

Employee Performance Improvement Analysis Based on Intrinsic Motivation Andself-Impose Disciplinewit hempowering Leadership as a Moderating Variable (Study at PT Jasa Raharja, Sumatra Region)

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Abstract. *This study aims to examine the influence of Intrinsic Motivation and Self-Imposed Discipline with Empowering Leadership as Moderating Variables on Employee Performance Improvement. This type of research is associative quantitative research, namely research that aims to determine the influence or relationship between two or more variables with a quantitative approach that analyzes data with statistical tools in the form of numbers. The population in this study were all 425 employees of PT. Jasa Raharja in the Sumatra region, with a sample of 206 respondents obtained through the Slovin formula. Data collection was carried out using a closed questionnaire distributed personally, using a five-point Likert scale from "Strongly Disagree" to "Strongly Agree". Data analysis was carried out using the Partial Least Square (PLS) approach. The results of the study indicate that there is a positive and significant influence between the Intrinsic Motivation variable on Employee Performance at PT. Jasa Raharja throughout the Sumatra region, there is a positive and significant influence between the Self-Imposed Discipline variable on Employee Performance at PT. Jasa Raharja throughout the Sumatra region, there is a positive and significant influence between the Intrinsic Motivation variable on Employee Performance at PT. Jasa Raharja throughout the Sumatra region with Empowering Leadership as a moderating variable, and there is a positive and significant influence between the Self-Imposed Discipline variable on Employee Performance at PT. Jasa Raharja throughout the Sumatra region with Empowering Leadership as a moderating variable. This research contributes to strengthening understanding of the importance of enhancing intrinsic motivation, discipline, and leadership strengths on employee performance as a means of driving the achievement of company targets. The findings also offer practical implications for companies in designing communication and education strategies for employees.*

Keywords: *Discipline; Intrinsic; Motivation; Self-Imposed.*

1. Introduction

Employees are a vital component of a company and play a crucial role and function in supporting the company in achieving its vision and mission. Therefore, human resources must be managed effectively and efficiently to support the achievement of company targets. The

human resources that contribute to a company are its employees. Employees within a company are required to provide a competitive advantage to win the competition, demonstrated through their performance.

Achieving high-quality employee performance is influenced by several factors. One factor that influences employee performance is motivation. Motivation is one of the factors that drives someone to perform a certain activity. Motivation also serves as a driving force to direct and move the potential of human resources towards the desired goal. High motivation from company leaders produces employees with good quality in carrying out their duties and functions. However, if the motivation given to employees is lacking, then the performance given will not be optimal. With the provision of motivation, employees will also remain enthusiastic in improving their performance, so that the company's vision and mission will also be achieved. The negative impact that will occur if an employee feels demotivated or has little or no motivation at work at all is that the employee will feel less than optimal in contributing to achieving the company's targets. Therefore, the employee concerned will try to isolate themselves from the work environment, both physically and psychologically.

Another motivation that plays a crucial role in improving employee performance is intrinsic motivation. According to Sardiman (in Azis, 2017), intrinsic motivation is defined as motives that become active or functional, so they don't require external stimulation because the individual already has an internal drive to do something.

Besides motivation, another variable that influences employee performance is discipline. Good discipline reflects a strong sense of responsibility for the tasks assigned to them. High levels of work discipline enable employees to achieve maximum work effectiveness, both in terms of time management and the implementation of company regulations. Regulations are essential to provide direction for employees in improving employee performance.

Studies on work discipline reveal a new variation on the concept of self-imposed discipline. Self-imposed discipline is self-imposed discipline. Discipline that originates within an individual is essentially a spontaneous response to competent leadership and a form of self-motivation, meaning a desire and willingness to do what aligns with the group's wishes (Moekijat, 2002).

Leadership style is a crucial factor in providing direction to employees. The leaders needed today are those capable of empowering their employees (empowering leadership). A leader who implements this empowering leadership style is considered more effective in influencing their employees' work patterns. Employees feel valued and trusted in carrying out their duties and functions, enabling them to maximize their potential and develop a sense of responsibility for the company's progress. Therefore, it can be said that employee performance will automatically improve.

One company policy to improve employee performance is to conduct performance appraisals. According to Mangkunegara (2007), employee performance (work achievement) is the quality

and quantity of work achieved by an employee in carrying out their duties according to their primary tasks, functions, and responsibilities. In relation to motivation and work discipline, employee performance appraisals will be effective if supported by high levels of motivation, work enthusiasm, and self-discipline.

