

The Influence of Intrinsic Motivation on Human Resource Performance with Affective Commitment as a Mediator

Danu Purwoko¹⁾ & Bedjo Santoso²⁾

¹⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: danupurwoko.std@unissula.ac.id

²⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: bedjosantoso@unissula.ac.id

Abstract. *This study aims to analyze how intrinsic motivation and affective commitment can improve the performance of human resources (HR) at the Tanjung Emas Customs and Excise Type Medium Supervision and Service Office. Based on the differences in previous research results regarding the role of intrinsic motivation on HR performance, the formulation of the problem of this study is "How is the role of intrinsic motivation in improving HR performance at the Customs and Excise Supervision and Service Office TMP Tanjung Emas with affective commitment as a mediator". The type of research used is explanatory research, with a population of 253 employees who are all HR in the office. This study uses a sampling technique according to Slovin. Measurements are carried out using a Likert scale of 1 to 5, and data analysis uses the Partial Least Square (PLS) model. The results of the study indicate that: (1) intrinsic motivation has a positive and significant effect on HR performance, meaning that the better the intrinsic motivation, the higher the HR performance; (2) intrinsic motivation also has a positive and significant effect on affective commitment, meaning that the higher the intrinsic motivation, the better the affective commitment; (3) affective commitment has a positive and significant effect on HR performance, meaning that the better the affective commitment, the higher the HR performance. This study makes an important contribution in clarifying the relationship between intrinsic motivation and affective commitment in improving HR performance in government agencies.*

Keywords: *Affective; Commitment; Intrinsic; Motivation.*

1. Introduction

Along with the increasingly rapid pace of global technological change, the exchange of information and communication is very fast and can be reached by various groups. This condition also affects public services provided by the government to the wider community. The application of information technology is currently very much needed in improving the quality of prime public services based on information technology (Suprianto 2023). The advancement of information technology, new discoveries in the field of information technology must be balanced with increasing human resource (HR) competence. Therefore,

HR performance plays an important role so that organizations can adapt and develop.

To create quality and competitive human resources in a field, the right strategy is needed so that the performance of human resources in that field can be improved. Improving human resource performance can encourage organizational development to achieve organizational goals.

Mangkunegara (2017) said that performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sucipto et. al. (2021) several factors that influence HR performance are intrinsic motivation which partially and significantly influences employee performance. Intrinsic motivation is a motive within an individual that is active or functions without needing to be stimulated from outside, because within the individual there is already a drive to do something. Intrinsic motivation is very important because this motivation arises from within and the drive to work will be formed if someone has a desire or interest in doing their job.

Previous research shows that there is still controversy over the relationship between intrinsic motivation and HR performance. Shin et. al. (2019) found a positive relationship between intrinsic motivation and HR performance. Likewise, Din et. al (2019) stated that intrinsic motivation has a positive and significant effect on HR performance. However, according to Emiyanti et. al. (2020) intrinsic motivation has a negative and insignificant effect on HR performance. This can be interpreted that increasing intrinsic motivation has not been able to improve HR performance. The existence of this research gap encourages researchers to conduct research by adding affective commitment as a mediator.

Affective commitment is a feeling of love for an organization that gives rise to a willingness to stay and build social relationships and appreciate the value of relationships with the organization because they have become members of the organization (Pramesti et al., 2020). According to Emiyanti, et. al. (2020) affective commitment has a positive and significant effect on HR performance, this can be interpreted that increasing affective commitment can drive performance in real terms. Shao et. al. (2022) stated that there is a positive relationship between affective commitment and HR performance. Likewise, research conducted by Ariyani et. al. (2020) which states that affective commitment has a positive and significant effect on performance, the higher the affective commitment, the higher the performance.

2. Research Methods

This research uses a quantitative approach with an explanatory research type which is used to test a relationship between variables or to find out whether a variable is associated with another variable, or to find out whether a variable is influenced by other variables. These variables include: HR performance, intrinsic motivation, and affective commitment. The data collection method used in this study is by literature study and questionnaire distribution. Literature study is used to obtain data related to HR performance variables, affective

commitment, intrinsic motivation and work environment. Questionnaire distribution is direct data collection carried out by submitting a list of questions to respondents. The questionnaire was submitted directly to respondents with a time period of 7 days.

