

Improving HR Performance Through Human Capital Empowerment and Intrinsic Motivation

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Abstract. *This research is an associative explanatory research, with the aim of testing and explaining the relationship between the variables of Human Capital Empowerment, intrinsic motivation, and human resource (HR) performance. This research aims to test the hypothesis to strengthen the theory that is the basis of the study. The population in this study is all HR at the Middle Type Customs Supervision and Service Office of Tanjung Emas Pabean, totaling 253 people. Based on the Slovin formula, the number of samples taken is 115 respondents. The sampling technique uses non-probability sampling with a convenience sampling approach, namely the selection of respondents based on ease of access and availability at a certain time, with consideration of time and cost efficiency. Primary data were obtained through a closed-ended questionnaire using a 1–5 Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." This instrument was used to measure respondents' perceptions of the variables studied. Data analysis was performed using the Partial Least Squares (PLS) method to examine the relationships between variables in the structural model. The research results show that Human Capital Empowerment has a positive effect on intrinsic motivation and HR performance, and that intrinsic motivation also influences HR performance. These findings support the importance of HR empowerment and strengthening intrinsic motivation as strategies for improving overall organizational performance.*

Keywords: *Human Capital Empowerment; HR Performance; Intrinsic Motivation.*

1. Introduction

In the era of globalization, marked by increasingly fierce competition, human resources (HR) have become one of the most important assets for an organization. Human resources play a key role in the management of a company or organization. This is due to the fact that humans are the most strategic resource an organization possesses, although the importance of other resources such as capital, machinery, time, energy, information, and others is still

recognized.(Hidayani, 2016)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, as well as high morals and work ethics.(Muradi, 2018).

However, emerging evidence suggests that government performance is often perceived by some as unprofessional and performance-based (output-oriented). Therefore, many bureaucracy observers are urging the government to emphasize human resource management within government officials through performance-based membership management.

One indicator that warrants close attention is the possible decline in human resources (HR) performance within Customs and Excise. HR plays a central role in the service process, including speed, accuracy, responsiveness, and professionalism toward users. A decline in perceived satisfaction could reflect weak competence, low motivation, or a lack of commitment to providing excellent service to the public and businesses.

Therefore, a comprehensive evaluation of managerial and human resource development aspects is necessary, including training, coaching, supervision, and the reward and sanction system. Improvements in these areas will be a strategic step towards restoring trust and increasing user satisfaction at Customs and Excise services to a more optimal level. The following is a graphical visualization of the customer satisfaction trend at the Tanjung Emas Semarang Customs and Excise Office (KPPBC) from 2021 to 2023.

Figure Results of the Tanjung Emas Semarang KPPBC Service User Satisfaction Survey from 2021 to 2023.

The level of user satisfaction at the Tanjung Emas Customs and Excise Supervision and Service Office (KPPBC) in Semarang has consistently shown a high trend over the past three years. In 2021, the satisfaction score was recorded at 4.47, reflecting a positive perception of the service provided. Service performance continues to improve, as evidenced by a score increase to 4.68 in 2022. Although there was a slight decrease in 2023 to 4.67, this figure remains in the very good category and reflects the success of KPPBC Tanjung Emas in maintaining service quality for its users. Overall, this data indicates KPPBC Tanjung Emas Semarang's strong commitment to providing excellent, responsive, and professional service to its stakeholders.

Human capital empowerment human capital empowerment refers to efforts to improve the skills, knowledge, and abilities of individuals within an organization.(Jocelyne & Kariuki, 2020)This empowerment not only focuses on developing competencies, but also includes increasing employee motivation and job satisfaction.(Witasari & Gustomo, 2020).

Empowerment 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

shifting them from a position where they typically just follow instructions to one that provides opportunities for greater responsibility.(MA Islam et al., 2018).

Research on empowerment and performance still presents a gap in research, with some controversial findings. Among these, Baird's findings highlight 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). So this study proposes motivation as a mediator.

According to(Dwi Rahayu & Bambang Mahargiono, 2020) Employee performance is influenced by work environment factors, work motivation, and job satisfaction. As previously stated, the level of work motivation has a significant impact on HR performance.(Bundtzen, 2020). Intrinsic motivation as one dimension of work motivation is a drive that arises as a result of the desire to fulfill unmet needs.(P.-Y. Oudeyer & 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 Oudeyer & Kaplan, 2009)Human resources, especially workers, require continuous motivation to carry out their work effectively and efficiently.(PY Oudeyer et al., 2016). Without motivation, an employee will feel less motivated to complete a task and will easily be tempted to give up. (Huang, 2015).

2. Research Methods

The type of research that usedThis research is an associative type of explanatory research, aiming to determine the relationship between two or more variables (Sugiyono, 2018). This research aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it will ultimately strengthen the theory used as a basis. In this case, it is to test the influence ofHuman Capital Empowerment, intrinsic motivation and HR performance.

3. Results and Discussion

3.1. The Influence of Human Capital Empowerment on Intrinsic Motivation

These results demonstrate that Human Capital Empowerment influences intrinsic motivation. This means that the better the Human Capital Empowerment, the more intrinsic motivation tends to increase. These results confirm previous research, which showed that empowerment directly and significantly impacts work motivation among Indonesian Army Polytechnic soldiers. (Supriyono, 2020).

Human Capital Empowerment in this study is measured from the reflection of four indicators, namely the Competence, Meaningful, Self-determination, and Impact indicators.

These four indicators have been proven to be able to increase...Intrinsic motivation in this study was measured using four indicators.namely indicatorsAdvancement, Responsibility, Recognition, and Achievement.

