

## Human Resource Performance Model Based on Intrinsic Motivation, Organizational Culture and Organizational Commitment at Makmur Mandiri Cooperative

Augustine Dosroha Panjaitan

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

**Abstract.** *This study aims to examine the influence of intrinsic motivation, organizational culture, organizational commitment as mediating variables to improve HR performance at KSP Makmur Mandiri. The research method used is explanatory research through a quantitative approach using questionnaire data media as a tool to reveal the influence of intrinsic motivation, organizational culture, organizational commitment as mediating variables to improve HR performance. The questionnaire was assisted by an online-based google form. This study took the population at KSP Makmur Mandiri and the sampling technique used was purposive sampling with a total of 120 respondents from KSP Makmur Mandiri, West Java Branch (Cirebon Regency, Kuningan, Cirebon City) and Central Java (Brebes-Semarang). Data analysis was carried out using SEM-PLS 4.0 and the results of the study proved that intrinsic motivation and work commitment had an effect on HR performance, while organizational culture had no effect on HR performance. Meanwhile, organizational commitment can mediate the influence of organizational culture on HR performance while organizational commitment has no effect on mediating intrinsic motivation variables on HR performance.*

**Keywords:** *Culture; Intrinsic; Motivation; Organizational.*

### 1. Introduction

In essence, in order to develop and be creative, every organization requires efforts oriented towards the strength of human resources in order to be able to carry out its capabilities well, especially in dealing with the factors of natural changes that occur. So that the real fundamental test is related to the procedure for forming human resources that are able to create ideal performance to achieve the goals of an organization or association.

Based on Jufrizen's opinion, (2016), the existence of dynamics and dominance of work in every hierarchical movement makes HR (Human Resources) play an important role in it. The role of HR in an organization is to influence the progress or decline of the organization,

determine the level of success of the organization in achieving its goals, and as a determinant or planner.

One of the factors of a company's success is employees who have a role in the company's sustainability process. At the time of a superior market will have a positive impact on improving performance in the company. Worker insight is something that arises from a very high sense of interest and the capacity and ability they need to handle the problems they face (Santoso, 2020).

Based on Afandi's opinion (2018), performance is the work results achieved by a person or group in an organization in accordance with their responsibilities and authorities in order to achieve the goals of the organization concerned legally, without violating the law and not contrary to morals or ethics. Therefore, good execution means achieving organizational or organizational goals in accordance with hierarchical guidelines, ideally without ignoring guidelines, ethics, and morals.

Intrinsic motivation is one of the factors that directly affects HR performance. A person's internal drive known as intrinsic motivation drives them to take action and shape their behavior to improve performance within the organization (Murty & Hudiwinarsih, 2012). Suhardi (2013) distinguishes it from intrinsic motivation, which is defined as a drive that comes from within a person because of the desire to achieve certain goals, among other reasons.

Intrinsic motivation within oneself will reduce or increase the presentation of HR performance so that the results can be seen. This is reinforced by Andika and Darmanto's (2020) research that intrinsic motivation is a characteristic that influences representative execution. This means that assuming an employee has great innate inspiration, HR performance at work will increase.

The results of the test that are in line with Kusumastuti, W at al, (2023), Pananrangi et al (2020), Festiningtyas and Gilang's research (2020) show that intrinsic motivation within oneself affects the execution of HR performance, which means that an employee has innate inspiration. Assuming the exhibition is good, then the performance of HR at the place where he works will increase.

The results obtained are not the same as the exploration of Putera AT et al. (2023) who stated that HR performance is free from the influence of intrinsic motivation significantly. This means that human resource performance and intrinsic motivation are not directly proportional, meaning that intrinsic motivation does not have a direct impact on the performance of these human resources.

A strong organizational culture has been shown to improve HR performance, which is another factor that can affect HR performance. Organizational culture, according to Rialmi & Morsen

(2020), is a set of common beliefs, norms, practices, and ways of doing things that influence how people behave.

