

Improving Human Resource Performance Through Supervisory Support With Intrinsic Motivation As A Mediation

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Abstract. *This study aims to empirically examine the influence of supervisory support on human resources(HR) performance, the effect of supervisory support on intrinsic motivation, the impact of intrinsic motivation on HR performance, and the role of intrinsic motivation as a mediator in the relationship between supervisory support and HR performance. This explanatory research uses primary data collected through questionnairesdistributed to 110 employees of PT Jasa Raharja across several regional offices, employing a census sampling technique. Respondents' answers were assessed using a semantic differential scale from 1 to 5. Data analysis was conducted using Partial Least Squares (PLS) to test the research hypothesis. The results indicate that supervisory support has a positive and significant effect on both HR performance and intrinsic motivation. Additionally, intrinsic motivation positively and significantly influences HR performance and acts as an important mediator that strengthens the positive effect of supervisory support on HR performance. These findings highlight the critical role of supervisory support and intrinsic motivation in improving HR performance.*

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

1. Introduction

The insurance industry in Indonesia faces major challenges in the next three yearsgoing forward, especially due to the OJK policy requiring an increase in equity to IDR 1 trillion by 2028 (POJK No. 23 of 2023) and the implementation of IFRS 17 adopted in PSAK 74. This step aims to increase the competitiveness of domestic insurance against international companies.

The minimum capital for general and life insurance is set at IDR 250 billion and willincreased based on the KPPE until 2028. Currently, there are still several companies that have not met the capital requirements. Meanwhile, foreign investor interest continues to increase, with foreign dominance in life insurance reaching 69.1%, while general insurance is still dominated by local companies at 75.6%. On the other hand, the Indonesian insurance market continues to attract foreign investors, which is expected to increase through mergers and acquisitions, especially for companies struggling to meet capital requirements in the coming years. In the

life insurance sector, foreign dominance is very strong with a market share reaching 69.1%, mostly from joint venture companies. Meanwhile, the general insurance industry is a different situation, where 75.6% of the market share is still controlled by local insurance companies.

In facing these dynamics, the insurance industry must adapt by improving the performance of its human resources (HR). Strengthening competencies Human resources are crucial, particularly in the areas of risk management, understanding new regulations, and the ability to adopt technology and digitalization in insurance services. Insurance companies need to invest in training, certification, and skills development of their employees to compete amidst regulatory changes and increasing global competition.

In an increasingly competitive and dynamic work environment, understanding An in-depth analysis of the factors influencing HR performance is crucial (Slemp & Vella-Brodrick, 2013). Improving Human Resources (HR) performance is crucial for organizational success. 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 crucial in creating a positive work environment (Mishra et al., 2019).

When HR feels supported by their superiors, they tend to have higher levels of job satisfaction, feel appreciated, and have greater motivation to achieve organizational goals (Khalid & Rathore, 2017).

This support also helps human resources cope with the pressure and stress that often accompany work, enabling them to work more efficiently and effectively. As reviewed by (Chan, 2017), with good supervision, human resources can develop their skills and competencies through ongoing training and mentoring, ultimately improving their overall performance.

Supervisory support not only contributes to the psychological well-being of individuals but also directly influences their operational performance in performance execution (Boakye et al., 2021). This support includes guidance, recognition, and resources provided by superiors to subordinates, which in turn creates a supportive and empowering work environment (Khalid & Rathore, 2017).

Previous research shows that there is still controversy regarding the results between the role of supervision and performance. Previous research stated that supervision has no significant effect on performance (Lutfi et al., 2022), however, Lee & Kusumah (2020) assessed a direct and significant path coefficient between supervision and employee performance. Therefore, in this study, intrinsic motivation is proposed as a mediating variable to explain the gap between the role of supervision and HR performance mentioned above.

