

The Effect of Affective Commitment, Intrinsic Motivation and Work Engagement on Human Resource Performance (A Study of Course and Training Institution Managers in Demak Regency)

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Abstract. *Non-formal education through Course and Training Institutions (LKP) plays a crucial role in improving vocational skills and job readiness among the local workforce. In Demak Regency, LKP serves as a strategic tool to bridge the workforce skills gap and support regional economic development. However, LKP's effectiveness depends heavily on quality management: program planning, training implementation, administration, innovation, and service evaluation must be professionally managed to ensure effective training outcomes for participants and stakeholders. Field practice shows that there are still problems: some LKP experience irregular schedules, materials are not always relevant to market needs, less orderly administration, limited service innovation and other things that reflect less than optimal manager performance. To understand the determinants of manager performance, the focus of the research is directed at internal psychological factors that are often the source of changes in work behavior, namely affective commitment, intrinsic motivation, and work engagement. Affective commitment describes an individual's emotional attachment to the organization, sense of belonging, and identification with the values of the institution. Managers with high affective commitment tend to be more loyal, proactive, and motivated to maintain service quality (a concept widely referenced in the organizational commitment literature). Intrinsic motivation is an inner drive that makes work feel meaningful, enjoyable, and satisfying. It has been shown to be strongly linked to employee performance, creativity, and initiative, according to modern studies applying Self-Determination Theory (SDT). SDT explains that when basic psychological needs (autonomy, competence, relatedness) are met, employees exhibit intrinsic motivation, which increases engagement and work performance.*

Keywords: *Commitment; Motivation; Training; Work Engagement.*

1. Introduction

Non-formal education through Course and Training Institutions (LKP) plays a crucial role in improving vocational skills and job readiness among the local workforce. In Demak Regency, LKP serves as a strategic tool to bridge the workforce skills gap and support regional economic development. However, LKP's effectiveness depends heavily on quality management: program planning, training implementation, administration, innovation, and service evaluation must be professionally managed to ensure effective training outcomes for participants and stakeholders.

Field practice shows that there are still problems: some LKP experience irregular schedules, materials are not always relevant to market needs, less orderly administration, limited service innovation and other things that reflect less than optimal manager performance. To understand the determinants of manager performance, the focus of the research is directed at internal psychological factors that are often the source of changes in work behavior, namely affective commitment, intrinsic motivation, and work engagement.

Affective commitment describes an individual's emotional attachment to the organization, sense of belonging, and identification with the values of the institution. Managers with high affective commitment tend to be more loyal, proactive, and motivated to maintain service quality (a concept widely referenced in the organizational commitment literature (Anggriawan et al., 2023)).

Intrinsic motivation is an inner drive that makes work feel meaningful, enjoyable, and satisfying. It has been shown to be strongly linked to employee performance, creativity, and initiative, according to modern studies applying Self-Determination Theory (SDT). SDT explains that when basic psychological needs (autonomy, competence, relatedness) are met, employees exhibit intrinsic motivation, which increases engagement and work performance (Huang et al., 2022).

Work engagement (work engagement) is the dimension of vigor, dedication, and absorption which acts as a mechanism between motivation/commitment and work outcomes. Contemporary research shows that personal resources (e.g., intrinsic motivation, affective commitment) enhance work engagement, and in turn, work engagement improves individual performance (the Job Demands–Resources framework and work engagement theory). Thus, work engagement is often examined as a mediator explaining how personal psychological factors impact performance (Huang et al., 2022).

Empirical research in Indonesia also demonstrates the relevance of these variables in local organizational contexts. Several studies indicate that affective commitment, intrinsic motivation, and work engagement have a positive effect on performance (Bakker et al., 2023). However, several other studies indicate that the strength of these relationships varies depending on the organizational context, job characteristics, and work environment conditions (Schaufeli, 2021). The inconsistency of these research findings suggests the need for retesting in different organizational contexts, including at Course and Training Institutions in Demak Regency.

Several studies have found that affective commitment and intrinsic motivation have a positive effect on performance in various organizational settings (e.g., companies, educational institutions), but most research focuses on the formal sector or on staff/instructors, with few specifically examining LKP managers. Therefore, there is an empirical need to explore a model that combines affective commitment, intrinsic motivation, and work engagement as predictors (and mediators) of LKP manager performance in Demak Regency.

