empowerment on human resource performance with extrinsic motivation as a mediator. This study shows that human resource empowerment has a positive and significant effect on both extrinsic motivation and human resource performance. This indicates that the more effective the empowerment efforts made, the more it will encourage increased employee motivation and performance. In addition, extrinsic motivation has also been shown to provide a positive and significant contribution to human resource performance, which shows that encouragement from external factors plays a role in increasing work productivity. Extrinsic motivation has been shown to act as a mediating variable in the relationship between human resource empowerment and HR performance. This means that the empowerment provided by the organization to employees is able to increase motivation that comes from external factors, such as awards, incentives, or recognition. This increase in motivation then contributes to improving overall HR performance, so that the empowerment process not only has a direct impact, but also strengthens performance through increasing employee extrinsic motivation. Human resource empowerment has been shown to have a significant positive effect on extrinsic motivation, indicating that empowered individuals, with the ability to

determine goals and direction independently, tend to have greater motivation to carry out activities. Although external influences remain, more empowered individuals are better able to direct themselves to achieve goals, which are related to efforts to meet internal expectations that come from within, although still influenced by external factors. This finding supports the theory of human resource empowerment which emphasizes the importance of autonomy and internal influences in shaping individual work motivation. Human resource empowerment also has a positive influence on human resource performance. The higher the level of individual self-determination, the better the quantity of work results that can be achieved. This shows that individuals with a high level of self-determination tend to be better able to manage themselves to achieve more and quality work results. Increasing individual competence also contributes to increasing timeliness in completing tasks. Thus, human resource empowerment not only affects individual motivation but also plays an important role in improving work performance through competency development and strengthening self-regulation. Regarding the role of Extrinsic Motivation in improving HR performance. The application of Introjected regulation, which focuses on internal pressure or encouragement to meet certain expectations or standards, can increase productivity and the amount of work produced by individuals. This shows that good self-regulation in the face of external encouragement can encourage individuals to work more and produce greater output. Meanwhile, External regulation, which focuses on motivation derived from external factors such as rewards or punishments, contributes to increased punctuality in completing work. Although external influences often focus on control and instruction, the application of this extrinsic motivation is still effective in helping individuals meet deadlines and produce work on schedule.

## 5. References

### Journals:

- Anuraga, I. P. M., Desak Ketut Sintaasih, & I. Gede Riana. (2017). PENGARUH KEPEMIMPINAN DAN PEMBERDAYAAN TERHADAP MOTIVASI DAN KINERJA PEGAWAI. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(9), 3291–3324.
- Aureli, S., & Del Baldo, M. (2019). Performance measurement in the networked context of convention and visitors bureaus (CVBs). *Annals of Tourism Research*, 75(April 2018), 92–105. <https://doi.org/10.1016/j.annals.2018.12.004>
- Bernardin, H. J., & Russel, J. E. A. (2013). *Human resource management (An Experimental Approach International Edition)*. Mc. Graw-Hill Inc. Singapore.
- Bundtzen, H. (2020). Adapting Herzberg's Motivation-Hygiene Theory to a VUCA World-A Repertory Grid Study. *European Journal of Economics and Business Studies*, 3(3),
- Endah, K. (2020). Pemberdayaan Masyarakat : Menggali Potensi. *Jurnal MODERAT*, 6, 135–143.

- Fitriawan, M., & Fitriati, R. (2020). Improving Polri Performance Management Online Practices In Polrestabes Surabaya East Java. <https://doi.org/10.4108/eai.30-10-2019.2299339>
- Furlich, S. (2016). Understanding employee motivation through managerial communication using Expectancy-Valence Theory. *Journal of Integrated Social Sciences*, 6(1), 17–37.
- Gillespie, M. A., Balzer, W. K., Brodke, M. H., Garza, M., Gerbec, E. N., Gillespie, J. Z., Gopalkrishnan, P., Lengyel, J. S., Sliter, K. A., Sliter, M. T., Withrow, S. A., & Yugo, J. E. (2016). Normative measurement of job satisfaction in the US. *Journal of Managerial Psychology*, 31(2), 516–536. <https://doi.org/10.1108/JMP-07-2014-0223>
- Gkorezis, P., & Kastritsi, A. (2017). Employee expectations and intrinsic motivation: work-related boredom as a mediator. *Employee Relations*, 39(1), 100–111. <https://doi.org/10.1108/ER-02-2016-0025>
- Huang, Y. (2015). Impact of Intrinsic Motivation on Organizational Commitment: Empirical Evidences From China. *International Business and Management*, 11(3), 31–44. <https://doi.org/10.3968/7723>
- Hussain, A., & Mohamed, R. (2011). JOB SATISFACTION: A LITERATURE REVIEW. *Management Research and Practice*, 3(4), 77–86.
- Islam, M. A., Jantan, A. H., Rahman, M. A., Hamid, A. B. A., Mahmud, F. B., & Hoque, A. (2018). Leadership Styles for Employee Empowerment: Malaysian Retail Industry. *Journal of Management Research*, 10(4), 27. <https://doi.org/10.5296/jmr.v10i4.13568>
- Islam, R., & Ismail, A. Z. H. (2008). Employee motivation: A Malaysian perspective. *International Journal of Commerce and Management*, 18(4), 344–362. <https://doi.org/10.1108/10569210810921960>
- Larasati Ahluwalia. (2020). EMPOWERMENTLEADERSHIP AND PERFORMANCE: ANTECEDENTS. *Jurnal TECHNOBIZ*, 3(2), 35–49.
- 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>
- Morris, L. S., Grehl, M. M., Rutter, S. B., Mehta, M., & Westwater, M. L. (2022). On what motivates us: A detailed review of intrinsic v. extrinsic motivation. *Psychological Medicine*, 52(10), 1801–1816. <https://doi.org/10.1017/S0033291722001611>