Human resource performance is not only determined by individual technical abilities, but is also influenced by psychological factors and the work environment, such as intrinsic

motivation (Agung Nugroho et al., 2020). Motivation, as the primary driver of employee behavior and performance, plays a central role in

Intrinsic motivation determines the extent to which individuals can reach their maximum potential (Subari & Raidy, 2015). Intrinsic motivation is the drive that comes from within an individual to perform a job or task because they feel challenged, gain personal satisfaction, or have a sense of responsibility and meaning for their work (Mardanov, 2020). Intrinsic motivation plays a crucial role in improving the quality and quantity of employee performance (Hashiguchi et al., 2021).

Human resources with high intrinsic motivation are able to complete work more efficiently and effectively (Yusuf & Sriwijaya, 2021). They are also more creative, proactive, and able to solve problems with innovative approaches (Coccia, 2019). This occurs because they are not solely oriented towards external rewards such as salary or bonuses, but rather driven by inner satisfaction, pride in achievement, and a desire to develop (Locke & Schattke, 2019).

2. Research Methods

The type of research used is "Explanatory Research" (Effendi, 1995). This study explains the causal relationship between exogenous and endogenous variables in work autonomy. Based on the gap phenomenon and differences in previous research (research gap), the variables used are Supervisory Support as the exogenous variable; Intrinsic Motivation and HR performance as the endogenous variables.

3. Results and Discussion

This study involved 110 PT Jasa Raharja employees from several regional offices. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. During the fieldwork, all respondents willingly completed the questionnaires, resulting in 110 completed questionnaires that were used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

Based on the questionnaire data from 110 respondents in this study, their characteristics can be described based on gender factors as follows:

Table Respondent Characteristics Data According to Gender

	Gender	Frequency	Percentage
Man		72	65.5
Woman		38	34.5
Total		110	100.0

Source: Data processing results, 2025.

Table above shows that there are as many as 10 male respondents. 72 respondents (65.5%) and 38 female respondents (34.5%). The majority of respondents in this study were male. This reflects the employee composition within PT Jasa Raharja, which is generally still dominated by men due to the type of work that requires high mobility, such as patrols, field inspections, or physical inspection of goods.

2) Age

Based on the questionnaire data from 110 respondents in this study, their characteristics can be described based on age level factors as follows:

Table Respondent Characteristics Data by Age

Age	Frequency	Percentage
25 - 30 years	27	24.5
31 - 40 years old	45	40.9
41 - 50 years old	31	28.2
51 - 60 years	7	6.4
Total	110	100.0

Source: Data processing results, 2025.

From the data presented in Table above, it can be seen that the largest number of respondents were aged 31-40, with 45 employees (40.9%). This age group represents the most productive phase in the workforce, where employees possess mature experience, optimal thinking skills, and high levels of motivation. The smallest number of respondents were aged 51-60, with 7 employees (6.4%).

3) Last education

Based on the questionnaire data from 110 respondents, this study can be described as follows: its characteristics are based on the last educational factor as follows:

Table Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
Diploma	7	6.4
S1	82	74.5
S2	21	19.1
Total	110	100.0

Source: Data processing results, 2025.

Based on Table above, it can be seen that the majority of respondents have 82 employees (74.5%) had a bachelor's degree. Seven employees (6.4%) had a diploma, while 21 employees (18.8%) had a master's degree. This finding indicates that the majority of respondents had a bachelor's degree. This suggests that Jasa Raharja employees generally have higher educational backgrounds, which align with the demands of professionalism and the complexity of work in the public service sector.

4) Length of work

Based on the questionnaire data from 110 respondents, this study can be described as follows: its characteristics are based on the length of service as follows:

Table Respondent Characteristics Data According to Length of work

Years of service	Frequency	Percentage
0 - 10 years	21	19.1
11 - 20 years	43	39.1
21 - 30 years old	37	33.6
> 30 years	9	8.2
Total	110	100.0

Source: Primary Data Processing Results, 2025.

In Table it is known that the majority of respondents have a working period of between 11 - 20 years, as many as 43 respondents (39.1%). Respondents with a working period of between 11 - 20 years.