The highest indicator in the Human Capital Empowerment variable is Meaningfulness, which reflects the extent to which individuals perceive their work as meaningful. Meanwhile, in the Intrinsic Motivation variable, the highest indicator is Advancement, which is the perception of opportunities for self-development and career advancement. These findings indicate that the greater the sense of meaning in work, the higher the individual's motivation to develop. This means that work perceived as meaningful encourages employees to improve their abilities and achieve progress. Therefore, organizations need to create a work environment that provides value and meaning, for example through empowerment, involvement in decision-making, and clear work goals. This step is crucial for strengthening intrinsic motivation and supporting continuous employee development.

In the Human Capital Empowerment variable, the indicator with the lowest outer loading value is Competence, which refers to the extent to which an individual feels they possess the abilities and skills needed to work effectively. Meanwhile, in the Intrinsic Motivation variable, the lowest value is found in the Recognition indicator, which refers to an individual's perception of appreciation for their contribution. These results indicate that the higher a person's competence, the greater their chances of receiving recognition. Employees who feel capable of carrying out their duties tend to perform better, thus being more easily appreciated. Therefore, organizations need to strike a balance between rewarding and developing competence. Training, mentoring, and ongoing learning opportunities play a crucial role in enhancing abilities while strengthening work motivation. Strong competence is an essential foundation for creating an appreciative and productive work environment.

3.2. The Influence of Human Capital Empowerment on HR Performance

These results demonstrate that Human Capital Empowerment influences HR performance. This means that the better Human Capital Empowerment, the more HR performance tends to improve. These results confirm previous research. Siringoringo et al., (2023)which reveals that empowering employees can have a positive impact on HR performance.

The measurement of the Human Capital Empowerment variable in this study was measured based on the reflection of four indicators: Competence, Meaningfulness, Self-determination, and Impact. These four indicators successfully increasedHuman resource performance in this study is measured from the reflection of four indicators.namely indicators accuracy, Quantity of work results, Timeliness, and Cost effectiveness.

The Human Capital Empowerment variable shows that the Meaningfulness indicator has the highest outer loading value, reflecting the extent to which individuals feel their work is meaningful and valuable. Meanwhile, in the HR Performance variable, the Cost Effectiveness

indicator recorded the highest value, indicating the ability of HR to maximize work results with efficient use of resources. This finding indicates that the higher the perception of meaning in work, the greater the employee's contribution to cost effectiveness. When individuals feel their work is important and impactful, they tend to work with greater focus, responsibility, and strive to deliver optimal results without waste. Thus, organizations need to create a work environment that strengthens a sense of meaning in every role, such as through involvement in decision-making, clarity of work goals, and positive work relationships. These efforts not only increase job satisfaction but also encourage more sustainable HR efficiency and performance.

The Human Capital Empowerment variable has the lowest outer loading for the Competence indicator, while the HR Performance variable has the lowest value for Punctuality. This finding indicates a positive relationship between competence and punctuality. This means that the higher an employee's level of competence—in terms of knowledge, skills, and task completion ability—the greater their ability to complete work on time.

Low competency can directly impact work delays, reduced efficiency, and missed deadlines. Therefore, strengthening competency through training, skills development, and increasing work capacity is key to improving performance dimensions, particularly in terms of punctuality. Organizations need to make competency development a primary strategy for increasing productivity and task completion accuracy.

3.3. The influence of intrinsic motivation on HR performance

These results demonstrate that intrinsic motivation influences human resource performance. This means that the better intrinsic motivation, the more likely it is that human resource performance will improve. These results confirm previous 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 influences employee performance.

Intrinsic motivation in this study was measured by four indicators namely Advancement, Responsibility, Recognition, and Achievement have been proven to be able to improve HR performance, which in this study was measured from the reflection of four indicators namely accuracy, Quantity of work results, Timeliness, and Cost effectiveness.

For the Intrinsic Motivation variable, the indicator with the highest outer loading value is Advancement, which reflects an individual's drive to develop and achieve career advancement. Meanwhile, for the Human Resource Performance variable, the highest indicator is Cost Effectiveness, which is the ability to use resources efficiently to produce optimal output. These findings indicate that increased motivation to develop is in line with increased cost efficiency in task execution. This means that employees who are motivated

to advance tend to work smarter, maximize resources, and produce more cost-effective performance. The implication is that organizations need to create systems that support career growth and competency development. By encouraging individual advancement through promotional opportunities, training, or strategic assignments, organizations not only increase work motivation but also drive overall operational efficiency.

The Intrinsic Motivation variable shows that the indicator with the lowest outer loading value is Recognition, which is the extent to which individuals feel appreciated for their contributions. In the Human Resource Performance variable, the lowest value is found in the Punctuality indicator, which reflects the ability to complete tasks on schedule. This finding indicates a positive relationship between rewards and punctuality. The more employees feel appreciated, the greater their commitment to completing work on time. Recognition, even simple, can increase a sense of responsibility and concern for work results. Therefore, organizations need to build a work culture that values individual contributions. Consistent appreciation, both formal and informal, can be an effective driver for improving time discipline and overall performance.

4. Conclusion

This study aims to examine the influence of Human Capital Empowerment, intrinsic motivation, and HR performance. The performance improvement model at the Tanjung Emas Customs and Excise Supervision and Service Office, according to this study, is through strengthening Human Capital Empowerment and intrinsic motivation as key factors that drive optimal HR performance. The results show that: 1. Human Capital Empowerment has a positive effect on intrinsic motivation, which means that the higher the empowerment of human resources, the stronger the individual's internal drive to work. 2. Human Capital Empowerment also has a significant impact on HR performance. This means that improvements in empowerment, such as increased competence, work meaning, and autonomy, have a direct impact on performance. 3. Intrinsic motivation has been shown to influence human resource performance. The higher the intrinsic motivation, the greater the commitment and quality of work demonstrated.

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