2. Research Methods

Based on its level of clarity, this research is included in associative quantitative research, namely research that aims to determine the influence or relationship between two or more variables with a quantitative approach that analyzes data with statistical tools in the form of numbers (Sugiyono in Fitriani, 2018). Based on this type of research, it can be used to determine, analyze, and explain whether self-imposed discipline and intrinsic motivation with empowerment leadership moderation can influence the performance of PT. Jasa Raharja employees in the Sumatra region.

3. Results and Discussion

Respondents in this study were employees who had worked for at least two years at PT. Jasa Raharja throughout Sumatra. Based on a list of questions submitted to 206 respondents, gender, highest level of education, and length of service were identified. This categorization of respondents' identities was carried out to accurately describe the respondents who were the subjects of this study. A general description of the respondents in this study is as follows.

In this study, respondents were grouped by gender. This was done because gender differences can influence respondents' responses.

Based on the processing of questionnaire data in the form of a Google form originating from 206 respondents, the description of respondents based on gender can be explained as follows:

Table Respondents by Gender

No	Gender	Number of Respondents	Percentage (%)
1	Man	148	71.84
2	Woman	58	28.16
Total		206	100

Source: Primary Data Processing, 2025

Based on Table above, it can be seen that the largest number of respondents were male, at 148 respondents, or 71.84%. The remaining 58 respondents, or 28.16%, were female. This indicates that male respondents dominated the survey and questionnaire.

In this study, respondents can also be differentiated based on their last education, because it is assumed that differences in study level will affect the depth of respondents' answers to each statement asked in the questionnaire.

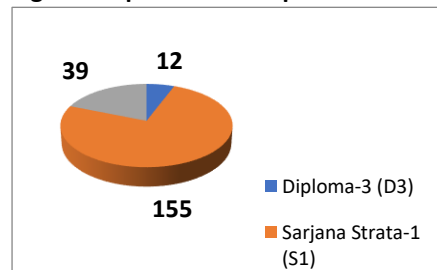
Based on the processing of questionnaire data in the form of a Google form originating from 206 respondents, the description of respondents based on their last education can be explained as follows:

Table Respondents Based on Last Education

No	Last education	Number Respondents	of Percentage (%)
1	D3	12	5.83
2	S1	155	75.24
3	S2	39	18.93
Total		206	100.00

Source: Primary Data Processing, 2025

Figure Respondents' Graph Based on Last Education



Source: <https://docs.google.com/forms,2025>

Based on table and figure shows that the results of the analysis of 206 respondents who became respondents in this study, the majority of the respondents' work period had a Bachelor's degree (S1) of 155 respondents or 75.24%, while the remaining 32 respondents or 18.93% had a Bachelor's degree (S2), and 12 respondents or 5.83% had a Diploma-3 (D3). This shows that PT. Jasa Raharja employees throughout the Sumatra region have a good level of education.

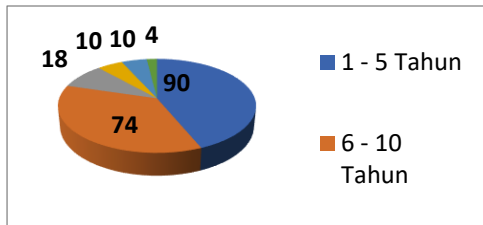
Based on the summary of questionnaires collected from 206 respondents in the form of a Google form, respondents can be categorized based on varying levels of tenure. The number of respondents classified by length of service is as follows:

Table Respondents Based on Length of Service

No	Length of work	Number Respondents	of Percentage (%)
1	15 years	90	43.69
2	6 - 10 Years	74	35.92
3	11 - 15 Years	18	8.74
4	16 - 20 Years	10	4.85
5	21 - 25 Years	10	4.85
6	26 - 30 Years	4	1.94
Total		206	100.00

Source: Primary Data Processing, 2025

Figure Respondents' Graph Based on Length of Service



Source: <https://docs.google.com/forms>, 2025

Based on table and figure the results of descriptive analysis of respondent characteristics show that of the 206 respondents studied, most of the respondents' work period was 1-5 years, namely 90 respondents (43.69%) and 6-10 years, namely 74 respondents (35.92%) while the remaining 18 respondents (8.74%) with a work period of 11-15 years, 10 respondents (4.85%) with a work period of 16-20 years, 10 respondents (4.85%) with a work period of 21-25 years, and as many as 4 respondents (1.94%) with a work period of 26-30 years. This shows that 56.31% of permanent employees of PT. Jasa Raharja in the Sumatra region have a work period of more than 5 years, a work period long enough to be able to assess and provide information related to relationships with superiors, work, the company and employee performance.