Employee behavior is influenced by the work environment where they are formed by an organizational culture, and is believed to be able to further develop performance. Organizational culture with HR performance is a system of correspondence, beliefs and tendencies that collaborate with each other with the right construction to obtain appropriate social standards to improve performance in the organization. Organizational culture has a scope of values and norms that aim to direct the behavior of organizational actors and determine the direction of the organization as a whole (Robbins & Judge 2017). With a strong organizational culture, it will have a direct impact on employees to support their increased performance, conversely a weak organizational culture will have a direct impact on slowing down and conflicting with the goals of an organization or company.

This shows that one of the factors that cannot be ignored by companies when creating or increasing HR effectiveness is organizational culture. According to research conducted under the direction of Hutomo AP (2021), organizational culture has a beneficial and substantial impact on human resource performance. This implies that employees will perform better in working in companies that have a positive culture.

The same thing is also directly proportional to the research findings by Paramita. E et al (2020), Manrung.H and Sihombing. D. (2018), Noerchoidah and Yanus (2020), which concluded that there is a significant positive influence in organizational culture on human resource performance. The meaning of this conclusion is that employees who are cultured in a good organization will improve human resource performance at work.

The results that are not directly proportional are stated in Utami's research. NM Satya and Verawati, Y (2019) namely organizational culture does not have a significant effect on HR performance. In other words, in an organizational culture, human resource performance is inversely proportional, which means that the implementation of organizational culture has an effect on decreasing HR performance. This can be explained if the organizational culture is a culture that weakens HR performance.

Another factor in assessing HR performance can look at the work results that have been implemented on the resulting organizational commitment. Causing an impact on human resource performance resulting in the effectiveness of organizational commitment being achieved. The most important thing to be able to pay attention to employee organizational commitment because employees are important assets in a company or organization. So the company continues to maintain and can improve the quality of its employees so that organizational commitment can be achieved (Robbins and Judge, 2017).

According to Greenberg and Baron (2003), organizational actors who have high commitment are beneficial for the organization. Organizational commitment is an event where employees have a perception of loyalty and obedience to a particular organization that aims to increase

membership loyalty in the organization (Robbins and Judge, 2017). Several variables that influence organizational commitment include organizational culture and intrinsic motivation.

So a good commitment will have a positive impact if having a strong commitment will have an impact on human resource performance. This is in line with the results of previous research in Hutomo AP (2021) which stated that organizational commitment has a significant positive effect, which means that the greater the organizational commitment achieved, the more direct impact it has on HR performance.

## 2. Research Methods

The implementation of this research aims to analyze the truth of a hypothesis in the research to clarify the accuracy of the hypothesis against the theory that will later be implemented as a foundation. The problems introduced in this study are issues raised by experts in the past, which require assistance for current realities. In relation to the problems that occur, the researcher decided to implement an explanatory research type of research, namely a study that examines the correlation between variables involved in the research through hypothesis analysis that contains a description of the correlation between research variables (Singarimbun, 1982). The researcher implemented the questionnaire method by conducting a direct survey to collect data in the study. This method is to obtain self-reports, or at least on personal information and beliefs (Hadi, 1993). Scientists use a research instrument in the form of a questionnaire that will be distributed to members or employees of KSP Makmur Mandiri to be filled in or answered after going through planned and systematic preparation.

## 3. Results and Discussion

This study aims to describe and analyze intrinsic motivation, organizational culture, organizational commitment and HR performance. There are five hypotheses developed in this test.

This study refers to the Partial Least Square (PLS) data analysis method assisted by its implementation on SmartPLS 4.0 software. There are two stages carried out in data analysis, namely by testing the Outer Model and Inner Model.

### Outer Model Test

This test aims to analyze the correlation between benchmarks in latent variables or describe each benchmark that has a correlation with the latent variable. There are three test models in the outer mode test, namely, discriminant validity, reliability test (cronbach's alpha and composite reliability), and convergent validity. Then to facilitate the assessment and analysis of the model, the researcher implemented SmartPLS software.