3. Results and Discussion

The results of the previous research and discussion began with data collection using a questionnaire containing instruments regarding HR performance variables, intrinsic motivation and affective commitment. After that, a recapitulation of the questionnaire was carried out by tabulating the data which was then processed using the SmartPLS version 4 program. After the analysis was carried out, it was continued to the discussion stage of the influence of intrinsic motivation and affective commitment on HR performance.

1) Descriptive Analysis of Research Respondents

Descriptive analysis of respondents was used to determine the characteristics of respondents involved in the study individually. In this study, the respondents were employees at KPPBC TMP Tanjung Emas. Of the 155 questionnaires distributed, the number of questionnaires returned was 120 questionnaires from 120 people. Based on the questionnaires that had been collected, various information was obtained regarding the identity of the respondents including gender, age, education level and length of service at KPPBC Tanjung Emas. The results of the analysis of respondent characteristics are presented as follows.

Table Overview of Respondent Characteristics

Characteristics	Amount	Percentage
Gender		
Man	100	83.33
Woman	20	16.67
Total	120	100
Age		
18-30 years	47	39.2
31-40 years	69	57.5
41-50 years	4	3.3
over 50 years	0	0
Total	120	100
Education		
SENIOR HIGH SCHOOL	3	2.5
Diploma	42	35
Bachelor	74	61.7

Postgraduate	1	0.8
Total	120	100
Working Period at KPPBC Golden Cape		
0-3 years	43	35.8
3-6 years	56	46.7
6-9 years	11	9.2
more than 9 years	10	8.3
Total	120	100

Source: Processed data, 2025.

The table shows that the number of respondents is dominated by men at 100 (83.33%) while women are 20 (16.67%). This shows that the duties and functions of KPPBC Tanjung Emas are territorial and field work so that they will be more effective and efficient if carried out by men with a workload that tends to be heavier.

HR at KPPBC TMP Tanjung Emas has worked in this unit from 0-3 years amounting to 43 people (35.8%), for a work period of 3-6 years amounting to 56 people (46.7%). The work period is dominant among other work periods, this shows that the mutation pattern at the Directorate General of Customs and Excise is running smoothly so that the work period at each unit at the Directorate General of Customs and Excise is dominated by under 6 years.

2) Descriptive Analysis of Research Variables

Descriptive analysis of research variables is used to map respondents' responses to intrinsic motivation variables, affective commitment and HR performance. The description of descriptive analysis of variables in the scale range is as follows:

$$RS = (mn) / B$$

$$RS = (5-1) / 5 = 0.8$$

Information :

RS = Scale Range

m = The highest score on the scale

n = The lowest score on the scale

B = Number of classes or categories created

Based on this, the scale categories can be determined as follows:

1.00 - 1.80 : Very low

1.81 - 2.60 : Low

2.61 - 3.40 : Moderate

3.41 - 4.20 : High

4.21 - 5.00 : Very high

Descriptive analysis of the affective commitment variable can be shown in the following table:

Table Descriptive Analysis of Affective Commitment Variables

Indicator	Frequency and Score										Average	Criteria
	STS 1		TS 2		KS 3		S 4		SS 5			
	F	S	F	S	F	S	F	S	F	S		
Loyalty	0	0	0	0	2	6	26	104	92	460	4.75	Very high
Pride	0	0	0	0	3	9	20	80	97	485	4.78	Very high
Realizing the vision organization	0	0	0	0	4	12	33	132	83	415	4.66	Very high
Emotional involvement	0	0	0	0	2	6	20	80	98	490	4.80	Very high
Average Respondent Response											4.75	Very high

Source: Processed primary data, 2025

The table shows a descriptive analysis of the affective commitment variables, namely:

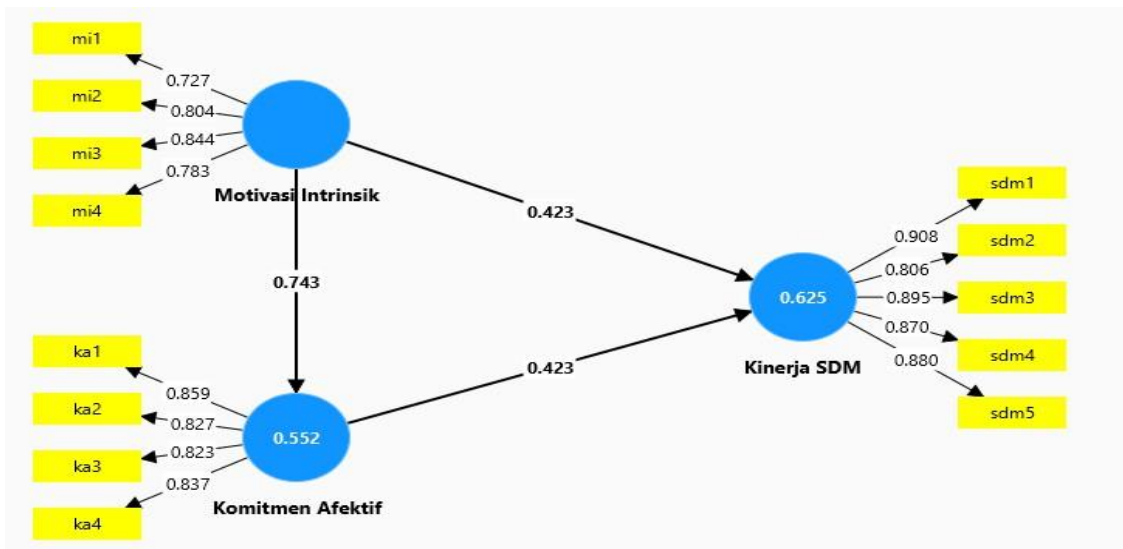
- 1) The loyalty indicator shows that 92 people strongly agree. This shows that the human resources in this organization have high loyalty to the agency with only 2 people stating that they disagree.
- 2) The indicator of pride shows that 97 people strongly agree. This can be interpreted that this organization can be proud of by HR to the public where only 3 people stated that they disagree.
- 3) On the indicator of realizing the vision of the organization, it shows that there are 83 people who strongly agree. This means that the human resources in this organization have a great awareness and desire to play an active role in realizing the vision of the organization.
- 4) On the emotional involvement indicator, it can be seen that 98 people stated that they strongly agree. This can be interpreted that if the organization gets appreciation, it can foster a sense of pride in the human resources within it and vice versa.

From the table it can also be seen that the highest value is obtained from the emotional

involvement indicator, which is 4.80 with a very high criterion. This shows that the emotional bond between HR and the organization is very high so that what happens to the organization can be felt by the HR in it. While the indicator of realizing the organization's vision gets a value of 4.66 with a very high criterion. This shows that there are still efforts that must be made by the organization to instill the importance of HR awareness to support the achievement of the organization's vision to the HR in it.

The results of measuring the structural model using Partial Least Square are as follows:

Outer Model Image



Source: Processed primary data, 2025

The figure shows that the intrinsic motivation variable is measured by four indicators, namely mi1-mi4. Affective commitment is measured by four indicators, namely ka1-ka4 and HR performance is measured by five indicators, namely sdm1-sdm5. The direction of the arrow between the indicator and the latent construct is towards the construct, this shows that the study uses reflective indicators that are defining characteristics or explaining each of these variables.

To determine the reliability and validity of the indicators that measure latent variables, a basic evaluation is carried out, namely the evaluation of the measurement model (outer model). Validity criteria are measured by convergent validity and discriminant validity, while construct reliability criteria are measured using composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

TableComposite reliability test results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
HR Performance	0.921	0.926	0.941	0.761
Affective Commitment	0.857	0.858	0.903	0.7
Intrinsic Motivation	0.802	0.813	0.869	0.625

Source: Processed primary data, 2025

a. Hypothesis Testing:

Hypothesis testing is done to determine whether a hypothesis is accepted or not. In this study, the critical value used is 1.96 for a significance level of 5%. Hypothesis testing is done by comparing the calculated t value with the t table, if the calculated t value > 1.96 and p value < 0.05, then the result is to accept the alternative hypothesis (H_a). If the calculated t value < 1.96 and p value > 0.05, then the result is to accept the null hypothesis (H_0).

