

HR Performance Development Based on HR Career Development and Extrinsic-Intrinsic Motivation

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Abstract. *This study aims to determine and analyze the influence of career development on intrinsic motivation, extrinsic motivation, and human resource (HR) performance. In addition, this study also analyzes the influence of intrinsic motivation and extrinsic motivation on HR performance. The type of research used is explanatory research, which aims to explain the causal relationship between the variables studied. The population in this study were all HR at the Tanjung Emas Customs and Excise Supervision and Service Office, totaling 253 people. The research sample consisted of 155 respondents selected using non-probability sampling techniques with the convenience sampling method. Data were collected through a questionnaire with a Likert scale, and data analysis was carried out using the Partial Least Square (PLS) method. The results of the study indicate that career development has a positive and significant influence on intrinsic motivation, extrinsic motivation, and HR performance. In addition, intrinsic motivation and extrinsic motivation also have a positive and significant influence on HR performance. These findings confirm that good career development can increase work motivation, both intrinsic and extrinsic, which ultimately has a positive impact on improving HR performance. The implications of this study indicate that organizations need to pay more attention to career development strategies, reward systems, and motivational factors to improve employee productivity and performance.*

Keywords: *Career; Development; Extrinsic Motivation; HR Performance; Intrinsic Motivation.*

1. Introduction

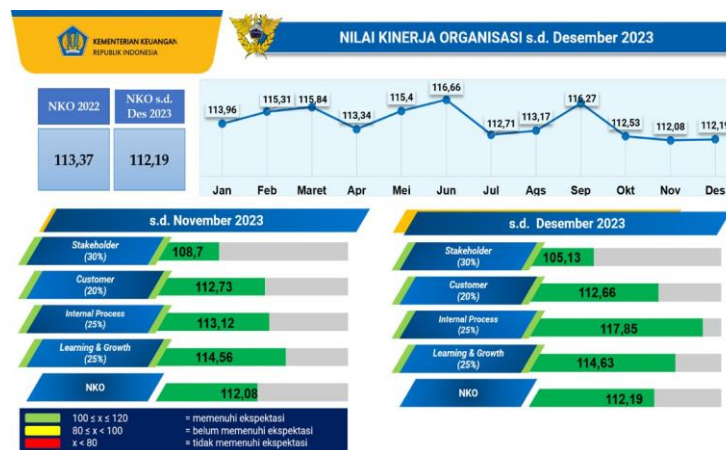
The importance of human resource management in an organization cannot be underestimated. Human resources are the main pillar that supports the success of an institution. Success in managing employees not only impacts the performance and profitability of the organization, but also its survival (Hongal & Kinange, 2020). Leaders must understand that to improve performance and productivity, employees need to be actively involved. They are not only the main determinants in implementing change, but also have a significant role in planning the change. The Customs and Excise Supervision and Service Office (KPPBC) is one of the institutions under the Ministry of Finance that is responsible for managing customs and excise affairs in Indonesia. KPPBC plays an important role in supervising the flow of import and export goods, as well as state revenues from the excise sector. The main functions of KPPBC include collecting import and export duties, supervising export-import activities, controlling restricted goods, and enforcing the law in the case of customs and excise violations.

HR at KPPBC has a diverse scope of work, depending on their respective positions and specific tasks. They are responsible for supervision activities at sea and air ports, conducting physical inspections of goods, and supervising customs documents. In addition, KPPBC employees are also involved in risk analysis, tariff determination, and the implementation of customs and excise regulations in accordance with applicable regulations. In terms of excise, KPPBC HR supervises the production, distribution, and consumption of excise-imposed goods, such as alcoholic beverages, tobacco, and other industrial products. The regulations that form the basis for KPPBC operations are Law Number 17 of 2006 concerning Amendments to Law Number 10 of 1995 concerning Customs, which regulates the duties and authorities in customs management, and Law Number 39 of 2007 concerning Excise, which regulates the application of excise on certain goods. In addition, KPPBC is also guided by the Regulation of the Minister of Finance, such as Regulation of the Minister of Finance Number 213/PMK.04/2016 concerning Customs Procedures in the Export Sector, which provides a framework for the implementation of customs duties in exports.

