

Employee Welfare in the Role of Supervision Support on Human Resource Motivation

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Abstract. *This study is an explanatory research aimed at explaining the influence of supervisory support on intrinsic and extrinsic motivation, as well as examining the moderating role of rewards in these relationships. Data were collected through direct observation at the Customs and Excise Service Office Type Madya Pabean A Semarang and through questionnaires distributed to employees. The questionnaire used a 1–5 semantic differential scale and was administered to the entire population of 203 human resources, consisting of both civil servants and non-civil servants. Based on the Slovin formula, a sample of 135 respondents was determined using a non-probability sampling technique through convenience sampling to ensure time efficiency and ease of access. The data were analyzed using Structural Equation Modeling with the Partial Least Square (PLS) approach. The results indicate that supervisory support has a positive and significant effect on both intrinsic and extrinsic motivation. Furthermore, rewards do not moderate the relationship between supervisory support and intrinsic motivation. However, rewards significantly moderate the influence of supervisory support on extrinsic motivation. These findings provide empirical insights into the importance of supervisory quality and reward systems in enhancing employee motivation.*

Keywords: *Extrinsic; Intrinsic; Motivation; Supervisory.*

1. Introduction

In the increasingly complex dynamics of the workplace, employee well-being has become a primary focus for organizations. Employee well-being not only impacts individuals but also influences overall organizational performance. Employees who feel well-off tend to have higher work motivation, better ability to face challenges, and more harmonious working relationships with colleagues and superiors.

In an increasingly competitive and dynamic work environment, a deep understanding of the factors that influence employee motivation and well-being is becoming increasingly important. (Slomp and Vella-brodrick 2013) These factors not only play a role in increasing productivity but also in ensuring the sustainability of optimal employee performance and

strengthening their psychological foundation. One of the determining factors of performance is work motivation, which experts call a key element influencing performance in an organization.(Locke and Schattke 2019; Muli, James, and Muriithi 2019; Shaikh and Siddiqui 2019).

Work motivation is an important aspect in HR performance, which is influenced by various factors such as working conditions, compensation, career development.(D'Annunzio-Green, Norma, and Allan Ramdhony 2019), social support, and psychological aspects(Connie R Wanberg, Abdifatah A Ali, and Borbala Csillag 2020)A safe and healthy work environment, as well as good workload management, can increase feelings of security and motivation.(Malinowska, Tokarz, and Wardzichowska 2018). Decent wages and adequate benefits, as well as recognition for achievement, also play an important role.(Johnson, Friend, and Esteky 2022a).

In addition, career development opportunities and ongoing training programs help enhance skills and competencies.(Lee, Shah, and Agarwal 2024). Support and guidance from superiors and good relationships with coworkers can increase feelings of appreciation and motivation.(Shi and Gordon 2020)High work motivation contributes to increased performance, productivity, job satisfaction and the ability to cope with stress.(Paais and Pattiruhu 2020).

Motivation is an internal factor that influences how much employees strive to achieve organizational goals. When employees feel empowered, they tend to be more motivated to perform well and achieve desired results. On the other hand, job satisfaction plays a crucial 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, as 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.(Oudeyer and 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.(Oudeyer and Kaplan 2009)Human resources, especially workers, require continuous motivation to carry out their work effectively and efficiently.(Oudeyer, Gottlieb, and Lopes 2016). Without motivation, an employee will feel less motivated to complete a task and will easily be tempted to give up.(Huang 2015).

Extrinsic motivation is a person's motivation to do an action or work that comes from factors outside themselves, such as rewards, praise, recognition or punishment(Azziz 2017). Extrinsically motivated individuals strive to achieve certain goals not only because the activity is enjoyable, but also because of the expected external consequences.(Van Den Broeck et al.

2021). According to Deci and Ryan (2000) in Self-Determination Theory, extrinsic motivation arises when a person's behavior is directed by the results or rewards received after carrying out a task, for example salary, bonus, promotion, or recognition from superiors.