Hypothesis Test Results Table

	T statistics (O/STDEV)	P values	Information
Affective Commitment -> HR Performance	2,694	0.007	Significant
Intrinsic Motivation -> Affective Commitment	10,630	0	Significant
Intrinsic Motivation -> HR Performance	2.295	0.022	Significant

Source: Processed primary data, 2025

1) The Influence of Intrinsic Motivation on HR Performance

H1: Intrinsic motivation has a positive and significant effect on HR performance.

The test results of the influence of intrinsic motivation on HR performance obtained a t-value of 3.295 and p value = 0.022. These results indicate that t count > t table or 3.295 > 1.96 and p value < 0.05 or 0.022 < 0.05 so that the hypothesis is accepted. Thus, H1 which states that intrinsic motivation has a positive and significant effect on HR performance can be accepted.

2) The Influence of Intrinsic Motivation on Affective Commitment

H2: Intrinsic motivation has a positive and significant effect on affective commitment.

The test results of the influence of intrinsic motivation on affective commitment obtained a t-value of 10.630 and p value = 0. These results indicate that t count > t table or 10.63 > 1.96

and p value <0.05 or $0 <0.05$ so that the hypothesis is accepted. Thus, H2 which states that intrinsic motivation has a positive and significant effect on affective commitment can be accepted.

3) The Influence of Affective Commitment on HR Performance

H3: Affective commitment has a positive and significant effect on HR performance.

The test results of the influence of intrinsic motivation on affective commitment obtained a t-value of 2.694 and p value = 0.007. These results indicate that $t_{\text{count}} > t_{\text{table}}$ or $2.694 > 1.96$ and p value <0.05 or $0.007 <0.05$ so that the hypothesis is accepted. Thus, H3 which states that affective commitment has a positive and significant effect on HR performance can be accepted.

b. Mediation Test

Mediation or indirect influence testing is conducted to determine the influence given by intrinsic motivation variables on HR performance through affective commitment variables as mediating variables. The results of the analysis can be seen in the following table:

Mediation Test Results Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Intrinsic Motivation -> Affective Commitment -> HR Performance	0.315	0.328	0.109	2,891	0.004

Source: Processed primary data, 2025

c. Discussion:

a) The Influence of Intrinsic Motivation on HR Performance

The results of the analysis found that hypothesis one was accepted that intrinsic motivation had a positive and significant effect on HR performance. This means that the higher the intrinsic motivation possessed by KPPBC TMP Tanjung Emas employees, the higher the performance achieved by the organization. This is in line with previous studies conducted by Wibowo et. al. (2023), Mahardika et al. (2020), and Shin et. al. (2019) which stated that intrinsic motivation partially has a positive and significant effect on HR performance.

The intrinsic motivation variable is reflected through four indicators, namely MI1 (achievement), MI2 (performance award), MI3 (promotion), and MI4 (responsibility). While the HR performance variable is reflected in five indicators, namely HR1 (quality), HR2 (quantity), HR3 (punctuality), HR4 (effectiveness) and HR5 (process/SOP).

In the intrinsic motivation variable, the promotion indicator has the highest outer loading

value while work quality is an indicator of HR performance with the highest value. This means that the more open opportunities in the organization to get a promotion, the better the quality of work done by HR in it. With the more open opportunities to get a promotion, it will encourage HR to carry out their duties optimally so that the quality of work will be better.

b) The Influence of Intrinsic Motivation on Affective Commitment

The results of the analysis show that hypothesis two is accepted that intrinsic motivation has a positive and significant effect on affective commitment. This means that the higher a person's intrinsic motivation in the organization, the higher the affective commitment will grow. This is in line with research conducted by Kurniawan et. al, (2022) and Ardiana et. al., (2023) which states that there is a significant positive effect of intrinsic motivation on affective commitment.