With extensive and diverse tasks, KPPBC HR is required to have high competence in terms of regulatory compliance, analytical skills, and integrity in maintaining state revenues and supervising cross-border goods flows. Their duties not only cover administrative aspects, but also physical supervision in the field and law enforcement in cases of violations of customs and excise provisions. Facing the era of globalization and increasingly tight business competition, the development of human resource (HR) performance is one of the key factors that determines the success of an organization (Sakban et al., 2019). Optimal HR performance

does not only depend on the skills and knowledge possessed by employees, but is also influenced by motivation and career development.structured (Suci et al., 2023).

Figure 1. Organizational Performance Value (NKO)



The decline in the Organizational Performance Value (NKO) at KPPBC TMP Tanjung Emas from 113.37 in 2022 to 112.19 in 2023, although it looks small, reflects a potentially significant decline in HR performance.

Relevant regulations for HR performance management at KPPBC also include the Regulation of the Minister of Finance Number 192/PMK.01/2018 concerning Employee Performance Management within the Ministry of Finance, which regulates the assessment system and performance indicators that must be met by employees under the Ministry of Finance, including at KPPBC. One approach that can be used to improve HR performance is to develop HR careers (Wau & Purwanto, 2021). Career development is a systematic and ongoing process that aims to help employees develop their potential to the maximum, improve skills, and prepare them for greater responsibilities in the future (Shaito, 2019). Good career development can increase employee job satisfaction, loyalty, and commitment to the organization (Fouad et al., 2023). Career development, according to (Mangkunegara, 2015) is a series of activities that help employees plan their future careers in the company so that they and the company can achieve their maximum potential. Therefore, employee career development is an effort to adapt to changes and progress in the organization, which is important for management to evaluate performance and plan future goals. Career development is a challenge for senior managers who interact directly with employees to create a reliable workforce, so that public trust and satisfaction can be achieved (Shirmohammadi et al., 2021).

Extrinsic and intrinsic motivation play an important role in influencing employee performance (Hashiguchi et al., 2021). Extrinsic motivation involves external factors such as salary, bonuses, promotions, and recognition, which can spur employees to work harder and achieve organizational goals (Locke & Schattke, 2019). Extrinsic motivation, such as financial rewards, recognition, and incentives, encourages employees to achieve targets through external stimuli. On the other hand, intrinsic motivation, which comes from internal drives such as job satisfaction, interest, and commitment to organizational goals, provides ongoing energy to perform better. On the other hand, intrinsic motivation comes from within the human resource, such as personal satisfaction, a sense of achievement, and a desire to grow (Locke & Schattke, 2019). Both complement each other; extrinsic motivation can provide an initial boost, while intrinsic motivation ensures sustainability and consistency in achieving results. With an optimal combination of these two types of motivation, organizations can create a productive work environment, where human resources feel valued and motivated from within themselves to give their best contribution.

2. Research Methods

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

3. Results and Discussion

3.1. HR Performance

Performance according to Rivai, (2018) is a work result achieved by a person in carrying out the tasks given to him based on skills, experience, sincerity and time. Personnel Performance is the work result in quality and quantity achieved by a Personnel in carrying out his duties with the responsibilities he is given (Mangkat et al., 2019).

Performance refers to a person's ability to carry out tasks and behaviors as expected of them (Sopiah et al., 2020). According to (Uddin et al., 2019) performance is the result of a person or group's work and behavior over a certain period of time, usually one year. The opinion of (Mangkunegara, 2015) states that performance is an achievement in terms of quality and quantity produced by an employee in carrying out his responsibilities.

In general, the factors that influence performance, according to (Hasibuan & Bahri, 2018) are divided into internal and external factors. Internal factors come from individual employees,

such as intellectual ability, discipline, experience, job satisfaction, educational background, and motivation. While external factors are work environment support, such as leadership style, career development opportunities, work environment, training, compensation, and management systems in the company.