Descriptive statistics from the results of this study were used to determine respondents' assessments of the research variables which include: intrinsic motivation, self-imposed discipline, empowering leadership, and employee performance. Descriptive analysis aims to find respondents' answers to each variable to determine the frequency and intensity. The frequency distribution is obtained from the tabulation of respondents' answer scores.

This descriptive statistical analysis also requires categorization to determine whether the average falls into the low, medium, or high category. To obtain the category range for each variable, the minimum and maximum scale values are used, with the minimum scale being 1 and the maximum being 5. The range value is 1.33. Based on these figures, the category values are interpreted as follows:

1.00 – 2.33 = low

2.34 – 3.67 = moderate

3.68 – 5.00 = high

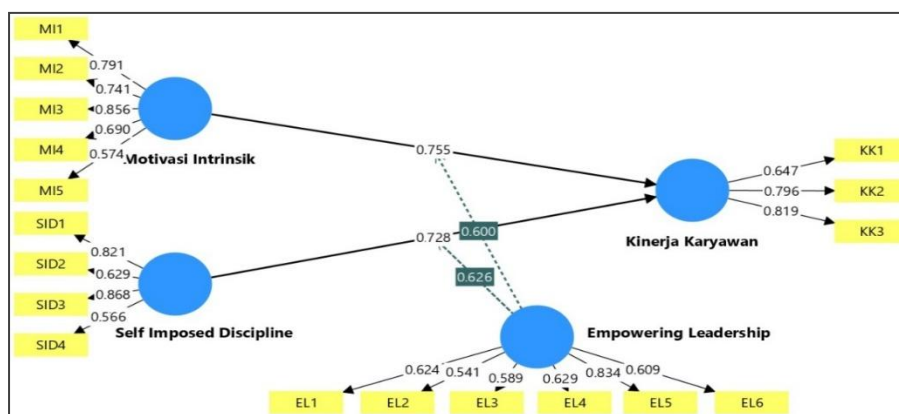
This study uses the Partial Least Squares (PLS) analysis technique. PLS analysis consists of two submodels: the measurement model, commonly known as the extrinsic model, and the structural model, more commonly known as the internal model.

The measurement model shows how the observed variables represent the latent variables to be measured. The subsequent testing steps using PLS can be described as follows.

There are three types of testing in the reflective measurement model (outer model), namely convergent validity, discriminant validity, and reliability testing.

This test aims to determine the degree of consistency between the measurement results of the variables and the existence of indicators of the variables that have been explained theoretically. The values of outer loadings, Composite reliability, and Average Variance Extracted are used to evaluate this test in three steps (AVE). Several significant correlations between indicators and latent variables are seen in the loading factor table contained in the outer loading. The outer loading value with the weakest and acceptable validity is 0.5. The Report Smart PLS algorithm will display the output of the outer loading. Figure 4.4 shows a path diagram to make the outer loading values of each indicator that measures the construct easier to see.

Figure Construct Model



Source: SmartPLS Software Output, 2025

Figure shows the magnitude of the loading factor value for each construct measurement indicator, each with a loading factor greater than 0.50. This indicates that all indicators are valid and have good validity. The loading factor values are also presented in the following table:

Table Loading Factors of Research Variables

0.624	Valid
0.541	Valid
0.589	Valid
0.629	Valid
0.834	Valid
0.609	Valid
0.647	Valid
0.796	Valid
0.819	Valid
0.791	Valid
0.741	Valid

0.856	Valid
0.690	Valid
0.574	Valid
0.821	Valid
0.629	Valid
0.868	Valid
0.566	Valid

Source: SmartPLS Software Output, 2025

Table shows that all statement items in the questionnaire in this study can be extracted perfectly and have a loading factor value > 0.5 . Thus, this can indicate that all statement items used in this study have good ability to explain the construct.

The bootstrapping method is used to propose a hypothesis. In hypothesis testing, the path coefficient value indicates the level of significance. To test the proposed hypothesis, a t-statistic value is required and p-value. The t-statistic value will then be compared with the t-table. To determine the t-table value, a significance level of 5% or 0.05 is used with degrees of freedom ($df = (nk)$), where n is the number of observations of 206 and k is the number of variables of 4 variables. Therefore, the t-table value in this study is 1.652.

Meanwhile, for the p-value, this study uses a p-value with a significance level of 5% or 0.05. The basis for decision-making in hypothesis testing based on the t-statistic value with a significance level of 0.05 is:

- 1) H_0 is accepted if the t-statistic < 1.652 (no effect)
- 2) H_0 is rejected if the t-statistic ≥ 1.652 (influential)
- 3) If the p-value > 0.05 then H_0 is accepted (no effect)
- 4) If the p-value ≤ 0.05 then H_0 is rejected (influential)

The following are the calculation results for the research hypothesis test which will be described in table.