The affective commitment variable is reflected through four indicators, namely KA1 (loyalty), KA2 (sense of pride), KA3 (realizing the organization's vision) and KA4 (emotional involvement).

In the intrinsic motivation variable, the highest outer loading value is obtained by the promotion indicator, while in the affective commitment variable, the loyalty indicator has the highest outer loading value. This means that the higher the opportunity to get a promotion at KPPBC TMP Tanjung Emas, the higher the loyalty of HR to the organization. HR at KPPBC TMP Tanjung Emas will loyally serve the organization, carrying out all tasks and functions in order to get a greater opportunity to get a promotion.

c) The Influence of Affective Commitment on HR Performance

The results of the study indicate that hypothesis three is accepted, namely that affective commitment has a positive and significant effect on HR performance. This means that the higher the affective commitment of HR at KPPBC TMP Tanjung Emas, the higher the performance produced by the organization. This is in line with research conducted by Kuswanti et. al, (2021), Lamondjong et. al. (2021), and Maulidya et. al. (2021) which states that affective commitment has a significant effect on performance.

In the affective commitment variable, the highest outer loading value is obtained by the loyalty indicator while the HR performance variable is obtained by the work quality indicator. This shows that the higher the loyalty shown by HR to the organization, the higher the quality of work produced. The encouragement carried out by KPPBC TMP Tanjung Emas to increase HR loyalty can have a positive impact on the quality of service provided to service users.

A summary of the results of testing the three hypotheses conducted in this study can be seen in the following table:

Summary Table of Hypothesis Test Results

Research Hypothesis	Hypothesis Testing Results	Information
---------------------	----------------------------	-------------

H1 : Intrinsic motivation	Intrinsic motivation	
have a positive influence and significant to performance	have a positive influence and significant to performance	H1 accepted
HR	HR	
H2 : Intrinsic motivation	Intrinsic motivation	
has a positive and significant effect on	has a positive and significant effect on	H2 accepted
ffective commitment	ffective commitment	
H3 : Affective commitment	Affective commitment	
has a positive and significant impact on performance	has a positive and significant effect on	H3 accepted
HR	HR performance	

Source: Processed primary data, 2025

4. Conclusion

Based on the results of the research and discussion in the previous chapter, a relationship has been found between the variables of intrinsic motivation, affective commitment and HR performance. The formulation of the problem raised in this study is "How is the role of intrinsic motivation and work environment in improving HR performance at the Tanjung Emas Customs and Excise Supervision and Service Office with affective commitment as a mediator". The answers to the formulation of the problem found in this study are: Intrinsic motivation has a positive and significant effect on HR performance, meaning that the higher the intrinsic motivation that grows in a person in an organization, the higher the HR performance in it, Intrinsic motivation has a positive and significant effect on affective commitment, meaning that the higher the intrinsic motivation in a person, the higher the affective commitment that appears in that person, Affective commitment has a positive and significant effect on HR performance, meaning that the higher a person's affective commitment, the higher their performance in an organization.

5. References

Journals:

- Ardiana, T. E., & Wardhani, D. P. (2023). Komitmen Afektif Dan Motivasi Intrinsik: Meningkatkan Kinerja Karyawan Pt. Sac Ponorogo. *Jurnal Ilmiah Edunomika*, 7(2).
- Ariyani, R. P. N., & Sugiyanto, E. K. (2020). Pengaruh komitmen afektif, komitmen berkelanjutan dan komitmen normatif terhadap kinerja karyawan (studi perusahaan bumx di semarang). *Jurnal Ilmiah Manajemen Ubhara*, 2(2), 113- 122.
- Bernardin, H. J., & Russell, J. E. A. (2013). *Human Resource Management An Experiential Approach* (6th ed.). McGrawHill Irwin.
- Din, M. U., Khan, F., Khan, U., Kadarningsih, A., & Astuti, S. D. (2019). Effect of islamic work