Extrinsic motivation plays an important role in encouraging employees to achieve work targets and maintain performance according to established standards.(Değerli Çetin and Erbay 2021). The reward system, supportive supervision, and clear incentives are the main factors that influence a person's level of extrinsic motivation.(Good et al. 2022)However, to be effective and sustainable, this form of reward needs to be given fairly and relevant to individual performance, so that it does not create dependence solely on material rewards, but also encourages the emergence of intrinsic motivation in the future.(Ryan and Deci 2020).

One of the factors that plays an important role in supporting employee welfare is supervisory support.(Rauf, Muhammad, and Bibi 2021). Effective supervision not only provides direction, but also creates an emotionally and psychologically supportive work environment.(Achour et al. 2017). In addition, supervisory support also plays a role in encouraging work motivation.(Khalid and Rathore 2017). High motivation allows employees to be more committed in completing their tasks, which ultimately increases productivity and job satisfaction.(Good et al. 2022)However, the relationship between employee well-being and work motivation requires a deeper understanding, especially in the context of the role of supervisory support as a determining factor.

Support from superiors or supervisors (supervisory support) plays a crucial role in HR performance.(Chan 2017). Supervisory support includes guidance, feedback, and emotional support provided by superiors to their subordinates, which is very important in creating a positive work environment.(Mishra et al. 2019).

Previous research has shown that there is still controversy regarding the relationship between the role of supervision and work motivation. The results indicate a positive relationship between the role of the room supervisor and work motivation.(Peggy Passya, Ichsan Rizany, and Herry Setiawan 2019)However, other studies show that supervision does not have a significant effect on HR motivation.(Santy Wijaya 2021). Then, future researchstudy(Kanatmaymon 2017) suggest to examine the role of supervisory model as a potential antecedent of work motivation.

Another factor that is believed to have a significant influence on HR performance is rewards.(Malek, Sarin, and Haon 2020)A fair and transparent reward system serves to strengthen the relationship between employees and the organization, creating a deep sense of mutual trust.(Zhang and Min 2021)Overall, the reward system is a key element in increasing employee motivation, satisfaction, and performance in an organization.(Kanu 2020).

Giving rewards to employees should take into account the proportionality between the workload, responsibility and level of risk of each individual's job. (Koo et al. 2020)Distributive justice requires that employees who face more complex work, such as those working in the

field, dealing directly with importers, or handling legal cases, receive compensation commensurate with the stress and risks they endure. Conversely, if rewards are distributed evenly without regard for variations in workload, this can create a sense of injustice, reduce motivation, and trigger conflict or decreased performance among employees.

According to equity theory by Adams (1965), employees will feel satisfied if the ratio between the contribution (effort) and the results (rewards) they receive is assessed as comparable to their colleagues. (Hussain et al. 2019) It is important for organizations to implement a transparent, objective reward system that is based on the performance and actual responsibility of each individual to maintain employee morale and productivity. (Riaz, Shahid, and Zaidi 2020).

2. Research Methods

This research was conducted to test a hypothesis with the aim of confirming or strengthening the hypothesis, with the hope that it would ultimately strengthen the theory used as a basis. In relation to the above, the type of research used is "explanatory research," or research that is explanatory in nature. The variables used are supervisory support variables, intrinsic and extrinsic HR work motivation variables, and welfare (reward) variables.

3. Results and Discussion

3.1. Respondent Description

The respondents for this study were 135 employees of the Semarang Type A Customs and Excise Supervision and Service Office. All questionnaires distributed to respondents were collected in a complete manner, resulting in 135 data points suitable for further analysis. The following is a descriptive analysis of the respondents' demographic characteristics:

Table Description of Respondent Characteristics

No	Characteristics	Total Sample n = 135	
		Amount	Percentage (%)
1.	Gender		
	Man	98	72.6
	Woman	37	27.4
2.	Age		
	20 - 30 years	42	31.1
	31-40 years old	59	43.7
	41 - 50 years old	22	16.3
	50 – 60 years	12	8.9
3.	Last education		
	High School/Vocational School	3	2.2
	Diploma	52	38.5
	S1	64	47.4
	S2	16	11.9
4.	Years of service		
	0 - 10 years	48	35.6

11 - 20 years	55	40.7
21 - 30 years old	26	19.3
> 30 years	6	4.4

Source: Results of research data processing (2025).