#### 1. Convergent Validity

According to the rule of thumb, the value of the indicator loading factor if it has validity if  $>0.7$ .

In developing a new indicator model, it can be seen from the loading factor value between 0.5 - 0.6, meaning it is acceptable (Haryono, 2017). The validation value indicator refers to the loading factor value > 0.5 (Original Sample value) and the probability value (P values) <0.05.

Table Validity Test Results

Variables	Indicator	Outer Loadings
Intrinsic Motivation	MI1	0.768
	MI2	0.772
	MI3	0.748
	MI4	0.813
Organizational culture	BO1	0.761
	BO2	0.794
	BO3	0.747
	BO4	0.778
Organizational Commitment	KO1	0.83
	KO2	0.788
	KO3	0.729
HR Performance	KS1	0.75
	KS2	0.811
	KS3	0.764
	KS4	0.802
	KS5	0.792

Source: Results processed by PLS 4.0, 2024

The table above shows the results of the validity test. The results of the output can be seen in the sense that all items are valid, because the loading factor value is above 0.5. This shows that all questions asked by researchers in the questionnaire have validation that can be used as a research instrument. The validity test result model is shown in the following image:

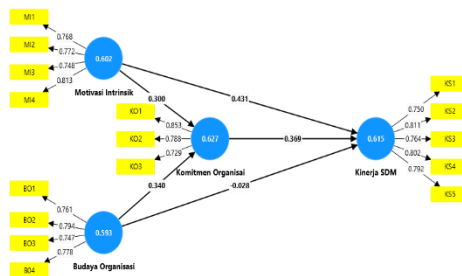


Figure Validity Test Model

## 2. Reliability Test

### a. Composite Reliability Test and Cronbach's Alpha coefficient

Analyzing the size of a questionnaire that functions as an indicator of a variable or construct is known as reliability testing. If the measuring instrument is reliable, then the instrument can produce a stable or consistent picture. This kind of instrument is a questionnaire. Cronbach's Alpha and Composite Reliability coefficients are used to assess the reliability of the instrument used in this test. There are several requirements in evaluating reliability assessments, namely Cronbach's Alpha and Composite reliability, according to Chin (1998). According to Ghozali and Latan (2015), the reliability value for exploratory research can still be between 0.60 and 0.70, but must be higher than 0.70 for confirmatory research.

The results of Cronbach's Alpha and Composite reliability analysis are represented in Table below:

**Table Cronbach's Alpha, Composite Reliability and AVE Test Results**

Variables	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted (AVE)
Organizational culture	0.775	0.783	0.854	0.593
HR Performance	0.844	0.849	0.889	0.615
Organizational Commitment	0.702	0.720	0.834	0.627
Intrinsic Motivation	0.782	0.788	0.858	0.602

Source: Results processed by PLS 4.0, 2024

Based on Table 4.11, the findings of the test analysis show that Composite Reliability and Cronbach's Alpha have adequate values, namely, the value of each variable is higher than 0.7. Thus, it can be said that the instrument has a high level of consistency and stability. The variables and constructs of this study are appropriate measuring instruments, and the reliability of the questions used to measure each construct is high.

### b. Average Variance Extracted (AVE) Test

Average Variance Extracted (AVE) has a value that can describe the magnitude of the variance or diversity of manifest variables by containing latent constructs. The ideal value in Average Variance Extracted (AVE) is 0.5 which has the meaning of good Convergent Validity. This shows that in the latent variable there is an average clarity of more than half of the variance in its indicators. Average Variance Extracted (AVE) has criteria in testing variables that have validation > 0.50 (Haryono, 2017). Based on the test results in Table 4.11 representing all variables have AVE values above 0.5, meaning the level of validity of all variables is in the good category.



