

## The Role of Work Passion on Employee Performance Based on Intrinsic Goals and Perceived Organizational Support

Diah Kurnia Ramadhini

Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [diahkurniaramadhini.std@unissula.ac.id](mailto:diahkurniaramadhini.std@unissula.ac.id)

**Abstract.** *This study aims to explore a new conceptual model that can fill the limitations of previous studies and research gaps between intrinsic goals and perceived organizational support (POS) with employee performance centered on the conception of work passion. The population used is sales employees from 5 branches of Nasmoco Semarang totaling 87 people. The sample was taken by using a census approach, namely taking the entire population as research respondents so that the number of samples in this study was 87 people. The analysis tool is structural equation modeling (SEM) with the partial least squares method (Smartpls Vers. 3.3.2). The results showed that intrinsic goals and work passion had no effect on employee performance, while perceived organizational support (POS) had an effect on employee performance. In addition, intrinsic goals and perceived organizational support (POS) have an effect on work passion. Work passion as a mediating variable cannot influence intrinsic goals and perceived organizational support (POS) on employee performance.*

**Keywords:** *work passion; intrinsic goals; perceived organizational support (POS); employee performance.*

### 1. Introduction

Economic growth has recently continued to increase, competition in the industry is also competing to show more creative abilities in finding solutions to many problems that occur in their companies to gain competitive advantage. This must be supported by the awareness of top managers to begin to recognize other supporting factors besides technology, capital and products, because these can be easily purchased and imitated by competitors. On this basis, according to Indriasari (2018) and Srivastava (2012) a top manager must make human resources an important factor to be used as the main factor in the company's competitive advantage.

Employee Performance always an interesting topic in management science because Most companies require a highly talented and skilled workforce to provide high quality products to their customers. Remembering that human resources are the main investment in an organization (Mulyadi, 2015), top managers need to highlight the best wishes of their employees to achieve common goals. In terms of employee perception, the amount of feedback such as salary, bonuses, and benefits will improve performance and create more motivation in the form of extrinsic goals from an employee. Meanwhile, to achieve Employee Performance, top managers need to provide perfection in employee motivation, therefore in addition to motivation in the form of extrinsic goals, top managers need to provide Intrinsic Goals to employees. In motivation, extrinsic goals are concrete things that are received directly by employees, while Intrinsic Goals tend to provide personal satisfaction to individuals (Munir, 2016). So it can be concluded that Intrinsic Goals are psychological rewards experienced directly by an employee.

In previous studies, many researchers debated the differences in results in each of their studies, in studies conducted by Hendijani, et.al. (2016) and Cerasoli, et.al. (2014) stated that the existence of intrinsic goals can improve employee performance. While Nduka (2016) concluded by stating that intrinsic factors can or can contribute longer than extrinsic factors to the influence of motivation on Employee Performance. However, in a study conducted by Muhammad (2019) there was a finding that Intrinsic Goals did not affect Employee Performance, this was also expressed by Pink (2011) said that intrinsic goals can reduce the level of creativity in an employee's work, which also means that it can reduce employee performance.

Research conducted by Collewaert Et.al. (2016) and Cui (2020) suggest that there is a mediating variable between intrinsic goals and Employee Performance. Cui (2020) also suggests Work Passion as an intervening with the assumption that individuals who pursue intrinsic goals tend to engage in their favorite work independently, internalize their work into their self-identity and then produce higher work enthusiasm. This is supported by research conducted by Belanger et.al. (2015) also found that regulation mode will positively predict work passion as a mediator of Intrinsic Goals on Employee Performance. Work Passion in this case is a strong tendency towards activities that someone likes, that they consider important, and in which someone invests time and energy (Belanger et.al, 2015).