The data displayed in Table above shows that based on gender, the employees of the Semarang Type A Middle Customs and Excise Supervision and Service Office are dominated by men, at 98 (72.6%), while women number 37 (27.4%). This composition illustrates that work in the Customs and Excise environment still involves many male employees, primarily due to the demands of tasks that often require mobility, physical endurance, and involvement in field operational activities. However, female employees also make important contributions, especially in administrative accuracy and service quality.

The age distribution shows that the largest age group is 31–40 years old with 59 (43.7%), followed by 21–30 years old with 42 (31.1%), 41–50 years old with 22 (16.3%), and 51–60 years old with 12 (8.9%). The dominance of the productive age group (21–40 years old) which reached more than 70% indicates that the majority of employees are in the optimal phase for high performance, have a strong motivation for self-development, and are adaptive to changes in policy and technology. Employees aged 41 years and above continue to play a strategic role as directors, controllers of work, and sources of institutional experience. In terms of work motivation, younger employees tend to be driven by career opportunities, job challenges, and competitive rewards, while the more senior age group tends to be motivated by job stability, appreciation for experience, and the meaning of the public duties they carry.

In terms of their most recent education, the majority of respondents had bachelor's degrees (64) (47.4%) and diploma degrees (52) (38.5%), while 16 had master's degrees (11.9%) and 3 had high school/vocational school degrees (2.2%). The high proportion of diploma and bachelor's degrees indicates that the agency has human resources with adequate educational qualifications to carry out technical and administrative tasks professionally. The presence of master's degrees indicates a group of employees with stronger analytical and managerial skills, thereby improving the quality of decision-making and supervision.

Based on length of service, the largest group is employees with 11–20 years of service (55 (40.7%)), followed by 0–10 years of service (48 (35.6%)), then 21–30 years (26 (19.3%)), and more than 30 years (6 (4.4%)). This composition shows a balance between experienced, mature employees and new, adaptive and energetic employees. Employees with more than 10 years of service have a deep understanding of procedures, rewards, and public service responsibilities, so this can increase accuracy and reliability in their work. Diversity of service periods creates a positive dynamic within the organization, where the experience of seniors combines with the innovation of younger employees.

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about

respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. A detailed description of each research variable can be described in the following section:

1) Supervisory Support

Description of respondents' responses in the form of descriptive statistics of the Supervisory Support variable data can be presented as follows:

Table Descriptive Statistics of Supervisory Support Variables

Variables and indicators	Mean	Standard Deviation
Supervisory support	3.74	
1. Emotional support	3.62	0.95
2. Assessment support	3.79	0.91
3. Information support	3.81	0.93
4. Physical support	3.73	0.94

The data presented in Table shows that the supervisory support variable has an overall mean value of 3.74, which is included in the high/good category. This indicates that employees assess the supervision provided by superiors as being effective, both in terms of coaching and work assistance. The indicator with the highest value is information support (X1_3) with a mean of 3.81, reflecting that superiors are considered capable of providing information that encourages fair and constructive performance, thereby helping improve the quality of employee work. Meanwhile, the indicator with the lowest value is supervisory support related to emotional support or assistance (X1_1) with a mean of 3.62, which is on the threshold of the moderate to high category. These findings indicate that although appreciation, trust, influence, and attention are already good, there is still room to increase their intensity in carrying out tasks. Overall, high supervisory support has the potential to strengthen employee work motivation because they feel appreciated, recognized, and assisted in optimizing their performance.