To measure performance, (Sedarmayanti, 2017) suggests several indicators that include criteria such as quality, quantity, timeliness, cost effectiveness, level of supervision required, and interpersonal relationships. According to (Bernardin & Russel, 2013) six primary performances that can be used to measure performance are:

1. Quality. Is the extent to which the process or results of implementing activities approach perfection or approach the expected goals.
2. Quantity. Is the amount produced, for example: the amount of rupiah, the number of units and the number of activity cycles that can be completed according to the target.
3. Timeliness. Is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs and the time available for other activities.
4. Effectiveness (Cost Effectiveness). Is the extent to which the application of organizational resources (human, financial, technological and material) is maximized to achieve the highest results or reduction in losses from each unit of resource use.
5. Independence (Need for Supervision). Is the degree to which a worker can perform a job function without requiring supervision from a supervisor to prevent undesirable actions.
6. Work Commitment (Interpersonal Impact). Is the extent to which employees maintain self-esteem, good name and cooperation among co-workers and subordinates.

From the several definitions above, it can be concluded that Human Resource (HR) Performance is the level of effectiveness and efficiency achieved by employees in carrying out their duties and responsibilities to achieve organizational goals. The indicators used in this study are Quality, quantity, Effectiveness (Cost Effectiveness), Independence (Need for Supervision) and Work Commitment (Interpersonal Impact) (Bernardin & Russel, 2013).

Table 3.1
Outer Loading Calculation Results of HR Performance Constructs

Indicator	Outer loading
Quality,	0.873
Quantity,	0.861
Effectiveness (Cost Effectiveness),	0.722

Independence	0.872
Work Commitment (Interpersonal Impact)	0.876

3.1.1. The Influence of Career Development on HR Performance

The results of the study prove that career development has a positive effect on employee performance. This result is reinforced by the results of research by several experts who stated that career development has a positive impact on employee performance (Al Rinadra et al., 2023; Azhad & Mahayanti, 2022; Ekhsan, 2019; Katharina & Dewi, 2020; Widisono et al., 2021).

The results of the measurement of the Career Development variable are reflected through seven indicators, namely the indicators of Career Needs, Training, Fair Treatment in Career, Career Information, Promotion, Mutation, Human Resource Development. While Human Resource Performance is reflected through six indicators, namely the indicators of Quality, Quantity, Effectiveness (Cost Effectiveness), Independence, and Work Commitment (Interpersonal Impact).

The indicator with the highest outer loading value in the Career Development variable is Training, while in the HR Performance variable, the indicator with the highest value is Work Commitment (Interpersonal Impact). This finding shows that the better the quality and effectiveness of the training provided, the higher the interpersonal impact reflected in the individual's work commitment. This means that optimally designed training not only improves the technical skills and knowledge of individuals, but also strengthens interpersonal skills, such as communication, collaboration, and leadership in the work environment. With good training, individuals become more confident in interacting with coworkers, are able to work more effectively in teams, and are more committed to carrying out their duties and responsibilities. This confirms that investment in training not only has an impact on the professional development of individuals, but also contributes to improving the quality of relationships between employees, which ultimately drives overall organizational performance.

The indicator with the lowest outer loading value in the Career Development variable is Fair Treatment in Career, while in the HR Performance variable, the indicator with the lowest value is Effectiveness (Cost Effectiveness). This finding shows that the better the implementation of the principle of fairness in career development, the more optimal the cost effectiveness in the organization. This means that when the organization ensures that every individual has a fair opportunity to develop—through a transparent promotion system, equal access to training, and objective performance evaluation—then the human resources it has will be more motivated and productive. With a fair work environment, organizations can reduce employee turnover rates, minimize recruitment costs, and increase efficiency in resource allocation. This confirms that building a fair career system not only contributes to

employee satisfaction and loyalty, but also has a direct impact on optimizing operational costs, so that organizations can achieve more effective and sustainable performance.