Another variable that can affect Employee Performance is Perceived Organizational Support (POS) which is organizational support that is perceived with global beliefs about the extent to which the organization values contributions, pays attention to welfare, listens to complaints, pays attention to life, and pays attention to goals to be achieved and can be trusted to treat employees fairly (Ogochukwu and Ikon, 2019). Perceived Organizational Support (POS) was found to have an important influence on Employee Performance (Krishnan & Mary, 2012). The Perceived Organizational Support (POS) in question can be in the form of appreciation for contributions, listening to complaints, feeling proud of the results of employee performance or achievements and meeting employee needs.

There are differences in the results of previous studies regarding Perceived Organizational Support (POS) on Employee Performance. Research conducted by Ogochukwu and Ikon (2019), Arshadi and Hayafi (2013), Afzali, et al. (2014) and Murniasih and Sudarma (2016) which resulted in Perceived Organizational Support (POS) having an effect on Employee Performance. However, this is different from the results of research conducted by Yih and Lawrance (2011) and Kambu, et al. (2011) which resulted in Perceived Organizational Support (POS) having no effect on Employee Performance. The differences in the results of the above studies can be summarized in Table.

Since the emergence of Corona Virus Disease 2019 (Covid-19), the cases have continued to increase until it was finally discovered that the cause of this pneumonia cluster was the novel Corona virus. Basically, the emergence of the virus has become a crisis for the entire country and of course companies. Many companies have experienced a decline in turnover or even went bankrupt. One of the companies that experienced a decline in turnover is Nasmoco. Nasmoco as a Toyota brand trading company for the Central Java and DIY regions experienced a decline in turnover of billions of rupiah every month, this was stated by the Operations Manager of Nasmoco (May 20, 2020). Based on the decline in turnover, the company introduced several new policies for employees, one of which was a cut in employee benefits. Of course, this new policy has resulted in a decrease in employee enthusiasm for work which will have an impact on the decline in the performance of each employee.

The decline in employee performance is immediately visible in the car sales table that occurred at Nasmoco in 2020 as follows:

**Table 1.2: Nasmoco Car Sales During January-December 2020**



**Source: Nasmoco Semarang, January 21, 2021**

Although there is an increasing trend in car sales at Nasmoco from month to month, the monthly target desired by Nasmoco has not been realized properly by employees. Basically, the monthly target value determined by Nasmoco has been lowered, but this remains an obstacle for Nasmoco employees. Some employees also think that the target set is still too high during a pandemic like this.

Based on the explanation above, the problems in Nasmoco's Employee Performance occurred because 1) the employees' enthusiasm for work decreased, 2) with high sales targets, employees felt unsupported by the company in dealing with problems.

## 2. Research Methods

This research was conducted to test the hypothesis with the intention of strengthening the hypothesis based on the theory proposed as a basis. The type of research used is explanatory research, namely research intended to explain the position of the variables studied and the relationship between one variable and another (Sugiyono, 2013).

## 3. Results and Discussion

### 3.1. Respondent Identity

Respondent profile Nasmoco sales (Marketing) employees from 5 branches located in Semarang City include gender, education level, age, and length of service. Based on the results of field research, it can be explained in Tables

#### Gender

Based on field research, Table shows that the majority of respondents were male, as many as 65 people or 75%.

**Gender of Nasmoco Semarang Sales Employees in 2021**

NO	GENDER	AMOUNT	PERCENTAGE
1.	Man	65	75
2.	Woman	22	25
<b>Total</b>		<b>87</b>	<b>100</b>

**Source: Processed Primary Data, 2021**

#### Level of education

Based on field research, table shows that the majority of respondents with a Bachelor's degree (S1) background are 65 respondents with a percentage of 74% of all respondents, followed by a high school/vocational high school graduate education level of 10 respondents with a percentage of 11% of all respondents. For Diploma III (D3) there are 8 respondents or 9% of all respondents. And for respondents with a Master's degree (S2) background there are 4 respondents with a percentage of 5% of all respondents.