2) Intrinsic motivation

The description of respondents' responses in the form of descriptive statistics of the intrinsic motivation variable data can be presented as follows:

Table Descriptive Statistics of Intrinsic Motivation Variables

Variables and indicators	Mean	Standard Deviation
Intrinsic motivation	3.63	
1. Interest,	3.74	0.81

2. Positive attitude,	3.59	0.78
3. Need.	3.57	0.76

The Intrinsic Motivation variable has an overall mean of 3.63, which is in the moderate category (approaching high). This indicates that employees' self-drive to work due to interest, positive attitudes, and personal needs is quite good but not yet fully optimal. The indicator with the highest value is interest (Y1_1) with a mean of 3.74, indicating that employees have an interest and desire to work on their jobs, feeling that the work they do has meaningful value and benefits. Meanwhile, the indicator with the lowest value is need (Y1_3) with a mean of 3.57, which remains in the moderate category. This condition illustrates that the fulfillment of internal needs such as the need for achievement, self-development, and challenges has not been fully met. This finding suggests that increasing intrinsic motivation can be achieved by providing greater opportunities to learn, develop, and demonstrate one's competence.

3) Rewards

The description of respondents' responses in the form of descriptive statistics for the Rewards variable data can be presented as follows:

Table Descriptive Statistics of Rewards Variable

Variables and indicators	Mean	Standard Deviation
Rewards	3.79	
1. Wages,	3.76	1.00
2. Bonus,	3.77	0.95
3. Allowance,	3.81	0.99
4. Incentive	3.81	1.06

The Rewards variable has an overall mean of 3.79, falling into the high/good category. This illustrates that employees perceive the financial reward system—which includes salary, bonuses, allowances, and incentives—as adequate and capable of motivating them to perform better. The indicators with the highest scores are allowances (Z_3) and incentives (Z_4) with a mean of 3.81, indicating that the provision of allowances and incentives is considered the most effective in increasing employee motivation and performance. Conversely, the indicator with the lowest score is salary (Z_1) with a mean of 3.76, although it remains in the high category. This indicates that although salary has become commonplace and a necessity as a reward for work, there is still room for improvement to strengthen perceptions of fairness and financial satisfaction. These findings emphasize that good rewards are an important driver for employees in increasing work motivation, especially extrinsic motivation.

4) Extrinsic motivation

The description of respondents' responses in the form of descriptive statistics of the Extrinsic Motivation variable data can be presented as follows:

Table Descriptive Statistics of Extrinsic Motivation Variables

Variables and indicators	Mean	Standard Deviation
Extrinsic motivation	3.74	
1. <i>External regulation,</i>	3.78	0.79
2. <i>Introjected regulation,</i>	3.75	0.78
3. <i>Identification,</i>	3.70	0.76
4. <i>Integrated regulation.</i>	3.75	0.74

The Extrinsic Motivation variable showed an overall mean of 3.74, which is in the high/good category. This indicates that employee motivation is strongly influenced by external factors such as regulations, rewards, recognition, and alignment with work values. The indicator with the highest value is external regulation (Y2_1) with a mean of 3.78, which means employees are strongly influenced by external forces, such as rules, job demands, or organizational expectations. The indicator with the lowest value is identification (Y2_3) with a mean of 3.70, which, although the lowest, is still in the high category, indicating that employees feel that the work they do is in line with their professional values and identity. In general, high extrinsic motivation indicates that organizational policies, reward provision, and performance evaluation systems are running quite effectively in maintaining employee morale.

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test yields output from the structural model of the construct loading factor, which explains the influence of the Supervisory Support construct on Extrinsic Motivation through Intrinsic Motivation and Rewards moderation.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:

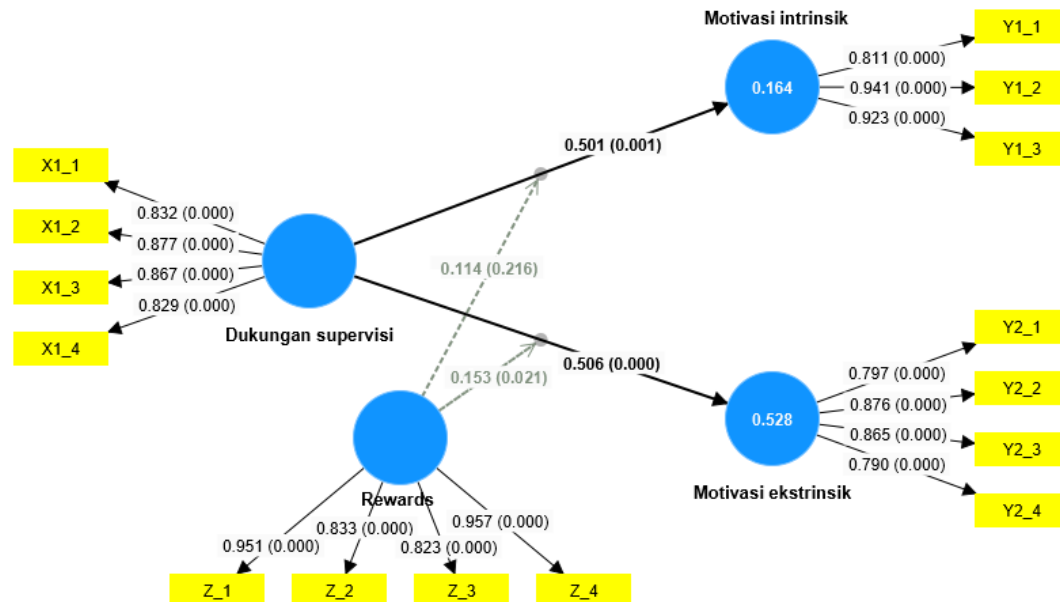


Figure Full Model SEM-PLS Moderation

Source: Results of research data processing with Smart PLS 4.1.0 (2025)

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, with the condition that if the calculated $t > t$ table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% was used, where the t -table value was 1.96. (Ghozali & Latan, 2015). The results of testing the influence of each research variable can be presented in the following table:

Table Hypothesis Test Results

	Influence	Original sample (O)	T statistics (O/STDEV)	P values	Information
H1	Supervisory support -> Intrinsic motivation	0.501	3,422	0.001	Accepted
H2	Supervisory support -> Extrinsic motivation	0.506	5,634	0.000	Accepted
H3	Rewards x Supervisory support -> Intrinsic motivation	0.114	1,237	0.216	Rejected
H4	Rewards x Supervisory support -> Extrinsic motivation	0.153	2,332	0.021	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2025)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined t-table with the calculated t-value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

5) Hypothesis Testing 1 (H1)

In testing hypothesis 1, the original sample estimate value was obtained at 0.501. This value indicates that supervisory support has a positive effect on intrinsic motivation. This result is supported by the calculated t value of $3.422 > t \text{ table } (1.96)$ and the p value of $0.001 < 0.05$. Thus, it can be said that the effect of supervisory support on intrinsic motivation is positive and significant. Therefore, the first hypothesis stating that "Supervisory support has a significant effect on intrinsic motivation" can be accepted.

6) Testing Hypothesis 2 (H2)

In testing hypothesis 2, the original sample estimate value was obtained at 0.506. This value indicates that supervisory support has a positive effect on extrinsic motivation. This result is supported by the calculated t value of $5.634 > t \text{ table } (1.96)$ and the p value of $0.000 < 0.05$. Thus, it can be said that the effect of supervisory support on extrinsic motivation is positive and significant. Therefore, the second hypothesis which states that "Supervisory support has a significant effect on extrinsic motivation" can be accepted.

7) Testing Hypothesis 3 (H3)

Based on the results of testing hypothesis 3, the original sample estimate value was obtained at 0.114. However, the calculated t value was only $1.237 < t \text{ table } (1.96)$ and the p value was $0.216 > 0.05$. These results prove that the interaction of rewards with supervisory support does not have a significant effect on intrinsic motivation. Thus, the third hypothesis which states that "If rewards are in good condition, it will strengthen the influence of supervisory support on intrinsic motivation" can be rejected.