0 - 10 years of work as many as 21 respondents (19.1%), work period of 21 - 30 years as many as 37 respondents (33.6%), and there were 9 employees (8.2%) with tenure working for more than 30 years. Based on the data, most respondents had worked between 11 and 20 years. This finding indicates that respondents had substantial work experience, understood the organization's business processes, and had gone through several phases of career development.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by providing a weighted assessment for each statement in the questionnaire. The respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from this scale, the data will be categorized into 3 groups. To determine the scoring criteria each group can be calculated as follows (Sugiyono, 2017):

- Highest score = 5
- Lowest score = 1
- Range = Highest score – lowest score = 5 - 1 = 4
- Class interval = Range / number of categories = 4/3 = 1.33

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to 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 predictive relationships

between constructs by seeing whether there is an influence or relationship between the constructs.

Measurement model testing (outer model) shows how the manifest or observed variables represent the latent variables to be measured. Measurement model evaluation is conducted to test the model's validity and reliability. Validity criteria are measured using convergent and discriminant validity while the construct reliability criteria are measured by composite reliability, *Average Variance Extracted (AVE)*, and Cronbach alpha.

Reliability testing is conducted to demonstrate the accuracy, consistency, and precision of an instrument in measuring a construct. In Structural Equation Modeling-Partial Least Squares (SEM-PLS), reliability and construct validity criteria are used to ensure that the measurement model is accurate and trustworthy. The following is a brief explanation of Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE):

- a. *Cronbach alpha*. This criterion is used to measure the internal consistency of items within a construct, indicating the extent to which the items measure the same concept. A Cronbach's alpha score of more than 0.70 indicates good reliability of the construct being studied (Ghozali, 2014).
- b. *Composite Reliability*. Measuring the internal reliability of a construct by considering the indicator weights (loadings) in the PLS model. The indicators of a construct provide good results if they are able to provide a composite reliability value of more than 0.70.
- c. *Average Variance Extracted (AVE)*. An AVE criterion above 0.5 indicates that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in the research.

The Goodness of Fit (GoF) criterion test is used to evaluate the structural model and measurement model. The GoF test is conducted to assess the goodness of fit of the structural model or inner model. Assessing the inner model means evaluating the relationship between latent constructs by observing the estimated path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit of the structural model was evaluated by considering the R-square (R²) and Q² (predictive relevance model).

The final analysis in PLS is the structural model analysis or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the output of the structural model. The significance of the loading factor that explains the influence of the Supervisory support construct on HR performance through the mediation of intrinsic motivation as an intervening variable.