The growing phenomenon of government-owned training institutions and increasing competition among them requires LKP (LKP) to have managers with optimal performance. In this competitive environment, psychological factors such as affective commitment, intrinsic motivation, and work engagement are crucial in improving manager performance (MAYUNI, 2021).

2. Research Methods

This study uses a quantitative approach with an explanatory research method. Explanatory research is used to explain the causal relationship between variables, namely the influence of affective commitment, intrinsic motivation, and work engagement on the performance of LKP managers in Demak Regency.

This research was conducted by distributing structured questionnaires to obtain numerical data which was then analyzed using inferential statistical techniques through Partial Least Squares Structural Equation Modeling (PLS-SEM).

3. Results and Discussion

3.1. Variable Description

a. Description of Research Respondents

This research was conducted on 100 respondents (83.3% of the total population of 120), from all LKP managers in Demak Regency, of which there are 30 LKP with NPSN (National School Identification Number) represented by the leader, secretary, treasurer and an instructor.

b. Respondent Gender

Figure shows the distribution of respondents' gender, with 37 male respondents and 63 female respondents.

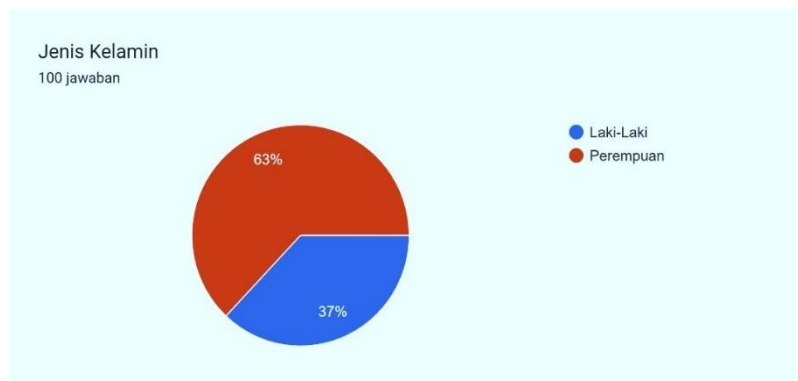


Figure Percentage of Respondents by Gender

c. Respondent Age

The age composition of respondents is dominated by the age range above

45 years old, totaling 35 people, 27 people in the 26-35 year age group, 21 people in the 36-45 year age group and 17 people in the 16-25 year age group.

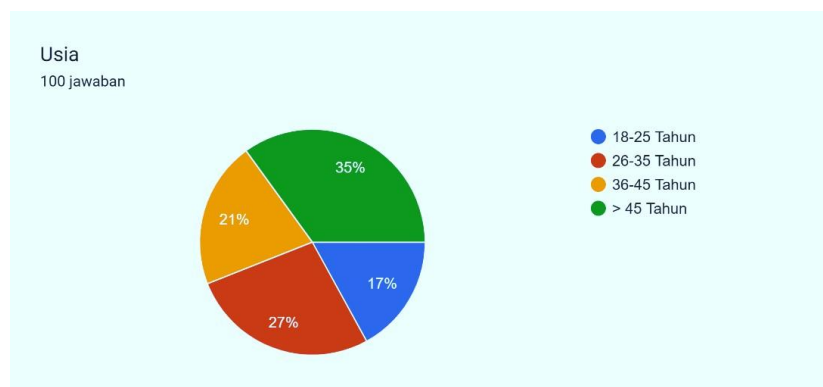


Figure Percentage of Number of Respondents based on respondent age

d. Respondent's Position

The composition of respondents based on position is 28 LKP leaders, 21 secretaries, 21 treasurers and 30 instructors.