3.1.2. The Influence of Intrinsic Motivation on HR Performance

This study proves that intrinsic motivation has a positive and significant effect on HR performance, the results of which are also reinforced by research results which state that intrinsic motivation has been proven to have a role in improving HR performance (Laksmana & Riana, 2020; Mardanov, 2020; Mario & Coccia, 2019; Nguyen et al., 2019).

The measurement results of the intrinsic motivation variable are reflected through four indicators, namely the indicators of Achievement, Rewards, Responsibility, Promotion. While HR Performance is reflected through six indicators, namely the indicators of Quality, Quantity, Effectiveness (Cost Effectiveness), Independence, and Work Commitment (Interpersonal Impact).

The indicator with the highest outer loading value in the Intrinsic Motivation variable is Achievement, while in the HR Performance variable, the indicator with the highest value is Work Commitment (Interpersonal Impact). This finding shows that the higher the individual's achievement, the greater the impact on work commitment and interpersonal influence in the work environment. This means that individuals who have a strong drive to achieve tend to be more committed to their work and are able to build more positive working relationships with their colleagues. When someone achieves success in their task, their self-confidence and motivation to continue to develop increase, which ultimately drives them to contribute more to the team and organization. In addition, high achievement often inspires other coworkers, creating a more collaborative, dynamic, and productive work environment. This confirms that efforts to increase intrinsic motivation through achievement not only have an impact on individuals but also strengthen social ties and work effectiveness in the organization. The indicator with the lowest outer loading value in the Intrinsic Motivation variable is Rewards, while in the HR Performance variable, the indicator with the lowest value is Effectiveness (Cost Effectiveness). This finding shows that the better the reward system given to individuals, the more optimal the cost effectiveness in the organization. This means that when rewards are given fairly and proportionally to employee achievements—either in the form of verbal appreciation, incentives, or professional recognition—their intrinsic motivation will increase. Employees who feel appreciated will be more enthusiastic in working, more loyal to the organization, and tend to show more productive and efficient performance. With increased loyalty and productivity, organizations can reduce costs associated with employee turnover, recruitment, and training of new employees. In addition, a work environment that appreciates employee contributions also encourages operational efficiency because each individual is motivated to work more optimally. This confirms that investing in an effective reward system not only has an impact on increasing employee motivation but

also helps organizations manage resources more efficiently, thereby increasing overall cost effectiveness.

3.1.3. The Influence of Extrinsic Motivation on HR Performance

This study proves that extrinsic motivation has a positive effect on HR performance, the results of which are reinforced by previous studies which state that employees who are intrinsically and extrinsically motivated tend to produce consistent and quality performance (Bahtiar et al., 2022; Paais & Pattiruhu, 2020). On the other hand, extrinsic motivation is triggered by external factors such as financial rewards, promotions, recognition, and other incentives that play a role in encouraging employees to achieve targets and meet organizational expectations (Azziz, 2017; Van Den Broeck et al., 2021).

The results of the measurement of the Extrinsic Motivation variable are reflected through five indicators, namely the Financial Rewards, Status, Social Security, Supervision, Company Policy indicators, while HR Performance is reflected through six indicators, namely the Quality, Quantity, Effectiveness (Cost Effectiveness), Independence, and Work Commitment (Interpersonal Impact) indicators.

The indicator with the highest outer loading value in the Extrinsic Motivation variable is Social Security, while in the HR Performance variable, the indicator with the highest value is Work Commitment (Interpersonal Impact). This finding shows that the better the social security provided to individuals, the greater the impact on work commitment and interpersonal influence in the work environment. This means that when organizations provide adequate social security—such as health insurance, pension benefits, and work protection—employees will feel safer and more protected in carrying out their duties. This sense of security increases their satisfaction and well-being, which ultimately drives a stronger commitment to work and strengthens interpersonal relationships in the workplace. Employees who have good social security tend to be more loyal, more motivated to work together with coworkers, and more proactive in contributing to the success of the team and organization. This confirms that investment in social security not only impacts individual well-being but also plays an important role in building a collaborative, productive, and high-performance work culture.