**Education Level of Respondents of Nasmoco Semarang Sales Employees in 2021**

NO	EDUCATION	RESPONDENT	PERCENTAGE
1	High School/Vocational High School or Equivalent	10	11
2	D3	8	9
3	S1	65	74
4	S2	4	5

Total	87	100
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**Source: Processed Primary Data, 2021**

### Age

The age of Nasmoco's sales (Marketing) employees from 5 branches in Semarang City is very diverse, where researchers divide the age classification into 3 parts, namely between the ages of 20 to 30 years, 31 to 40 years, and then the last is 41 to 50 years. Based on field research, Table 4.3 appears. The table shows that most respondents are aged 31 to 40 years as many as 51 people or 59%, then in second place is 20 to 30 years with a total of 22 people or 25%, and the last is 41 to 50 years with a total of 14 people or 16%.

#### Age of Nasmoco Semarang Sales Employees in 2021

NO	AGE CLASSIFICATION	AMOUNT	PERCENTAGE
1.	20 to 30 years	22	25
2.	31 to 40 years old	51	59
3.	41 to 50 years old	14	16
Total		87	100

**Source: Processed Primary Data, 2021**

### Years of service

The length of service of Nasmoco sales (Marketing) employees from 5 branches located in Semarang City is very diverse, where researchers divide the age classification into 4 parts, namely between 1 to 5 years of service, 6 to 10 years of service, 11 to 15 years of service, and then the last is 16 to 19 years of service. Based on field research, Table 4.4 appears. The table shows that most respondents have a service period of 1 to 5 years with a total of 46 people or 53%, then in second place there is a 6 to 10 year service period with a total of 20 people or 23%. Next is a 11 to 15 year service period with a total of 17 people or 23%, and the last is a 16 to 19 year service period with a total of 6 people or 7%.

#### Length of Service of Nasmoco Semarang Sales Employees in 2021

NO	AGE CLASSIFICATION	AMOUNT	PERCENTAGE
1.	1 to 5 years	46	53
2.	6 to 10 years	20	23
3.	11 to 15 years	15	17
4.	16 to 19 years old	6	7
Total		87	100

**Source: Processed Primary Data, 2021**

### Variable Description

Respondents' perceptions regarding the variables studied, this study uses a range criterion of 2. Therefore, the interpretation of the values is as follows:

1.00 - 3.00= Low

3.01. - 5.00= Moderate



5.01 - 7.00= High

Based on the results of an empirical study at 5 Nasmoco branches in Semarang City, each variable is as follows:

### ***Employee Performance***

Employee Performance variable indicators include: I always provide maximum work results for the company (Y2.1), I am happy with my current work achievements (Y2.2), and I am always satisfied with the work results that I do (Y2.3). Descriptive statistics of the results of respondents' answers to the Employee Performance variable based on the indicators that were built are shown in Table below:

**Descriptive Statistics of Variables Employee Performance Nasmoco Semarang Sales in 2021**

No	Indicator	Average Respondents' Answers
1.	Employee Productivity	6.17
2.	Work Achievements	5.73
3.	Satisfaction	5.63
<b>Overall average</b>		<b>5.84</b>

**Source: Processed Primary Data, 2021**

Table shows that the average overall respondent's answer to Employee Performance is 5.84. which shows that the respondent's response to Employee Performance is at a high criterion, in detail the respondent's answer for each indicator can be explained as follows: I always give maximum work results to the company (Y2.1) of 6.17, I am happy with the current work achievements (Y2.2) of 5.73 and I always feel satisfied with the results of the work I do (Y2.3) of 5.63.

The results show that the respondents' perceptions of the Employee Performance variable are in accordance with the indicators presented, namely I always give maximum work results to the company (Y2.1), I am happy with my current work achievements (Y2.2), and I always feel satisfied with the results of the work I do (Y2.3). This is based on findings in the field which can be presented as in Table 4.6.