8) Testing Hypothesis 4 (H4)

In testing hypothesis 4, the original sample estimate value was obtained at 0.153. This value indicates a positive direction of influence. The test results are also supported by a calculated t value of $2.332 > t \text{ table } (1.96)$ and a p value of $0.021 < 0.05$. This proves that rewards significantly moderate the effect of supervisory support on extrinsic motivation. Thus, the fourth hypothesis stating that "If rewards are in good condition, it will strengthen the effect of supervisory support on extrinsic motivation" can be accepted.

3.2. Discussion

1) The Influence of Supervisory Support on Intrinsic Motivation

The results of the study indicate that supervisory support has a positive and significant effect on intrinsic motivation. Previous research has shown that superior support and job values have a positive effect on work motivation.(Khalid and Rathore 2017)there is a positive relationship between the role of the room supervisor and work motivation(Peggy Passya et al. 2019).

Supervisory support in this study it was measured from the reflection of four indicators namely indicators Emotional support, appraisal support, informational support, and physical support. These four indicators have been shown to increase intrinsic motivation.in this study it was measured from three indicators namely indicators Interest, Positive Attitude, and Needs.

The analysis results show that for the Supervisory Support variable, the indicator with the strongest contribution is assessment support, while for the Intrinsic Motivation variable, the indicator with the highest outer loading value is positive attitude. These findings indicate that increasing the quality of assessment support from superiors is directly proportional to the growth of positive attitudes in employees. This means that when supervision provides fair, constructive, and targeted feedback, employees feel more appreciated, are able to see their own development, and are encouraged to work with greater enthusiasm and commitment because their intrinsic motivation is stronger.

The Supervisory Support variable shows that the indicator with the lowest outer loading value is physical support, while the Intrinsic Motivation variable has the lowest value is interest. These findings indicate that an increase in physical support correlates with an increase in an individual's interest in carrying out their duties. This means that when employees perceive adequate physical support from their supervisors, they tend to demonstrate greater interest, engagement, and internal drive in their work.

2) The Influence of Supervisory Support on Extrinsic Motivation

The results of the study indicate that supervisory support has a positive and significant effect on extrinsic motivation. Further research indicates a positive relationship between the role of the room supervisor and work motivation.(Peggy Passya et al. 2019).

Supervisory support in this study it was measured from the reflection of four indicators namely indicators Emotional support, appraisal support, informational support, and physical support. These four indicators have been proven to increase extrinsic motivation.in this study it was measured from the reflection of four indicators namely indicators *External regulation*, *Introjected regulation*, *Identification*, and *Integrated regulation*.

The Supervisory Support variable shows that the indicator with the largest contribution is appraisal support, while in the Extrinsic Motivation variable, the indicator with the highest outer loading value is introjected regulation. This finding indicates that increasing the quality of appraisal support from superiors is directly proportional to increasing introjected

regulation in employees. This means that the stronger the assessment, feedback, and appreciation provided by supervisors, the greater the employee's internal drive to act due to the need for social acceptance, recognition, or to avoid guilt.

The supervisory support variable showed the lowest outer loading value for the physical support indicator, while the extrinsic motivation variable had the lowest value for the integrated regulation indicator. These findings indicate that improving the quality of physical support from superiors has the potential to improve employees' levels of integrated regulation. This means that when employees feel they have adequate facilities, work tools, and physical conditions to carry out their duties, they tend to internalize their reasons for working in a more positive way and in alignment with organizational goals.

3) The moderating role of rewards in the influence of supervisory support on intrinsic motivation.

These results prove that the interaction of rewards with supervisory support does not have a significant effect on intrinsic motivation. Nugrahaningsih et al. (2021) stated that a reward system designed to support internal motivation, not just material rewards, can increase the positive impact of supervision on internal work motivation.