The indicator with the lowest outer loading value in the Extrinsic Motivation variable is Status, while in the HR Performance variable, the indicator with the lowest value is Effectiveness (Cost Effectiveness). This finding shows that the better the status an individual has in an organization, the more optimal the operational cost effectiveness that can be achieved. This means that clear and appreciated status in the work environment—whether in the form of position, responsibility, or professional recognition—can increase employee motivation and loyalty. When individuals feel that their status is recognized and respected, they tend to be more committed to their work, more productive, and less likely to think about changing jobs.

Thus, organizations can reduce costs associated with employee turnover, recruitment, and training of new employees. In addition, a sense of belonging to the status obtained also encourages employees to work more efficiently, optimize the use of resources, and contribute to reducing operational costs. This confirms that good employee status management not only has an impact on individual satisfaction but also helps organizations achieve higher cost effectiveness, creating a more stable and sustainable work environment.

3.2. Career Development

Career Development is an employee's action to achieve his/her career plan, sponsored by either the human resources department, manager or other parties (Al Rinadra et al., 2023). The purpose of career development is to match the needs and goals of employees with the career opportunities available in the organization now and in the future.

According to (Fahmi & Ali, 2022) the purpose of career development is that the organization needs to maintain its original position for a certain period of time by providing appropriate rewards. Career development is a series of steps and positions taken by a person during their work period, through education and training in the company environment (Handoko & Handoko, 2018). The main purpose of career development as part of human resource management is to increase the effectiveness of employees in carrying out their duties so that they can make the best contribution to achieving company goals (Fouad et al., 2023).

Career development is an important step because hard work in improving careers can help employees achieve positions that match their competencies and qualifications. An employee's career journey begins from the beginning of work until the end of their term of office, with the hope of improving their performance in the company. Employee development also includes promotion efforts to higher positions (Akhmal et al., 2019).

Employee development is a process to refresh, develop, and improve employee abilities, skills, talents, interests, and behavior (Permata sari et al., 2020). Handoko & Handoko (2018) explain that career development tools include skills, education, experience, and behavioral modification and improvement techniques, which provide added value so that someone can work better. Meanwhile, Prakosa (2023) explains that development is a process in which employees gain skills and experience to succeed in their current and future jobs. Meanwhile, Yulizar et al (2020) state that career development is an individual's effort to improve themselves in order to achieve success in their career.

According to (Siagian, 1997) there are seven factors that influence a person's career development, including satisfactory work performance, recognition from others, loyalty to the organization, support from superiors and sponsors, support from coworkers, opportunities to grow, and the decision to quit at one's own request and will. Siagian (2014)

also mentions several indicators that need to be considered in career development, such as fair treatment in a career, attention from direct superiors, information about promotion opportunities, interest in being promoted, and level of satisfaction.

Career development is a condition in which a person experiences an increase in status in an organization through a career path that has been determined by the organization which involves a combination of future training needs and human resource planning (Shaito, 2019). From the perspective of employees or employees, career development provides an overview of the career paths that may be faced in the future in the organization, as well as demonstrating the organization's long-term commitment to its employees or employees (Gupta, 2019).

Career development includes various activities and programs aimed at improving the skills, knowledge, and competencies of human resources so that they can take on greater roles and responsibilities in community service (Setiadi et al., 2016). In addition, career development also includes identifying clear career paths, training and coaching, performance appraisals, promotions, and recognition of achievements and contributions in carrying out their duties (Yulizar et al., 2020).

In general, a person's career journey can be grouped into four stages: exploration, consolidation, maintenance, and possible decline (Shaito, 2019). According to Rivai (2015: 97), career development has several important indicators.

1. career needs, which aims to help employees match their internal career needs.
2. training, which focuses on improving employee abilities or skills in operational areas.
3. fair treatment in career, which provides equal opportunities for employees to develop themselves in their careers.
4. career information, which provides information about career needs to determine the possible positions that employees can achieve.
5. promotions, which provide greater recognition, position, and rewards to high-performing employees.
6. mutation, which involves moving and placing employees in appropriate positions based on their work performance.
7. workforce development, which provides education and training programs to enhance employee potential.