**Findings of Variable Use Employee Performance Nasmoco Semarang Sales in 2021**

No	Criteria	Indicator	Findings
1.	Tall	Employee Productivity	Want to increase sales from year to year
2.	Tall	Work Achievements	Always want to achieve targets or even exceed them
3.	Tall	Satisfaction	Always satisfied if I can contribute maximally to Nasmoco

**Source: Processed Primary Data, 2021**

Table shows that the average overall respondent's answer to Work Passion is 6.27 which shows that the respondent's response to Work Passion is at a high criterion, in detail the respondent's answer to each indicator can be explained as follows: I am happy with my current job. (Y1.1) of 6.49, I do not feel tired and always enthusiastic when doing my job (Y1.2) of 6.14, I identify myself with the work I do. (Y1.3) of 6.21, I get my motivation from

the work itself and not from the reward (Y1.4) of 5.97, and I am always willing to learn more and more absolutely about my job (Y15) of 6.51.

The results show that the respondents' perceptions of the Work Passion variable are in accordance with the indicators presented, namely I am happy with my current job (Y1.1), I do not feel tired and am always enthusiastic when doing my job (Y1.2), I identify myself with the work I do. (Y1.3), I get my motivation from the work itself and not from the rewards (Y1.4), and I am always willing to learn more and more absolutely about my job (Y15). This is based on findings in the field which can be presented as in Table.

#### Findings of Variable UseEmployee PerformanceNasmoco Semarang Sales in 2021

No	Criteria	Indicator	Findings
1.	Tall	Excitement	Always work with pleasure
2.	Tall	Life Power	Carry out work thoroughly even outside office hours
3.	Tall	Viewing Someone's Identity	do work that suits your interests and can meet many consumer characters
4.	Tall	Sense of Self Motivation	Want to pursue targets and get maximum results for yourself and the company
5.	Tall	Willingness to Learn	Always learn with changing conditions

**Source: Processed Primary Data, 2021**

#### *Intrinsic Goals*

The indicators of the Intrinsic Goals variable include: I got the status as a permanent employee of the company, not too long after joining this company (X1.1), Currently, the position I received is in accordance with the career development that occurs in this company (X1.2), and I am always responsible for the work I do (X1.3). Descriptive statistics of the results of respondents' answers to the Intrinsic Goals variable based on the indicators built are shown in Table below:

#### Descriptive Statistics of VariablesIntrinsic GoalsNasmoco Semarang Sales Employees 2021

No	Indicator	Average Respondents' Answers
1.	Confession	3.52
2.	Career Development	5.48
3.	Responsibility	6.59
Overall average		5.20

**Source: Processed Primary Data, 2021**

Table shows that the average overall respondent's answer to Intrinsic Goals is 5.20, which shows that the respondent's response to Intrinsic Goals is at a high criterion. In detail, the respondent's answer to each indicator can be explained as follows: I got the status as a permanent employee of the company, not too long after joining this company (X1.1) of 3.52, Currently, the position I receive is in accordance with the career development that occurs in this company (X1.2) of 5.48, and I am always responsible for the work I do (X1.3) of 6.59.

The results show that the respondents' perceptions of the Intrinsic Goals variable are in accordance with the indicators presented, namely Currently, the position I receive is in

accordance with the career development that occurs in this company (X1.2), and I am always responsible for the work I do (X1.3). Although basically the indicator I get the status as a permanent employee of the company, not too long after joining this company (X1.1) gets moderate results, but Intrinsic Goals still produce a high average. This is based on findings in the field which can be presented as in Table.

#### Findings of Variable Use *Intrinsic Goals* Nasmoco Semarang Sales Employees in 2021

No	Criteria	Indicator	Findings
1.	Currently	Confession	The employee status is still a contract employee even though he has worked for a long time
2.	Tall	Career Development	Career advancement according to achievements
3.	Tall	Responsibility	Meet targets, be loyal and maintain the company's good name

**Source: Processed Primary Data, 2021**

#### Variable Perceived Organizational Support

The indicators of the Perceived Organizational Support variable include: For me, the company always acts fairly for all its employees (X2.1), For me, my superiors always support the work I do (X2.2), and For me, the working conditions are good (X2.3). Descriptive statistics of the results of respondents' answers to the Perceived Organizational Support variable based on the indicators built are shown in Table 4.11 below.