### 3. Discriminant Validity

*Discriminant validity* usually appears on two different instruments by measuring two constructs producing a prediction in other words to show significant correlation in the score results they produce (Hartono: 2008: 64 in Jogiyanto 2011). To ensure that each idea included in the latent variable is different from other latent variables, discriminant validity is needed. If the loading value of each indicator on the latent variable is greater than the loading value of other latent variables, then the model can be said to have very good discriminant validity.

#### a. Cross Loadings Value

*This* Cross Loading is a measuring tool for discriminant validity with all indicators having a higher correlation coefficient in each of its constructs with a comparison of the correlation coefficient value of the indicators in the other column construct blocks, so it can be concluded that each indicator has its block in the arrangement of the construct in the column (Haryono, 2017:421). The results of the Cross Loadings measurement can be seen in the table below:

Table Cross Loadings Value Results

Indicator	Organizational culture	HR Performance	Organizational Commitment	Intrinsic Motivation
B04	0.778	0.374	0.309	0.441
BO1	0.761	0.291	0.466	0.415
BO2	0.794	0.335	0.378	0.378
BO3	0.747	0.085	0.346	0.309
KO1	0.428	0.548	0.853	0.390
KO2	0.347	0.410	0.788	0.337
KO3	0.391	0.346	0.729	0.399
KS1	0.262	0.750	0.335	0.471
KS2	0.224	0.811	0.402	0.452
KS3	0.244	0.764	0.468	0.434
KS4	0.345	0.802	0.538	0.527
KS5	0.380	0.792	0.419	0.423
MI1	0.355	0.479	0.383	0.768
MI2	0.449	0.347	0.250	0.772
MI3	0.323	0.449	0.398	0.748
MI4	0.464	0.522	0.402	0.813

Source: Results processed by PLS 4.0, 2024

The findings from the Cross Loadings assessment, presented in Table 4.12, show that all indicators have stronger correlation coefficients with each variable itself compared to other variables. So it can be concluded that the variables or constructions in each indicator column are arranged appropriately in their respective blocks.

### b. Average Variance Extracted (AVE) Root Value

In the stage of comparing the Root Average Variance Extracted (AVE) value in the construct that shows the correlation between one construct and another construct in the model is a test of discriminant validity. The indication of decision making is that discriminant validity is said to be good if the square root of the Average Variance Extracted (AVE) in the construct is higher than the correlation value between the construct and other constructs in the model. The following table shows the results of calculating the root value of the Average Variance Extracted (AVE).

**Table Results of the Average Variance Extracted (AVE) Root Value)**

Variables	Organizational culture	HR Performance	Organizational Commitment	Intrinsic Motivation
Organizational culture	0.770			
HR Performance	0.373	0.784		
Organizational Commitment	0.493	0.559	0.792	
Intrinsic Motivation	0.509	0.591	0.473	0.776

Source: Results processed by PLS 4.0, 2024

It can be seen from table 4.13 that the results of the Average Variance Extracted (AVE) root value in the variable have a higher value than the correlation value between one variable and another variable in the model. Thus, it can be concluded that according to the test with the Average Variance Extracted (AVE) root, this model is stated to have good Discriminant Validity.

### c. Composite Reliability Test

*Composite Reliability* is part of the use in measuring the reliability value of an indicator on a variable, variables that meet composite reliability have composite reliability with a value above 0.7. The table below will describe the results of the composite reliability test:

**Table Composite Reliability**

Variables	Sign off	Composite Reliability	Sign off	Average Variance Extracted (AVE)	Conclusion
Organizational culture	0.7	0.854	0.5	0.593	Realizable
HR Performance	0.7	0.889	0.5	0.615	Realizable
Organizational Commitment	0.7	0.834	0.5	0.627	Realizable
Intrinsic Motivation	0.7	0.858	0.5	0.602	Realizable

Source: Results processed by PLS 4.0, 2024

The data in table above provides an overview and it can be concluded that the composite reliability value of the Intrinsic Motivation variable > 0.7 with a value of 0.858, for the Organizational Culture variable > 0.7 with a value of 0.854, for the Organizational



Commitment variable > 0.7 with a value of 0.834, and for the HR Performance variable > 0.7 with a value of 0.889. Thus, it shows that all variables have a good level of reliability, with a composite reliability value exceeding the threshold of 0.70 which is generally accepted as a good reliability standard. Thus, these variables can be relied on in research.