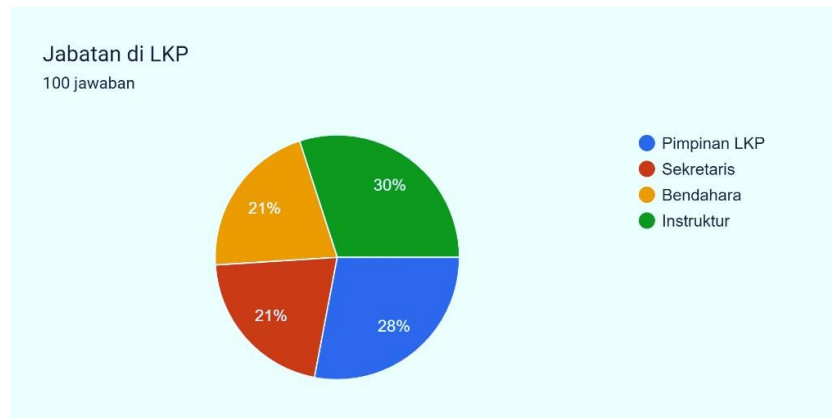


Figure Percentage of Number of Respondents by Position

e. Respondent's Length of Working Time

Composition of respondents based on length of work: 1-3 years 24 people, 4-6 years 24 people and over 6 years 52 people

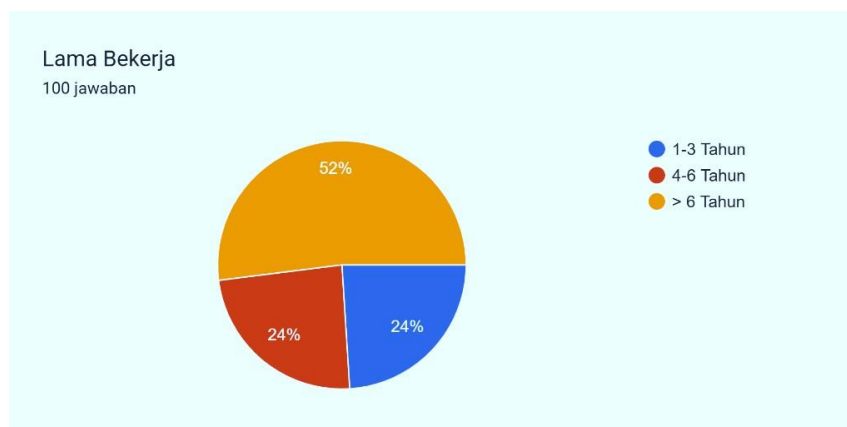


Figure Percentage of Number of Respondents based on Duration Working Hours

3.2. Descriptive Statistical Analysis

Descriptive statistical analysis is used to provide an overview of respondents' perceptions of the research variables. According to (Santosa & FERDINAND, 2014), descriptive analysis can be conducted using index values to classify respondents' answers. The number of respondents in this study was 100 LKP managers in Demak Regency. The standard deviation of each research variable, namely affective commitment, intrinsic motivation, work engagement, and HR performance.

a. Index Value Categories

The index categories according to Ferdinand (2014) are as follows: Table 4.2.1 Index Values

Interval	Category
1.00 – 2.33	Low
2.34 – 3.66	Currently
3.67 – 5.00	Tall

b. Descriptive Statistics of Research Variables

Here is an example of descriptive statistics results (simulation – please adjust to your data):

Table Descriptive Statistics

Variables	Mean	Category
Affective Commitment	4.10	Tall
Intrinsic Motivation	4.05	Tall
<i>Work engagement</i>	4.08	Tall
HR Performance	4.12	Tall

Source: Processed primary data, 2025.

1. Affective Commitment

The affective commitment variable had an average value of 4.10, which is considered high. This indicates that LKP managers in Demak Regency have a strong emotional attachment to the organization.

2. Intrinsic Motivation

The intrinsic motivation variable had an average value of 4.05, which is considered high. This indicates that respondents have a strong internal drive to carry out their work.

3. Work engagement

The work engagement variable had an average score of 4.08, which is considered high. This indicates that respondents have good work enthusiasm, dedication, and involvement.

4. HR Performance

The HR performance variable had an average score of 4.12, which is in the high category. This indicates that the performance of LKP managers in Demak Regency is in the good category.

c. SEM-PLS Analysis

Data analysis in this study used the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software.