#### Descriptive Statistics of Variables *Perceived Organizational Support* Nasmoco Semarang Sales Employees 2021

No	Indicator	Average Respondents' Answers
1.	Justice	5.66
2.	Support From Company	6.31
3.	Working Conditions	5.60
<b>Overall average</b>		<b>5.86</b>

**Source: Processed Primary Data, 2021**

Table shows that the average overall respondent's answer to Perceived Organizational Support is 5.86, which shows that the respondent's response to Perceived Organizational Support is at a high level. In detail, the respondent's answers for each indicator can be explained as follows: For me, the company always acts fairly for all its employees (X2.1) is 5.66, For me, my boss always supports the work I do (X2.2) is 6.31, and For me, the working conditions are good (X2.3) is 5.60.

The results show that the respondents' perceptions of the Perceived Organizational Support variable are in accordance with the indicators presented, namely For me, the company always acts fairly for all its employees (X2.1), For me, my superiors always support the work I do (X2.2), and For me, the working conditions are good (X2.3). This is based on findings in the field which can be presented as in Table.



### 3.2. Discussion

The analysis technique used in this study is Partial Least Square (PLS), which is SEM based on variance, with SmartPLS statistical software to test the relationship between variables, both among latent variables and with indicator variables. According to Ghazali (2008), SmartPLS is a full power analysis method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), and the sample does not have to be large. In addition to being used to confirm a theory, SmartPLS can also be used to determine whether or not there is a relationship between latent variables.

Another use of SmartPLS is that it can analyze and create constructs formed with reflective and formative indicators because the algorithm in SmartPLS uses series ordinary least square analysis, so model identification is not a problem in the recursive model and does not assume a particular distribution form of the measurement of a variable. So the full model of this study is as follow

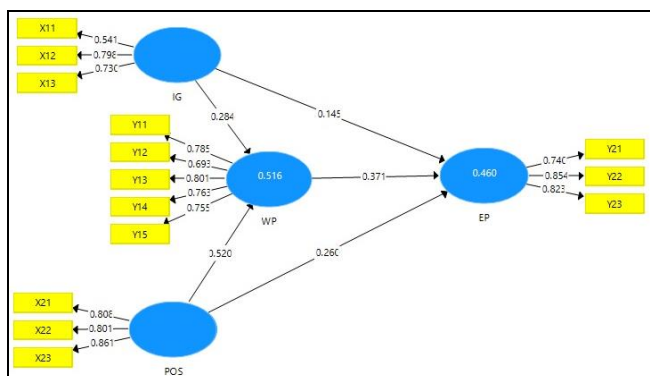
#### Evaluation of Measurement (Outer) Model

##### Validity Test

The measurements for the validity test include 3 parts that must be seen, namely Convergent Validity, Discriminant Validity, and Average Variance Extracted (AVE).

##### 1. Convergent Validity

*Convergent validity* from the measurement model with reflective indicators assessed based on the correlation between item scores / component scores estimated by SoftwareSmartPLS. The individual reflective measure is said to be high if it correlates more than 0.70 with the measured construct. In addition to being seen in the measurement model in the calculate PLS algorithm, this test can be clarified in the following outer loading results.



Source: Processed Discriminant Validity

### Average Variance Extracted(AVE)

Validity criteria can also be seen from the Average Variance Extracted (AVE) value of each construct. A construct is said to have high validity if the AVE value is above 0.50. Table 4.16 will present the values for all variables.

**Table Average Variance Extracted**

Variables	Average Variance Extracted (AVE)
<i>Intrinsic Goals</i> (IG)	0.614
<i>Perceived Organizational Support</i> (POST)	0.679
<i>Work Passion</i> (WP)	0.638
<i>Employee Performance</i> (EP)	0.651

**Source: Processed primary data, 2021**

Based on Table, it can be concluded that all constructs meet the validity criteria. This is indicated by the AVE value above 0.50 as recommended criteria.