Table Path Coefficient

Research Variables						
0.155	0.166	0.088	1,761	0.048	Ha Accepted Ho Rejected	
0.228	0.221	0.097	2,350	0.019	Ha Accepted Ho Rejected	
0.100	0.165	0.080	1,747	0.042	Ha Accepted Ho Rejected	

0.226	0.219	0.098	2,262	0.014	Ha Accepted
					Ho Rejected

Source: SmartPLS Software Output, 2025

Research Discussion:

Based on the results of the hypothesis testing in Table it can be seen that:

a. Results of Hypothesis Test 1 (H_1)

H_1 The conclusion of this study is that Intrinsic Motivation has a significant effect on Employee Performance. Based on the results of the path coefficient measurement shown in Table 4.15, the relationship between the variables of Intrinsic Motivation and Employee Performance is obtained with a p-value ≤ 0.05 (0.048) and a t-statistic ≥ 1.652 (1.761), so that H_0 is rejected and H_a is accepted. In the original sample column, the value is positive, which means a positive effect, namely if the intrinsic motivation of each employee of PT. Jasa Raharja throughout the Sumatra region in carrying out tasks is high, then the employee performance value is also high.

b. Results of Hypothesis 2 Test (H_2)

H_2 The conclusion of this study is that Self-imposed Discipline has a significant effect on Employee Performance. Based on the results of the path coefficient measurement shown in Table 4.15, the relationship between the variables of Self-imposed Discipline and Employee Performance is obtained with a p-value ≤ 0.05 (0.019) and a t-statistic ≥ 1.652 (2.350), so that H_0 is rejected and H_a is accepted. In the original sample column, the value is positive, which means it has a positive effect, namely if the Self-imposed Discipline embedded in the attitude of every employee of PT. Jasa Raharja throughout the Sumatra region in carrying out company duties is high, then the employee performance value is also high.

c. Results of Hypothesis Test 3 (H_3)

H_3 The conclusion of this study is that Empowering Leadership moderates the influence between Intrinsic Motivation and Employee Performance. Based on the results of the path coefficient measurement shown in Table 4.15, it shows the relationship between the variables of Intrinsic Motivation and Employee Performance which is moderated by the Empowering Leadership variable, the p-value is ≤ 0.05 (0.042) and the t-statistic is ≥ 1.652 (1.747), so that H_0 is rejected and H_a is accepted. In the original sample column, the value is positive, which means it has a positive effect, namely there is a positive and significant influence of the intrinsic motivation variable on Employee Performance at PT. Jasa Raharja in the Sumatra region with Empowering Leadership as the moderating variable. This means that Empowering Leadership strengthens the influence of Intrinsic Motivation on Employee Performance at PT. Jasa Raharja throughout the Sumatra region.

d. Results of Hypothesis Test 4 (H_4)

H4The conclusion of this study is that Empowering Leadership moderates the influence between Self-imposed Discipline and Employee Performance. Based on the results of the path coefficient measurement shown in Table 4.15, it shows the relationship between the Self-imposed Discipline variable and Employee Performance moderated by the Empowering Leadership variable, with a $p\text{-value} \leq 0.05$ (0.014) and a $t\text{-statistic} \geq 1.652$ (2.262), so H_0 is rejected and H_a is accepted. In the original sample column, the value is positive, meaning it has a positive effect, namely there is a positive and significant influence of the Self-imposed Discipline variable on Employee Performance at PT. Jasa Raharja in the Sumatra region with Empowering Leadership as the moderating variable. This means that Empowering Leadership strengthens the influence of Self-imposed Discipline on Employee Performance at PT. Jasa Raharja throughout the Sumatra region.

4. Conclusion

The results of this study prove and provide a brief conclusion answering the research problem, which states that improving employee performance can be done by increasing intrinsic motivation, Self-Imposed Discipline, and Empowering Leadership. Referring to the formulated hypothesis, several conclusions were obtained as follows: There is a positive and significant influence between the Intrinsic Motivation variable and Employee Performance at PT. Jasa Raharja throughout the Sumatra region. There is a positive and significant influence between the Self-Imposed Discipline variable and Employee Performance at PT. Jasa Raharja throughout the Sumatra region. There is a positive and significant influence between the Intrinsic Motivation variable on Employee Performance at PT. Jasa Raharja throughout the Sumatra region with Empowering Leadership as a moderating variable. There is a positive and significant influence between the Self-Imposed Discipline variable on Employee Performance at PT. Jasa Raharja in the Sumatra region with Empowering Leadership as a moderating variable.

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