- ethics on job performance: Mediating role of intrinsic motivation. *IJIBE* (International Journal of Islamic Business Ethics), 4(2), 676-688.
- Emiyanti, L., Rochaida, E., & Tricahyadinata, I. (2020). Pengaruh karakteristik individu dan motivasi intrinsik terhadap komitmen afektif dan kinerja pegawai. *The Manager Review*, 2(1), 15-24.
- Gunawan, H., Nisa, A., & Afrina, Y. (2021). Minat Jalur Karir Akuntansi dari Perspektif Motivasi Intrinsik, Ekstrinsik, Orang Ketiga dan Eksposur Karir. *Akuntabilitas*, 14(1), 1–12.
- Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). Impact of workplace environment on employee performance: mediating role of employee health. *Business, Management and Economics Engineering*, 17(2), 173-193.
- Hariato, A. (2016). Pengaruh motivasi kerja terhadap komitmen afektif dengan kepuasan kerja sebagai variabel mediator di hotel X. *Kinerja*, 20(2), 95-104.
- Hayati, R., Mardianty, D., Agia, L. N., & Denny, P. (2023). Pengaruh Motivasi Intrinsik Dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan Pada Cv. Riho Mandiri. *Journal of Economic, Bussines and Accounting (COSTING)*, 7(1), 252-259.
- Kim H, Qu H. *The mediating roles of gratitude and obligation to link employees' social exchange relationship and prosocial behaviour*. *Int J Contemp Hosp* 2020;32(2):644-664.
- Krisnawati, N. K. D., & Bagia, I. W. (2021). Pengaruh kompetensi kerja terhadap kinerja karyawan. *Bisma: Jurnal Manajemen*, 7(1), 29-38.
- Kurniawan, I. S., Herawati, J., & Nuraisyah, R. (2022). Pengaruh Lingkungan Kerja Dan Motivasi Intrinsik Terhadap Komitmen Afektif Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *PROMOSI: Jurnal Program Studi Pendidikan Ekonomi*, 10(1).
- Kuswanti, M., Purnamasari, E. D., & DP, M. K. (2021). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif Terhadap Kinerja Karyawan Pabrik Crumb Rubber Factory di PT. Pinago Utama Sugiwaras. *Jurnal Bisnis, Manajemen, Dan Ekonomi*, 2(4), 149-165.
- Lamondjong, M. F., Prayekti, P., & Herawati, J. (2021). Pengaruh Standar Operasioanal Prosedur, Disiplin, Komitmen Afektif terhadap Kinerja Pegawai. *Jurnal Bingkai Ekonomi (JBE)*, 6(2), 42-51.
- Mahardika, R., Hamid, D., & Ruhana, I. (2020). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan PT. Axa Financial Indonesia Sales Office Malang. *Jurnal Mitra Manajemen*, 4(6), 1–10.

Books:

- Algifari. (2010). Analisis Regresi Teori, Kasus dan Solusi Edisi Kedua. Yogyakarta: BPFE

- Ardana, K.I., Mujiati N. Utama, M.W, 2016, Manajemen Sumber Daya Manusia, Cetakan Pertama, Penerbit PT. Graha Ilmu, Yogyakarta.
- Budiasa, I. K. (2021). Beban Kerja dan Kinerja Sumber Daya Manusia. Jawa Tengah: CV. Pena Persada.
- Busro, Muhammad. 2018. Teori-Teori Manajemen Sumber Daya Manusia. Jakarta: Prenadamedia Group.
- Ghozali, I. (2011). Aplikasi Analisis Multivariate dengan Program SPSS. Semarang, Indonesia: Badan Penerbit Diponegoro.
- Ghozali, I. (2012). Aplikasi analisis Multivariate Dengan Program IMB SPSS. Semarang: Universitas Diponegoro.
- Ghozali, I. (2016). Structural Equation Modeling Metode Alternatif dengan Partial Least Square PLS. Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage Publications, Inc.
- Mangkunegara, A. P. (2017). Pengaruh Motivasi Kerja, Kompensasi Finansial Dan Komitmen Organisasional Terhadap Kinerja Karyawan Bagian Akuntansi.
- Sutrisno Hadi. 1987. Metodologi Research .Jakarta: Rineka Cipta.