### Reliability Test

Reliability test can be seen from the composite reliability value. The criteria are said to be reliable if the composite reliability value is more than 0.7.

**Table Composite Reliability**

Variables	Composite Reliability
<i>Intrinsic Goals</i> (IG)	0.761
<i>Perceived Organizational Support</i> (POST)	0.864
<i>Work Passion</i> (WP)	0.876
<i>Employee Performance</i> (EP)	0.848

**Source: Processed primary data, 2021**

From table it can be seen that each variable has a valueThe composite reliability value is above 0.7, so it can be concluded that the variables used are reliable.

### Structural Model Testing (Inner Model)

This inner model is used to see the value of Goodness of Fit, Q-Square and R-square. In addition, testing the inner model or structural model is carried out to see the relationship between the construct and the significance value. of the research model, but this will be discussed in the sub-chapter of hypothesis testing. So what will be discussed in this sub-chapter is the structural model evaluated using R-square, Q-square and Goodness of Fit on the structural path.

### R-Square

In assessing the model with SmartPLS, it begins by looking at the R-square for each dependent latent variable. Figure is the result of R-square estimation using SmartPLS.

**Table: R-Square**

Variables	R-Square
<i>Employee Performance</i> (EP)	0.425
<i>Work Passion</i> (WP)	0.522

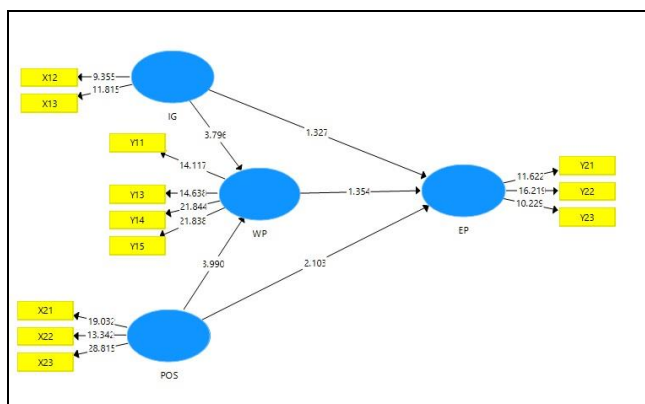
**Source: Processed primary data, 2021**

Based on table, it can be seen that the R-Square value for Work Passion is at 0.522. This finding explains that the percentage of Work Passion can be explained by 52.2% and the rest is explained by other variables that are not in this research model. While the R-Square value for Employee Performance is 0.425, this finding explains that the percentage of Employee Performance can be explained by 42.5% and the rest is explained by other variables that are not in this research model.

### Hypothesis Testing

In general, the explanatory research method is a method approach that uses SmartPLS. Hypothesis testing can be seen from the T-statistic value and probability value. Hypothesis testing that uses statistical values, then for alpha 5% the T-statistic value used is 1.96, so the criteria for accepting or rejecting the hypothesis are H1 accepted or H0 rejected when the T-statistic > 1.96. The use of probability in the criteria for accepting or rejecting the hypothesis is if the P Values < 0.05 then H1 is accepted and H0 is rejected.

Statistical testing in viewing each hypothesized relationship is done using simulation, in this case the bootstrapping method is used on the sample. Testing through bootstrapping is intended to minimize the problem of data abnormality in research, the results of which can be seen through the bootstrapping result image which is clarified through the Path Coefficient presented in the following SmartPLS output:



**Source: Processed primary data, 2021**

**Relationship Analysis using Bootstrapping****Table Relationship Analysis using Path Coefficients**

Variable Relationship	Original Sample	Sample Mean	Standard Deviation	T-statistics	P-Values
WP $\rightarrow$ EP	0.244	0.197	0.180	1,354	<b>0.176</b>
IG $\rightarrow$ EP	0.166	0.181	0.125	1,327	<b>0.185</b>
IG $\rightarrow$ WP	0.377	0.376	0.099	3,796	<b>0,000</b>
POST $\rightarrow$ EP	0.343	0.378	0.163	2,103	<b>0.036</b>
POST $\rightarrow$ WP	0.444	0.454	0.111	3,990	<b>0,000</b>