So it is concluded that career development is a process designed to help plan, develop, and advance careers covering various activities and programs aimed at improving HR skills, knowledge, and competencies. The indicators used are indicators developed by Rivai (2015), namely career needs, training, fair treatment in careers, career information, promotions, mutations and HR development.

Table 3.2 Results of Outer Loading Calculation of Career Development Construct

Indicator	Outer loading
Career needs,	0.829
Training,	0.908
Fair treatment in a career,	0.826
Career information,	0.880
Promotion,	0.875
Mutation,	0.893
Human Resources Development	0.820

3.2.1. The Influence of Career Development on Intrinsic Motivation

The analysis proves that career development has a positive and significant effect on intrinsic motivation, the results of which are also strengthened by the results. These results confirm the research results of Nuriman, (2021) and Sugiarti (2021) which state that career development has a significant effect on work motivation.

The results of the measurement of the Career Development variable are reflected through seven indicators, namely the indicators of Career Needs, Training, Fair Treatment in Career, Career Information, Promotion, Mutation, Human Resource Development. While Intrinsic Motivation is reflected through four indicators, namely the indicators of Achievement, Awards, Responsibility, Promotion.

The indicator with the highest outer loading value in the Career Development variable is Training, while in the Intrinsic Motivation variable, the indicator with the highest value is Achievement. This finding indicates that the more effective and quality a training is, the higher the level of individual achievement. This means that well-designed training can improve an individual's skills, knowledge, and readiness to face work challenges, which ultimately encourages them to achieve better performance. This confirms that investing in quality training programs not only contributes to career development, but also plays a role in increasing an individual's intrinsic motivation to achieve higher achievements in the work environment.

The indicator with the lowest outer loading value in the Career Development variable is Fair Treatment in Career, while in the Intrinsic Motivation variable, the indicator with the lowest

value is Rewards. This finding shows that the better the fair treatment system in career development, the greater the appreciation and rewards received by individuals. This means that policies that guarantee equal opportunities, transparency in promotion, and an objective performance evaluation system can increase the sense of fairness in the work environment. This contributes to increasing the intrinsic motivation of individuals, where they feel appreciated for their efforts and achievements. Thus, building a fair and inclusive work culture not only encourages healthy career development but also creates a more appreciative and motivating work environment.

3.2.2. The Influence of Career Development on Extrinsic Motivation

The analysis proves that career development has a positive and significant effect on extrinsic motivation, the results of which are also reinforced by research results which state that career development has a positive and significant effect on employee work motivation (Fahmi & Ali, 2022).

The measurement results of the Career Development variable are reflected through seven indicators, namely the Career Needs indicator, Training, Fair Treatment in Career, Career Information, Promotion, Mutation, Human Resource Development. While the Extrinsic Motivation variable is reflected through five indicators, namely the Financial Rewards indicator, Status, Social Security, Supervision, Company Policy.

The indicator with the highest outer loading value in the Career Development variable is Training, while in the Extrinsic Motivation variable, the indicator with the highest value is Social Security. This finding shows that the better the quality and effectiveness of the training provided, the greater its impact on improving social security for individuals. This means that a comprehensive training program not only improves individuals' skills and competencies in working, but also contributes to their sense of security and well-being. With increased skills, the opportunity to get a more stable job, job promotion, or improved welfare through social security facilities increases. This confirms that investment in career development, especially through training, has a dual benefit: improving individual capabilities while strengthening the social protection they receive.

The indicator with the lowest outer loading value in the Career Development variable is Fair Treatment in Career, while in the Extrinsic Motivation variable, the indicator with the lowest value is Status. This finding indicates that the better the implementation of the principle of fairness in career development, the higher the status that individuals can achieve in the work environment. This means that when an organization implements a fair system in providing career opportunities, such as transparent promotions, performance-based evaluations, and equal access to professional development, individuals will feel more appreciated and motivated to develop. With fairness in career, individuals have a greater opportunity to gain

recognition, promotion, and higher status in the organization. This confirms that a work environment that upholds the principle of fairness not only contributes to employee satisfaction and motivation but also plays a role in building a clearer career path and better professional status.