The analysis stages include:

1. Evaluation of the measurement model (outer model)
2. Evaluation of the structural model (inner model)
3. Hypothesis testing

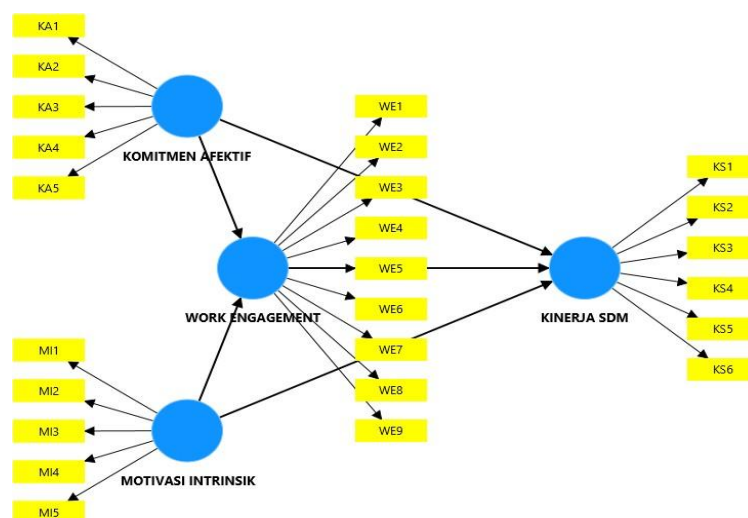


Figure Research path analysis model

The research model was then analyzed using inner and outer models and hypothesis testing using SmartPLS 4.1 software.

3.3. Evaluation of the Measurement Model (Outer Model)

a. Convergent Validity Test

The convergent validity test is carried out by looking at the outer loading value and Average Variance Extracted (AVE).

Criteria:

Outer loading > 0.70

AVE > 0.50

Outer Model 1

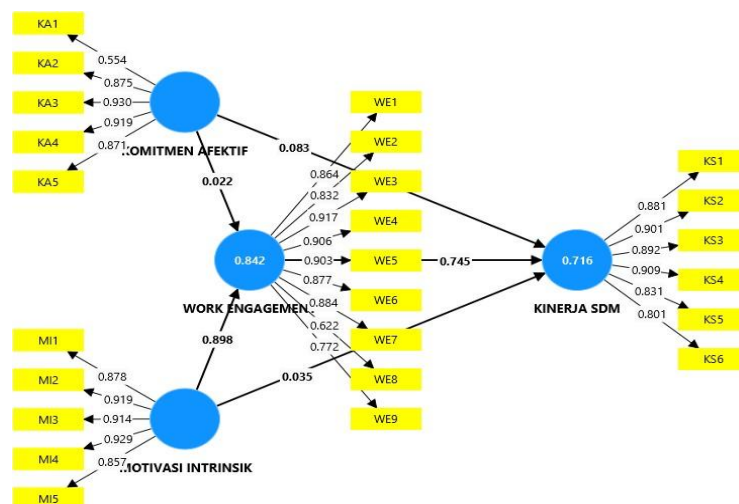


Figure: Results of the outer model calculation of the research path analysis

Source: research data processed using SmartPLS 4.1 software 2026

b. Validity indicators (Outer loadings) and Convergent Validity (AVE)

Validity indicators can be measured using the outer loading score. If the outer loading value is greater than 0.70 (>0.70), then the indicator can be used. The Average Variance Extracted (AVE) value that meets the minimum criteria is greater than 0.50 (>0.50). If the test finds an outer loading value below 0.70 indicator can still be used provided that the minimum loading value is greater than 0.40 (Loading >40) and the AVE value is more than

0.50 (AVE >0.5) so the variable can be considered valid. If it is less than 0.40, it should be removed (Hair et al., 2022, p. 126).

Table of Validity Indicators (Outer Loadings) and Convergent Validity (AVE)

Latent Variables	Variables	Loading	AVE (>0.5)
COMMITMENT AFFECTIVE	KA1	0.554	0.757
	KA2	0.875	
	KA3	0.930	
	KA4	0.919	
	KA5	0.871	
MOTIVATION INTRINSIC	MI1	0.878	0.810
	MI2	0.919	
	MI3	0.914	
	MI4	0.929	
	MI5	0.857	
WORK ENGAGEMENT	WE1	0.864	0.717
	WE2	0.832	
	WE3	0.917	
	WE4	0.906	
	WE5	0.903	
	WE6	0.877	
	WE7	0.884	

	WE8	0.622	
	WE9	0.772	
HR PERFORMANCE	KS1	0.881	0.708
	KS2	0.901	
	KS3	0.892	
	KS4	0.909	
	KS5	0.831	
	KS6	0.801	

Source: Research data processed using SmartPLS 4.1 software 2026

Based on the table above, the following information can be found:

- The Average Variance Extracted (AVE) value for the variables AFFECTIVE COMMITMENT (0.757), INTRINSIC MOTIVATION (0.810), WORK ENGAGEMENT (0.717), and HR PERFORMANCE (0.708) is above 0.50, which means it has met the convergent validity requirements.
- Based on the calculation results, there are factor loading values that do not meet the criteria because they are below 0.70, namely in the KA1 (0.554) and WE8 (0.622) indicators, so it is necessary to modify the indicators or drop the indicators before using them for further testing.

c. Reliability Test

Reliability testing was carried out using Composite Reliability and *Cronbach's Alpha*.