**Source: Processed primary data, 2021****Hypothesis Testing H1 (The Effect of Work Passion (WP) on Employee Performance (EP))**

From Figure and Table above, it can be seen that the original sample Work Passion (WP) on Employee Performance (EP) is 0.244 with P-Values of 0.176, and is indicated by the T-statistic value of 1.354 which is smaller than the T-table value of 1.96. The positive original sample value indicates that Work Passion (WP) has a positive effect on Employee Performance (EP), while the T-statistic shows an insignificant value, so the hypothesis test is rejected.

So in testing the hypothesis on the influence of this variable, it means that Work Passion is in line with Employee Performance, but Work Passion does not have or does not mean anything to the Employee Performance variable. The results of this study are not in accordance with the research conducted by Collewaert Et.al. (2016) and Cui (2020) found that Work Passion has an effect on the Employee Performance variable. This implies that the passion shown by Nasmoco sales (marketing) employees has no significance for their performance.

**Hypothesis Testing H2 (The Effect of Intrinsic Goals (IG) on Employee Performance (EP))**

From Figure and Table above, it can be seen that the original sample Intrinsic Goals (IG) Against Employee Performance is 0.166 with P-Values of 0.185 and is indicated by the T-statistic value of 1.327 which is smaller than the T-table value of 1.96. The positive original sample value indicates that Intrinsic Goals (IG) have a positive effect on Employee Performance (EP), while the T-statistic shows an insignificant value, so the hypothesis test is rejected.

So in testing the hypothesis, it means that Intrinsic Goals are in line with Employee Performance but Intrinsic Goals do not have or do not mean anything to the Employee Performance variable. The results of this study are in accordance with research conducted by Muhamad (2019) and Pink (2011) which resulted in Intrinsic Goals having no effect on the Employee Performance variable. This implies that Nasmoco employees do not see personal goals (other than income in the form of money) to continue to improve their performance.

**Hypothesis Testing H3 (The Influence of Intrinsic Goals (IG) on Work Passion (WP))**

From Figure and Table above, it can be seen that the original sample Intrinsic Goals (IG) Against Work Passion (WP) is 0.377 with a P-Value of 0.000, and is indicated by a T-statistic value of 3.796 which is greater than the T-table value of 1.96. The positive original sample value indicates that Intrinsic Goals (IG) have a positive effect on Work Passion (WP), while the T-statistic shows a significant value, so the hypothesis test is Accepted.

So in testing the hypothesis, it means that Intrinsic Goals (with indicators of career development and responsibility) are in the same direction and have or are meaningful to the Work Passion variable. The results of this study are in accordance with research conducted by Cui (2020) which resulted in Intrinsic Goals having an effect on the Work Passion variable. This implies that most Nasmoco employees in the marketing department, if they want a goal, they will have high Work Passion.

**Hypothesis Testing H4 (The Effect of Perceived Organizational Support (POS) on Employee Performance (EP))**

From Figure and Table above, it can be seen that the original sample Perceived Organizational Support (POS) on Employee Performance is 0.343 with P-Values of 0.036, and is indicated by the T-statistic value of 2.103 which is greater than the T-table value of 1.96. The positive original sample value indicates that Perceived Organizational Support (POS) has a positive effect on Employee Performance (EP), while the T-statistic shows a significant value, so the hypothesis test is Accepted.

So in testing the hypothesis, it means that Perceived Organizational Support (with indicators of Justice, Support from superiors, and Working conditions) is in the same direction and has or is meaningful to the Employee Performance variable. The results of the study are in accordance with the research conducted by Ogochukwu and the Icon (2019),(2013), Murniasih and Sudarma (2016) by producing that Perceived Organizational Support has an effect on the Employee Performance variable. This implies that the performance of Nasmoco employees in the sales (marketing) department will increase in accordance with the increase in Perceived Organizational Support provided by Nasmoco.