3.3. Motivation

Motivation is the desire to do work with a specific purpose, either intrinsically or extrinsically (Smith & Shields, 2013). Intrinsic motivation is the desire to do a behavior that comes from the behavior that is done / because you enjoy doing it (Chen et al., 2018). Intrinsic motivation comes from motivation that arises from within, while extrinsic motivation comes from the influence of a person's environment (Oudeyer & Kaplan, 2013). Intrinsic motivation involves motives that are active or functioning without the need for external stimulation, because the urge to act already comes from within the individual (Fischer et al., 2019).

So it can be concluded that intrinsic motivation is values that originate from internal drives such as sincere intentions, *ihsan*, gratitude, *tawakal*, and *istiqamah*, providing a strong foundation for individuals to work with high enthusiasm and dedication with sincere intentions and seeking Allah's approval. The indicators used in this research are sincere intentions, *ihsan*, gratitude, *tawakal*, and *istiqamah*.

In contrast, extrinsic motivation involves motives that are active and functioning due to external stimuli (Chen et al., 2018). Extrinsic motives are the desire to perform behavior to obtain external rewards or avoid punishment (Malek et al., 2020). Extrinsic motivation is the urge or desire to carry out a behavior or action with the aim of obtaining external rewards or avoiding punishment from other parties, not merely because of the pleasure or satisfaction in carrying out the action. (Khair & Ahmad, 2016).

Extrinsic motivation, which includes rewards, compliance with rules, social responsibility, and punishment and reprimands, provides additional incentives that encourage individuals to behave according to established standards and achieve desired outcomes (Hennessey et al., 2015). By integrating these two types of motivation, individuals can not only achieve optimal performance and feel more satisfied with their work, but also contribute positively to the organization and society (Locke & Schattke, 2019; Newman & Sheikh, 2012; Sansone & Tang, 2019). This approach creates a harmonious, ethical, and productive work environment, which ultimately supports the achievement of organizational goals effectively and efficiently (Tremblay et al., 2009).

So it is concluded that intrinsic motivation is a drive that comes from within an individual to do something because of the satisfaction, interest, or value inherent in the activity, without expecting external rewards. Extrinsic motivation is a drive that comes from external factors,

such as awards, incentives, or recognition, which encourages an individual to take action or achieve a certain goal.

According to Herzberg's theory, intrinsic motivation can be measured through three main indicators, namely achievement, recognition, and responsibility, which reflect an individual's internal drive to achieve goals and feel satisfied with their work. On the other hand, extrinsic motivation is determined by indicators such as salary, status, social security, supervision, and company policies, which function as external factors that influence the level of employee motivation in the work environment (Herzberg et al., 1959; Michael Galanakis & Giannis Peramatzis, 2022).

Table 3.3.1

Outer Loading Calculation Results of Intrinsic Motivation Construct

Indicators	<i>Outer loading</i>
Performance,	0.884
Award	0.783
Responsibility,	0.857
Promotion	0.785

Table 3.3.2

Outer Loading Calculation Results of Extrinsic Motivation Construct

Indicator	<i>Outer loading</i>
Financial rewards,	0.900
Status,	0.827
Social Security,	0.924
Supervision,	0.909
company policy	0.852

4. Conclusion

Career development has been proven to have a positive and significant impact on intrinsic motivation, extrinsic motivation, and human resource (HR) performance. This finding indicates that the better the opportunities and support provided in career development, the higher the level of individual motivation and performance in the organization. Intrinsic motivation and extrinsic motivation play an important role in improving human resource (HR) performance. HR who are motivated both intrinsically and extrinsically will have optimal performance. Then, the results of the hypothesis proof in this study are as follows: Career development has a positive and significant effect on intrinsic motivation, Career development has a positive and significant effect on Career development has a positive and significant

effect on HR performance, Intrinsic motivation has a positive and significant effect on HR performance, Extrinsic motivation has a positive and significant effect on HR performance.

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