- Mulang, H. (2021). The Effect of Competences, Work Motivation, Learning Environment on Human Resource Performance. *Golden Ratio of Human Resource Management*, 1(2), 84–93. <https://doi.org/10.52970/grhrm.v1i2.52>
- Nykodym, N., Simonetti, J. L., Nielsen, W. R., & Welling, B. (2011). Empowerment in Organizations.
- Nyoman Rasmen, A., Made, M., & Made, S. (2021). Green Employee Empowerment? Driving and Inhibiting Factors for Green Employee Performance. *Nengah Dasi ASTAWA / Journal of Asian Finance*, 8(5), 293–302. <https://doi.org/10.13106/jafeb.2021.vol8.no5.0293>
- Oudeyer, P. Y., & Kaplan, F. (2009). What is intrinsic motivation? A typology of computational approaches. *Frontiers in Neurorobotics*, 3(NOV). <https://doi.org/10.3389/neuro.12.006.2007>
- Oudeyer, P.-Y., & Kaplan, F. (2013). How can we define intrinsic motivation? 8th International Conference on Epigenetic Robotics: Modeling Cognitive Development in Robotic Systems, Lund University Cognitive Studies, 1–10.
- Ratri Nugrahaningsih, et. al. (2021). Effect of Organizational Commitment and Employee Empowerment and Reward and Punishment of Motivation Bpjs Services and Performance of Employees in Hospital Abdul Wahab Sjahranie Samarinda, Indonesia. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(13), 4301–4314. <https://turcomat.org/index.php/turkbilmater/article/view/9447>
- Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, 30, 20–32. <https://doi.org/10.1016/j.jretconser.2015.12.003>
- Sudibya, I. G. A., & Utama, I. W. M. (2012). Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, Dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai Di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali. *Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 6(2), 173–184.
- Taheri, R. H., Miah, Md. S., & Kamaruzzaman, Md. (2020). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6). <https://doi.org/10.24018/ejbmr.2020.5.6.643>
- 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.

Yanti, S., Arafat, Y., & Wahidy, A. (2021). The Influence of Leadership and Motivation on Teacher Work Performance. *Proceedings of the International Conference on Education Universitas PGRI Palembang (INCoEPP 2021)*, 565(Ancosh 2020), 293–296. <https://doi.org/10.2991/assehr.k.210716.225>

### Books:

Hidayani, S. (2016). *Manajemen Sumber Daya Manusia*. Manajemen Sumber Daya Manusia, 2008(Apr-2016), 1–86.

Muradi, M. (2018). Urgensi Peran Profesionalisme Polri dalam Praktik Demokrasi Lokal. 12(April).

Robbins, S. P. (2002). *The truth about managing people--and nothing but the truth*. FT Press.

Robbins, S. P., & Judge, T. A. (2007). *Organization behaviour*. In *Organization behaviour*. Pearson/Prentice Hall.

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson education limited.

Saadiah, H., Saad, M., & Mohamad, D. B. (2014). *Pembinaan Instrumen Kepuasan Kerja Menurut Perspektif Islam: Kajian Dalam Kalangan Guru Pendidikan Islam*.

Supriyono, S. (2020). Pengaruh Pelatihan Dan Pemberdayaan Melalui Motivasi Kerja Terhadap Kinerja Pada Prajurit TNI Di Politeknik Angkatan Darat. *Ejournal.Unigamalang.Ac.Id*, 88–99.

Tri Brata, J., & Nashar, A. (2022). Visi Presisi POLRI dan Budaya Kerja Pada Kepolisian Resort Konawe Selatan. *Indonesian Annual Conference Series*, 51–56.