**Hypothesis Testing H5 (The Effect of Perceived Organizational Support (POS) on Work Passion (WP))**

From Figure and Table above, it can be seen that the original sample effect of Perceived Organizational Support (POS) on Work Passion (WP) is 0.444 with a P-Value of 0.000, and is indicated by a T-statistic value of 3.990 which is greater than the T-table value of 1.96. The positive original sample value indicates that Perceived Organizational Support (POS) has a positive effect on Work Passion (WP), while the T-statistic shows a significant value, so the hypothesis test is Accepted.

So in testing the hypothesis, it means that Perceived Organizational Support (with indicators



of Justice, Support from superiors, and Working conditions) is in the same direction and has or is meaningful to the work passion variable. This implies that sales employees (marketing) will have high Work Passion if the support provided by Nasmoco is fulfilled by the employees themselves.

### Track Test

In testing in SmartPLS there is a section that can read path tests on variable relationships with the same test basis as hypothesis testing, therefore it still uses the criteria for alpha 5% the T-statistic value used is 1.96, so the acceptance or rejection criteria for this path test are H1 is accepted or H0 is rejected when T-statistic > 1.96. The use of probability in the acceptance or rejection criteria for path tests is if the P Values < 0.05 then H1 is accepted and H0 is rejected.

This path testing can be seen in bootstrapping which is clarified through specific indirect effects with the following results:

#### Path Analysis using Specific Indirect Effect

Variable Relationship	Original Sample	Sample Mean	Standard Deviation	T-statistics	P-Values
IG→WP→EP	0.092	0.075	0.075	1,228	<b>0.220</b>
POST→WP→EP	0.108	0.082	0.082	1,314	<b>0.190</b>

**Source: Processed primary data, 2021**

#### Work PassionAs Intervening Intrinsic Goals Against Employee Performance

From Table above, it can be seen that the original sample of Work Passion as an intervening intrinsic goals on Employee performance is 0.092 with a P-Value of 0.220, and is indicated by a T-statistic value of 1.228 which is smaller than the T-table value of 1.96. The positive original sample value indicates that Work Passion as an intervening intrinsic goals has a positive effect on Employee Performance, while the T-statistic shows an insignificant value, so the hypothesis test is rejected.

#### Work PassionAs Intervening Perceived Organizational Support Towards Employee Performance

From Table above, it can be seen that the original sample of Work Passion as an intervening perceived organizational support on Employee performance is 0.108 with a P-Value of 0.190, and is indicated by a T-statistic value of 1.314 which is smaller than the T-table value of 1.96. The positive original sample value indicates that Work Passion as an intervening perceived organizational support has a positive effect on Employee Performance, while the T-statistic shows an insignificant value, so the hypothesis test is rejected.

Based on the results above, it shows that the Work Passion variable cannot be an intervening variable in the influence of Intrinsic Goals and Perceived Organizational Support on Employee Performance. So that this study does not comply with the research results of

Collewaert Et.al. (2016), Cui (2020) and Belanger et.al. (2015) which basically Work Passion can be an intervening variable in the influence of a variable on Employee Performance.

#### 4. Conclusion

The conclusions of this study are as follows: 1. *Intrinsic Goals And Perceived Organizational Support* has a positive and significant effect on Work Passion, which means that Intrinsic Goals and Perceived Organizational Support are able to increase Work Passion. 2. *Work Passion* and Intrinsic Goals have a positive and insignificant influence on Employee Performance, which means that Work Passion and Intrinsic Goals are not able to contribute to driving improvements in Employee Performance. Meanwhile, Perceived Organizational Support has a positive and significant influence on Employee Performance, which means that Perceived Organizational Support is able to contribute to encouraging an increase in Employee Performance.

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