#### Inner Model Test

Testing on the Inner model/structural model aims to see the relationship between its constructs, significant values, and R-square for the dependent construct of the T test and. Testing a structural model (inner model) in its implementation has two stages, namely the path coefficient model fit test and R<sup>2</sup>. A research model is said to be fit if the model can meet the criteria.

#### A. Coefficient Determination (R-Square)

R-square is a variation in measuring the proportion of the value of the influencing variable (endogenous) described by the influencing variable (exogenous). This is useful for predicting whether the model is good or bad. (Kuatno, 2022)

According to Chin (1998) in Ghozali and Latan (2015:81) the criteria for R-square are:

If the R<sup>2</sup> value is 0.67 or above, the structural model has a substantial (strong) relationship.

If the R<sup>2</sup> value is 0.33 – 0.66, the structural model has a moderate relationship.

If the R<sup>2</sup> value is 0.19 – 0.32, the structural model has a bad (weak) relationship.

Table R-Square Value

Variables	R-square	
	R-square	R-square adjusted
HR Performance	0.450	0.436
Organizational Commitment	0.310	0.298

Source: Results processed by PLS 4.0, 2024

From the results in table above, the output describes the R Square value as meaning the percentage contribution of the influence of exogenous variables to endogenous ones. The R Square of the HR Performance variable is 0.450 (45%) meaning the contribution of the influence of the intrinsic motivation, organizational culture and work commitment variables to HR Performance is 53.1%, thus the model is classified as moderate. The R Square of the Work Commitment variable is 0.310 (31%) meaning the contribution of the influence of the intrinsic motivation and organizational culture variables to work commitment is 31%, thus the model is classified as bad.

#### B. F2 Effect Size (F-Square)

The f-square measurement or  $f^2$  effect size is a measurement tool in assessing the relative impact of a variable that has an influence called exogenous on the influenced variable called endogenous. Another word for fsquare measurement is the effect of changes in R-square. This change in R-square value occurs when certain exogenous variables are removed from the model and can be used to evaluate and determine whether the removed variables have a substantive impact on the endogenous construct. (Kuatno, 2022).

The F-square criteria mentioned by Hair, et al (2021) are if the F-square value = 0.02 and above, it means a small effect of the exogenous variable. If the F-square value = 0.15 and above, it means a moderate effect of the exogenous variable on the endogenous variable. If the F-square value = 0.35 and above, it means a high effect of the exogenous variable on the endogenous.

Table F-Square Value

Variables	Organizational culture	HR Performance	Organizational Commitment	Intrinsic Motivation
Organizational culture		0.001	0.124	
HR Performance				
Organizational Commitment		0.171		
Intrinsic Motivation		0.229	0.097	

Source: Results processed by PLS 4.0, 2024

Based on the table above, the F-square value can be concluded as follows:

- The Intrinsic Motivation variable on HR Performance has an F-square value = 0.229 which has a high result so that the exogenous variable has a very large influence on the endogenous variable.
- The Organizational Culture variable on HR Performance has an F-square value of 0.001, which has a small result, so the influence of exogenous variables on endogenous variables is small.
- The variable of Organizational Commitment to HR Performance has an F-square value = 0.171 which has a high result so that the exogenous variable has a very large influence on the endogenous variable.
- The intrinsic motivation variable towards Organizational Commitment has an F-square value = 0.097 which has a small result so that the influence of exogenous variables on endogenous variables is small.
- The Organizational Culture variable on Organizational Commitment has an F-square value = 0.124 which has a high result so that the exogenous variable has a very large influence on the endogenous variable.