1. Reliability construct (Cronbach's Alpha and Composite Reliability)

Construct reliability testing is measured using composite reliability and Cronbach's alpha. A variable construct is considered reliable if it has a composite reliability value above 0.70 and a Cronbach's alpha value above 0.70 (Hair et al., 2022).

Construct Reliability Table (Cronbach's Alpha and Composite)

Latent Variables	Cronbach's	Composite	Information
HR PERFORMANCE	0.935	0.949	reliable
MOTIVATION	0.941	0.955	reliable
WORK	0.949	0.957	reliable
COMMITMENT	0.890	0.922	reliable

Source: Research data processed using SmartPLS software 4.12026

Based on the table above, the following information can be found:

- Some of the Cronbach's Alpha values of the variables are less than 0.70.
- The Composite Reliability value of all variables is greater than 0.70.

3.4. The Influence of Affective Commitment on HR Performance

The results of the study indicate that affective commitment has a positive but insignificant influence on HR performance among LKP managers in Demak Regency. This is evidenced by the original sample value of 0.047 and p-values of $0.634 > 0.05$, thus rejecting the third hypothesis.

These results indicate that emotional loyalty and a sense of belonging to an institution have not significantly improved performance. Managers with emotional attachments may not necessarily produce higher-quality work without the support of other factors such as work motivation, facilities, and a supportive work environment.

According to (JP Meyer et al., 2021), affective commitment can indeed encourage positive behavior in an organization, but its influence on performance can vary depending on organizational conditions and job characteristics.

In the context of this research, some LKP managers may be driven more by social responsibility than by performance. Therefore, emotional attachment is not strong enough to produce significant performance improvements.

The results of this study support research (Stinglhamber et al., 2021) which found that affective commitment does not always have a significant effect on performance if the organization does not have optimal work support.

a. The Influence of Intrinsic Motivation on HR Performance

The results of the study indicate that intrinsic motivation has a positive but insignificant effect on human resource performance among LKP managers in Demak Regency. This is evidenced by the original sample value of 0.085 and the p-value of $0.670 > 0.05$, thus rejecting the fourth hypothesis.

These results indicate that internal motivation at work has not been able to directly improve human resource performance. Even if managers have an internal work ethic, this is not enough to produce optimal work output without high levels of work engagement.

This suggests that intrinsic motivation plays a greater role in shaping work engagement before impacting performance improvement. In other words, intrinsic motivation needs to be channeled through work engagement to produce tangible performance.

According to (Demerouti & Bakker, 2023), personal resources such as intrinsic motivation will be more effective in improving performance if individuals have high work involvement.

Thus, intrinsic motivation in this study has not been able to provide a direct influence on HR performance.

b. The Influence of Work Engagement on HR Performance

The results of the study indicate that work engagement has a positive and significant effect on human resource performance in LKP managers in Demak Regency. This is evidenced by the original sample value of 0.721 and p-values of $0.000 < 0.05$ so the fifth hypothesis is accepted.

These results indicate that the higher the level of work involvement of managers, the higher the quality of performance produced. Managers who have high work ethic, dedication, and focus tend to be more professional in carrying out their duties and responsibilities.

According to (Demerouti & Bakker, 2023), work engagement is a positive psychological condition that can increase productivity, work quality, and organizational achievements.

In the context of LKP, engaged managers will be more active in managing training programs, providing services to participants, and improving the operational quality of the institution.

The results of this study are also in line with research (Schaufeli, 2021) which states that work engagement has a strong influence on improving individual and organizational performance.

c. The Influence of Affective Commitment on HR Performance through Work Engagement

The results of the hypothesis testing indicate that work engagement is unable to mediate the influence of affective commitment on HR performance among LKP managers in Demak Regency. This is evidenced by the original sample value of 0.012 and p-values of $0.875 > 0.05$, thus rejecting the sixth hypothesis.