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

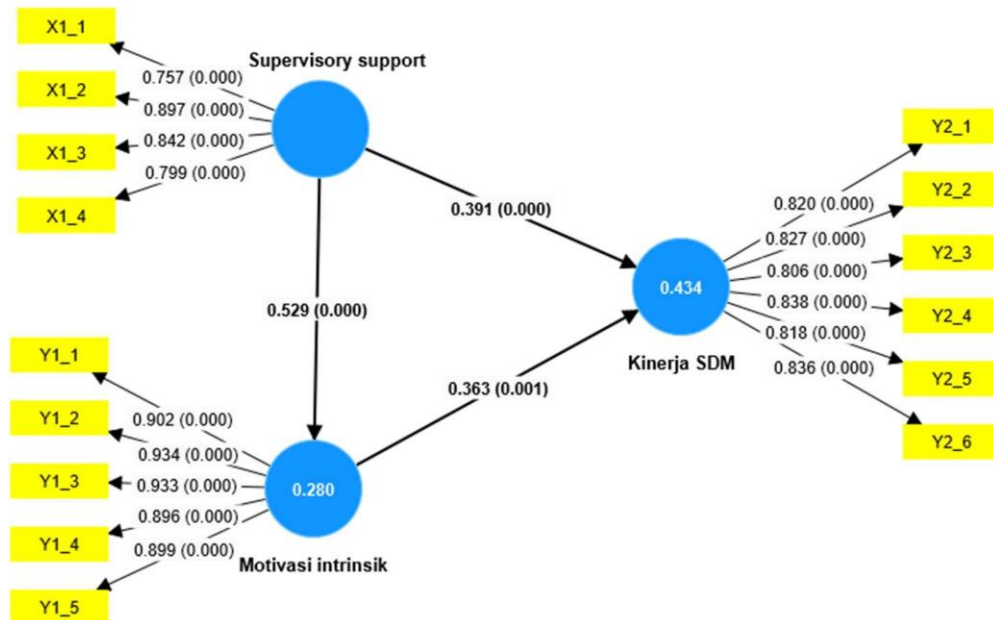


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

a) Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. The t-value for the 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Intrinsic motivation ->HR Performance	0.363	0.363	0.113	3,211	0.001
Supervisory support ->HR Performance	0.391	0.392	0.110	3,550	0.000
Supervisory support -> Intrinsic motivation	0.529	0.532	0.070	7,523	0.000

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

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1:

H1: Supervisory Support has a positive influence on HR Performance. The first hypothesis test is carried out by looking at the estimated value of the coefficient

(original sample) the effect of Supervisory support on HR Performance is 0.391. These results provide evidence that Supervisory support has a positive influence on HR Performance. This is supported by the test results obtained by the t-count (3.550) which is greater than the t-table (1.96) with p (0.000) less than 0.05. Thus, the test conclusion can be drawn that Supervisory support has a positive and significant effect on HR Performance. This result means that the better the Supervisory support, the HR Performance will tend to increase. Based on this, the first hypothesis proposed in this study, namely "Supervisory Support has a positive influence on HR Performance" can be accepted.

2) Hypothesis Testing 2:

H2: Supervisory Support has a positive influence on Intrinsic motivation The second hypothesis test was carried out by looking at the estimated coefficient value (original sample) of the influence of Supervisory support on HR Performance, namely

0.529. The results provide evidence that supervisory support has an influence positive effect on HR Performance. This is supported by the test results obtained by the t-count (7.523) which is greater than the t-table (1.96) with p (0.000) which is less than 0.05. Thus, it can be concluded that Supervisory support has a positive and significant effect on HR Performance. This result means that the better the Supervisory support, the HR Performance will tend to increase. Based on this, the second hypothesis proposed in this study, namely "Supervisory Support has a positive effect on Intrinsic Motivation" can be accepted.

3) Hypothesis Testing 3:

H3: Intrinsic motivation has a positive influence on HR performance

The third hypothesis test was conducted by examining the estimated coefficient value (original sample) of the influence of intrinsic motivation on HR performance, which was 0.363. This result provides evidence that intrinsic motivation has a positive influence on HR performance. This is supported by the test results obtained, the calculated t-value (3.211) is greater than the t-table (1.96) with p (0.001) less than 0.05. Thus, the test can be concluded that intrinsic motivation has a positive and significant influence on HR performance. This result means

The better the intrinsic motivation, the more HR performance will tend to improve. Based on this, the third hypothesis proposed in this study, namely "Intrinsic motivation has a positive influence on HR performance," can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results Analysis of the Indirect Influence of Supervisory Support on HR Performance through the Mediation of Intrinsic Motivation The indirect effect test was conducted to determine the influence of an exogenous variable (Supervisory support) on an endogenous variable (HR Performance) through an intervening variable,

namely intrinsic motivation.

Supervisory support refers to employees' perceptions of the extent to which their superiors care about them, provide helpful feedback, and facilitate their work. Supervisory support can increase feelings of appreciation and support, fulfill the need for autonomy and competence, and provide space for self-development. This will increase intrinsic motivation, which in turn encourages employees to perform better, be more creative, and be more committed, meaning that employee performance improves.

Thus, it can be concluded that intrinsic motivation plays a crucial role in bridging the influence of supervisory support on HR performance. The greater the support provided by leadership, the stronger the employee's intrinsic motivation, which will ultimately drive significant improvements in HR performance.

Discussion:

a) The Influence of Supervisory Support on PerformanceHR

This study demonstrates that supervisory support has a positive and significant impact on HR performance. This finding suggests that better supervisory support tends to improve HR performance. This finding is supported by Nuraeny (2023), who found in her research that supervisory support impacts HR performance.