Rewards in this study it was measured from the reflection of four indicators namely indicators Salary, Bonus, Allowances, and Incentives. Then, supervisory support in this study it was measured from the reflection of four indicators namely indicators Emotional support, appraisal support, informational support, and physical support. While intrinsic motivation in this study it was measured from three indicators namely indicators Interest, Positive Attitude, and Needs.

The Rewards variable had the strongest contribution through the Incentives indicator, while in the Supervisory Support variable, the Assessment Support indicator showed the greatest influence. As for the Intrinsic Motivation variable, the indicator with the highest value was Positive Attitude. However, the analysis results showed that high incentives were not proven to significantly strengthen the relationship between assessment support and positive attitudes. This means that although incentives play an important role as a form of external reward, their presence does not automatically increase the effectiveness of assessment support in developing intrinsic motivation in the form of positive attitudes. Thus, the formation of positive attitudes depends more on the quality of supervisory support itself, rather than on the level of incentives provided.

The Rewards variable shows that the Allowance indicator has the lowest outer loading value, likewise in the Supervisory Support variable, the indicator with the lowest value is Physical Support, while in the Intrinsic Motivation variable, the indicator with the lowest value is Interest. This finding indicates that the amount of allowances has not been proven to provide significant strengthening of the effect of physical support in increasing interest as a component of intrinsic motivation. This means that increasing allowances is not automatically

able to increase work interest if physical support from the supervisor is not perceived as adequate, so efforts to increase intrinsic motivation need to focus more on non-material support aspects that are relevant to employee needs.

4) The Role of Rewards in the Influence of Supervisory Support on Extrinsic Motivation.

These findings indicate that rewards act as a significant moderator in the relationship between supervisory support and extrinsic motivation. In other words, when the rewards system is at a good level, the effect of supervisory support on increasing extrinsic motivation becomes stronger.

Rewards in this study it was measured from the reflection of four indicators namely indicators Salary, Bonus, Allowances, and Incentives. Then, supervisory support in this study it was measured from the reflection of four indicators namely indicators Emotional support, appraisal support, informational support, and physical support. These four indicators have been proven to increase extrinsic motivation. In this study it was measured from the reflection of four indicators namely indicators *External regulation*, *Introjected regulation*, *Identification*, and *Integrated regulation*

The Rewards variable shows that the Incentive indicator has the highest outer loading value, followed by the Supervisory Support variable, with the Assessment Support indicator as the strongest reflection. In the Extrinsic Motivation variable, the most dominant indicator is Introjected Regulation. This finding indicates that high incentives significantly strengthen the influence of assessment support on increasing Introjected Regulation. This means that when employees receive adequate incentives, assessment support from superiors becomes more effective in encouraging employees to be motivated due to internal drives such as the desire to maintain self-image, avoid guilt, or meet work environment expectations.

The Rewards variable showed the lowest outer loading value for the allowance indicator, while supervisory support had the lowest value for the physical support indicator. Extrinsic motivation, on the other hand, showed the lowest loading value for the integrated regulation indicator. This finding indicates that high allowances have not been proven to strengthen the influence of physical support on integrated regulation. This means that the provision of allowances is not an effective factor in increasing integrative motivation when the supervisory support provided focuses only on physical aspects.

4. Conclusion

This study demonstrates the importance of quality supervision in building employee work motivation, as well as the need for more targeted compensation strategies to improve weak aspects of extrinsic motivation. These findings provide a basis for organizations to strengthen their supervision systems and design more effective reward policies to improve employee motivation and performance. The conclusions supporting the hypothesis are as follows: Supervisory support has a positive and significant influence on employee intrinsic motivation.

Supervisory support has a positive and significant influence on employee extrinsic motivation. Rewards do not play a significant role in strengthening the relationship between supervisory support and intrinsic motivation, so that motivation that comes from within depends more on the quality of supervisory interactions than on material rewards. Rewards act as a significant moderator in the relationship between supervisory support and extrinsic motivation. Incentives have been shown to strengthen the effectiveness of supervisory support, while benefits have no significant reinforcing effect.

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