**4.1. Hypothesis Testing**

Next, at the hypothesis testing stage, the test performs an analysis to see whether there is an influence of the relationship between the intrinsic motivation variables, organizational culture on HR performance with Organizational Commitment as an intervening variable. The results of the full model run test using SmartPLS 4.0 software and get the following picture:

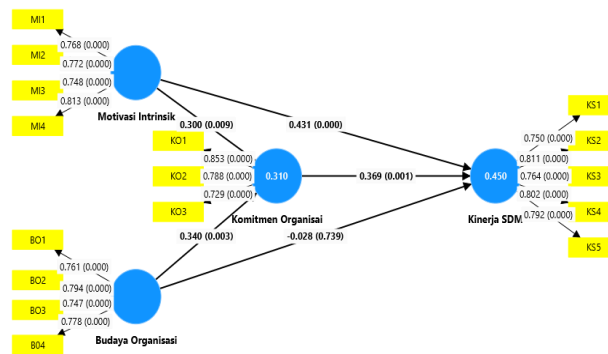


Figure Full Structural Model Drawing

The figure above explains the relationship between intrinsic motivation variables, organizational culture on HR performance with Organizational Commitment as an intervening variable.

**4.5.1. Direct Effect Hypothesis Testing**

The direct influence hypothesis testing conducted can refer to the path coefficients table which will show the parameter coefficients and the significance value of t statistics. The significance of the parameters will provide a description of information about the relationship between research variables. The results below will show the estimated output value for testing the structural model:

Table Hypothesis Test Results							
Hypothesis	Influence		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1	Intrinsic Motivation -> Organizational Commitment		0.300	0.296	0.115	2.605	0.009
H2	Organizational Culture -> Organizational Commitment		0.340	0.354	0.116	2.933	0.003
H3	Intrinsic Motivation -> HR Performance		0.431	0.427	0.102	4.218	0.000
H4	Organizational Culture -> HR Performance		-0.028	-0.024	0.085	0.333	0.739
H5	Organizational Commitment -> HR Performance		0.369	0.377	0.114	3.230	0.001

Source: Results processed by PLS 4.0, 2024

In PLS, measured testing of each theorized relationship is completed using simulation. For this situation, the Bootstrap technique is used using samples. Bootstrap testing is also planned to limit the problem of unusual examination information. Navigation reasons: (given the T Measurement value with a significance level of 0.05) (Haryono, 2017).

- Ho can be accepted if T Statistics < 1.96 (No effect)
- Ho cannot be accepted if T Statistics  $\geq$  1.96 (Influential)

Basis for decision making: (based on significance value) (Haryono, 2017:410).

- If the P value > 0.05 Ho is acceptable (no effect)
- If the P Value  $\leq$  0.05 Ho is not acceptable (There is an influence)

Thus, it can be concluded that the results of the hypothesis testing are stated as below:

### **1. The Influence of Intrinsic Motivation on Organizational Commitment**

Hypothesis testing of the original sample estimate value shows that the value of the Intrinsic Motivation variable on Organizational Commitment has a significant positive impact of 0.300, t-statistic of 2.605 indicates > 1.98, and p-value of 0.009 < 0.05, thus hypothesis 1 is accepted. This means that intrinsic motivation will increase organizational commitment.

### **2. The Influence of Organizational Culture on Organizational Commitment**

Hypothesis testing of the original sample estimate value shows that the value of the Organizational Culture variable on Organizational Commitment has a significant positive impact of 0.340, t-statistic of 2.933 indicates > 1.98, and p-value of 0.003 < 0.05, thus hypothesis 2 is accepted. This means that organizational culture will increase organizational commitment.