Supervisory support which in this study is a reflection of four indicators, namely emotional support, assessment support, information support, and physical support indicators, which have been proven to be able to improve HR performance, indicated by the quality of work results, quantity of work results, timeliness, cost effectiveness, supervision and interpersonal influence.

The analysis of the Supervisory Support variable shows that the indicator with the highest outer loading value is support in the performance appraisal process. Meanwhile, for the Human Resources (HR) Performance variable, the indicator with the highest contribution is shown by cost effectiveness. This finding indicates a strong positive relationship between the quality of assessment support from superiors and the efficiency of cost use in carrying out work. This means that the higher the level of support provided by superiors in terms of performance evaluation or assessment, such as constructive feedback, clarity of assessment criteria, and fairness in evaluation, the greater the opportunity for the organization to improve cost effectiveness. This occurs because accurate and supportive assessments can help employees understand work priorities, avoid wasting resources, and be more focused on achieving targets efficiently.

The results of the analysis of the Supervisory Support variable show that the indicator with the lowest outer loading value is emotional support, while for the Human Resources (HR) Performance variable, the indicator with the lowest outer loading value is punctuality.

This indicates that emotional support from superiors has an important influence on employees' punctuality in completing tasks.

The greater the emotional attention given by the superior, such as Empathy, caring, and psychological encouragement increase the likelihood of employees working on time and meeting deadlines. This means that emotional support not only impacts employee psychological well-being but also contributes to discipline and work efficiency, particularly in terms of time management. This emphasizes the importance of superiors in creating an emotionally supportive work environment to encourage optimal employee performance.

b) Influence Supervisory Support for Intrinsic Motivation

This study demonstrates that supervisory support has a positive and significant impact on intrinsic motivation. This finding suggests that better supervisory support tends to increase intrinsic motivation. Previous research has shown that supervisor support has a positive relationship with work motivation (Peggy Passya et al., 2019).

Supervisory support which in this study is a reflection of four indicators, namely emotional support, assessment support, information support, and physical support indicators, which have been proven to be able to increase intrinsic motivation which is indicated by *The work it self, Advancement, Responsibility, Recognition, and Achievement*.

The measurement results for the Supervisory Support variable show The indicator with the highest outer loading value is assessment support. Meanwhile, for the Intrinsic Motivation variable, the indicator with the highest outer loading value is responsibility.

These findings suggest a strong correlation between the quality of superior appraisal support and an individual's increased sense of intrinsic responsibility. In other words, the greater the superior's attention to providing fair, objective, and constructive appraisals of subordinates' performance, the higher the individual's intrinsic motivation in the form of responsibility for the assigned task.

Appropriate and supportive assessments can foster feelings of appreciation, self-confidence, and an internal commitment to completing work responsibly. This means that superiors' roles in providing constructive feedback and meaningful performance appraisals are crucial in fostering intrinsic employee motivation, particularly in fostering a sense of responsibility for their work independently and sustainably.

Based on the measurement results for the Supervisory Support variable, it was found that the indicator with the lowest outer loading value was emotional support. Meanwhile, for the Intrinsic Motivation variable, the indicator with the lowest outer loading value was recognition.

This shows that there is a relationship between emotional support from superiors and the level of recognition felt by individuals in the work environment.

The higher the quality of supportThe more emotional support a superior provides, such as concern, empathy, attention to the psychological well-being of subordinates, and respect for their feelings, the greater the likelihood that individuals will feel recognized for their contributions and successes. Emotional support creates a sense of security and worth, which then encourages a feeling that their efforts and achievements are recognized and appreciated. This means that while recognition is often associated with formal or verbal rewards, the roots of a strong sense of recognition can stem from an emotionally supportive work climate.

c) The Influence of Intrinsic Motivation on HR Performance

This study demonstrates that intrinsic motivation has a positive and significant impact on HR performance. This finding suggests that improved intrinsic motivation leads to improved HR performance. Previous research confirms that intrinsic motivation significantly impacts HR performance (Good et al., 2022).