These results indicate that managers' emotional attachment to the institution has not significantly improved performance through work engagement. Although managers have loyalty and a sense of belonging to the organization, these conditions are not strong enough to drive work engagement, which ultimately leads to improved performance.

Theoretically, affective commitment describes an individual's emotional attachment to an organization, characterized by pride and loyalty. According to J.P. Meyer et al., 2021, affective commitment can shape positive work behaviors. However, this influence does not always improve performance if it is not accompanied by strong work support and work engagement.

In the context of this research, some LKP managers may be loyal to the institution due to social factors and dedication, but they do not yet possess high levels of work energy, enthusiasm, and focus. Consequently, work engagement cannot serve as a mechanism which is effective in channeling affective commitment into improving HR performance.

The results of this study are in line with research (Stinglhamber et al., (2021) states that affective commitment does not always result in improved performance if organizational conditions are not yet conducive to optimal work engagement. Furthermore, Schaufeli (2021) explains that work engagement is more influenced by work resources and personal motivation than by emotional loyalty alone.

Thus, work engagement has not been able to mediate the relationship between affective commitment and HR performance in LKP managers in Demak Regency.

d. The Influence of Intrinsic Motivation on HR Performance through Work Engagement

The results of the hypothesis testing indicate that work engagement is able to mediate the influence of intrinsic motivation on HR performance in a positive and significant manner. This is evidenced by the original sample value of 0.654 and p-values of $0.000 < 0.05$ so the seventh hypothesis is accepted.

These results indicate that intrinsic motivation does not directly improve human resource performance, but it can initially increase work engagement, which then impacts performance. In other words, work engagement is a crucial mechanism for channeling an individual's internal drive into optimal work outcomes.

According to (Ryan & Deci, 2020), intrinsic motivation arises because individuals perceive their work as providing psychological satisfaction, meaning, and opportunities for self-actualization. Intrinsically motivated individuals tend to be more enthusiastic and enjoy their work, making it easier to fully engage in work activities.

In the context of LKP managers, intrinsic motivation is reflected in a sense of pride in helping people acquire skills and improve their work competencies. This drive makes managers more enthusiastic, focused, and dedicated to implementing training programs, resulting in improved performance.

The results of this study support the Job Demands-Resources (JD-R) Theory, which explains that personal resources such as intrinsic motivation can increase work engagement, which in turn impacts performance. This research also aligns with research (Demerouti & Bakker, 2023) which states that work engagement is an important psychological mechanism in improving individual performance. In addition, research (Howard et al., 2021) also found that intrinsic motivation has a strong relationship with work engagement and performance by increasing work enthusiasm and individual involvement in work.

Thus, work engagement is proven to be an effective mediating variable in the relationship between intrinsic motivation and HR performance in LKP managers in Demak Regency.

4. Conclusion

Based on the results of research on the influence of affective commitment, intrinsic motivation, and work engagement on HR performance in Course and Training Institution (LKP) managers in Demak Regency, the following conclusions can be drawn:

1. Affective commitment has a positive but insignificant influence on work engagement among LKP managers in Demak Regency. This indicates that emotional attachment and loyalty to the institution have not significantly increased managers' work engagement.
2. Intrinsic motivation has a positive and significant influence on work engagement among LKP managers in Demak Regency. This indicates that internal motivation at work can increase managers' enthusiasm, dedication, and focus.

3. Affective commitment has a positive but insignificant influence on human resource performance among LKP managers in Demak Regency. This indicates that emotional loyalty to the organization is not yet strong enough to directly improve work results.
4. Intrinsic motivation has a positive but insignificant influence on human resource performance among LKP managers in Demak Regency. This indicates that internal motivation is not yet able to directly improve performance without high work engagement.
5. Work engagement has a positive and significant influence on human resource performance among LKP managers in Demak Regency. This indicates that the higher the level of work engagement among managers, the better the quality of their performance.
6. Work engagement was unable to mediate the influence of affective commitment on human resource performance among LKP managers in Demak Regency. This indicates that emotional attachment to the organization has not been able to improve performance through work engagement.
7. Work engagement is able to mediate the influence of intrinsic motivation on HR performance in a positive and significant manner for LKP managers. in Demak Regency. This shows that intrinsic motivation can improve performance by increasing work engagement.

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