Intrinsic motivation in this study is a reflection of five indicatorsnamely indicators*The work it self, Advancement, Responsibility, Recognition,*and Achievement has been proven to be able to increase the measurement of HR performance variables in research measured by the quality of work results, Quantity of work results, timeliness, cost effectiveness, supervision andninfluenceinterpersonal.

The measurement results for the Intrinsic Motivation variable show that the indicator with the highest outer loading value is responsibility. Meanwhile, for the Human Resources (HR) Performance variable, the indicator with the highest outer loading value is cost effectiveness. These findings indicate a strong relationship between an individual's sense of responsibility at work and an organization's ability to achieve efficiency in operational costs.

The moreThe higher the sense of responsibility employees have for their tasks and obligations, the greater their contribution to achieving cost effectiveness. Individuals who are intrinsically motivated by responsibility tend to be more committed, disciplined, and results-oriented, thus avoiding wasted resources and maximizing the use of time and budget.

This means instilling valuesResponsibility within each employee not only impacts the individual's quality of work completion but also directly contributes to overall organizational performance, particularly in terms of efficient cost management. Therefore, strengthening the responsibility aspect within the context of work motivation is crucial to supporting the achievement of sustainable organizational goals.

Measurement results for the Intrinsic Motivation variable show that the indicator with the lowest outer loading value is recognition. Meanwhile, for the Human Resources (HR) Performance variable, the indicator with the lowest outer loading value is punctuality. These findings indicate a relationship between the level of recognition an individual receives and the timeliness of completing tasks or work.

The greater the appreciation and recognition given to employees for their contributions, efforts, and achievements, the more likely they are to work in a disciplined and timely manner. Recognition serves as a form of validation that reinforces a sense of worth and internal motivation, which ultimately translates into responsible work behavior, including meeting deadlines.

This means that recognition not only has an impact on improving morale and job satisfaction also plays a crucial role in shaping more productive and organized work behaviors. Therefore, organizations need to build a work culture that values and recognizes every employee's contribution to encourage improved performance, particularly in terms of punctuality.

d) The mediating role of intrinsic motivation in the influence of supervisory support on HR Performance

Intrinsic motivation plays a crucial role as a bridge between the influence of supervisory support and human resource performance. The greater the support from leadership, the stronger the employee's intrinsic motivation, which ultimately leads to improved human resource performance. Intrinsic motivation is the drive within employees to perform their work for personal satisfaction, not just external rewards. When intrinsic motivation increases, employees feel more valued and supported by their work environment, particularly through the role of superiors (supervisory support) who provide attention, assistance, and positive feedback. This fulfills employees' basic psychological needs such as autonomy (freedom to work) and competence (feeling capable and expert in their tasks). Furthermore, high intrinsic motivation also opens up opportunities for employees to continue learning and developing their abilities.

This condition encourages employees to contribute more. Maximize performance by working better, demonstrating creativity in facing challenges, and committing to organizational goals. With strong motivation, employees not only perform their duties but also strive to deliver high-quality and innovative results. Ultimately, this significantly improves HR performance because employees are more productive and effective in their work.

4. Conclusion

Based on the proof of the hypothesis, the answer to the problem formulation in this study, namely "How to improve the performance of Jasa Raharja employees through supervisory support with intrinsic motivation as a mediator?" is as follows: The Influence of Supervisory Support on HR Performance. The better the Supervisory Support, the more HR Performance will tend to improve. The Influence of Supervisory Support on Intrinsic Motivation. The better the supervisory support, the more intrinsic motivation tends to increase. The Influence of Intrinsic Motivation on HR Performance. The Better the Motivation, the Better the Performance. Intrinsic, then HR performance will tend to increase. Overall, intrinsic motivation serves as a connector or Supervisory support is an important mediator that strengthens the positive effect of supervisory support on human resource performance. This means that

support provided by leaders not only directly influences performance but also increases employees' intrinsic motivation. The greater the support employees perceive, the higher their intrinsic motivation, which then indirectly drives improved human resource performance within the organization.

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