### **3. The Influence of Intrinsic Motivation on HR Performance**

Hypothesis testing of the original sample estimate value shows that the value of the Intrinsic Motivation variable on HR Performance has a significant positive impact of 0.431, t-statistics of 4.128 indicating > 1.98, and p-value 0.000 < 0.05, thus hypothesis 3 is accepted. This means that intrinsic motivation will improve HR performance.

### **4. The Influence of Organizational Culture on HR Performance**

Hypothesis testing of the original sample estimate value shows that the value of the Organizational Culture variable on Organizational Commitment has a significant negative impact of -0.028, a t-statistic of 0.333 indicating <1.98, and a p-value of 0.739 > 0.05, thus hypothesis 4 is rejected.

## 5. The Influence of Organizational Commitment on HR Performance

Hypothesis testing of the original sample estimate value shows that the value of the Organizational Commitment variable on HR Performance has a significant positive impact of 0.369, t-statistics of 3.230 indicate  $> 1.98$ , and p-value  $0.001 < 0.05$ , thus hypothesis 5 is accepted. This shows that organizational commitment will improve HR performance.

### 4.5.2. Indirect Effect Hypothesis Testing

The results of the analysis of the mediation or intervening effect test can refer to the Indirect Effect output, if the p value is less than 0.05 it is concluded that there is a mediation effect. The results of the indirect hypothesis test can be seen in the table below:

Table Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (O/STDEV )	P values
Intrinsic Motivation -> Organizational Commitment -> HR Performance	0.111	0.116	0.063	1,759	0.079
Organizational Culture -> Organizational Commitment -> HR Performance	0.125	0.131	0.055	2,267	0.023

Source: Results processed by PLS 4.0, 2024

1. The original sample estimate value for the variable Intrinsic Motivation on HR Performance through Organizational Commitment has a significant positive parameter of 0.111 while the p-value is  $0.079 > 0.05$ , thus it can be concluded that Organizational Commitment cannot mediate the influence of Intrinsic Motivation on HR Performance.

2. The original sample estimate value for the Organizational Culture variable on HR Performance through Organizational Commitment has a significant positive parameter of 0.125 while the p-value is  $0.023 < 0.05$ , thus it can be concluded that the Organizational Commitment variable can mediate the influence of organizational culture on HR Performance.

### 4.6.1. The Influence of Intrinsic Motivation on Organizational Commitment

With all the results obtained in this study, it shows the high Intrinsic Motivation possessed by employees at KSP Makmur Mandiri, which has an influence that can increase organizational commitment. Thus, it can be interpreted that the higher the intrinsic motivation, the higher the achievement of organizational commitment.

Based on the results of the study above, employees who have an understanding of the motivation within themselves that drives them to achieve the organizational commitment expected from management. Intrinsic motivation that focuses on work achievement, getting awards, having a sense of responsibility, and self-development will make employees more interested in increasing Intrinsic Motivation towards Organizational Commitment.

The results of the study are also supported by research conducted by Asi LL et al (2021), Andika and Darmanto, (2020), Muhamad.R, et al (2019) and Saringtyas Eka. RW (2016) which stated that Intrinsic Motivation has a significant positive effect on Organizational Commitment. In accordance with the results of previous studies, this study also supports that intrinsic motivation has a significant effect on organizational commitment.

#### **4.6.2. The Influence of Organizational Culture on Organizational Commitment**

With all the results obtained in this study, it shows that the high Organizational Culture owned by employees at KSP has an influence on Organizational Commitment. This result is in accordance with the hypothesis which states that the capability of organizational culture as a strengthening and form of commitment among all individuals in an association that gives an authoritative character to individuals and forms a healthy social framework within the organization (Schein, 2004). This can be interpreted that the higher the organizational culture, the higher the organizational commitment.

Based on the research above, employees who have a good understanding of organizational culture at KSP Makmur Mandiri will create an increase in organizational commitment expected from management. An organizational culture that focuses on integrity, professionalism, role models, and appreciation will create habits for employees in increasing Organizational Commitment.

The results of the study are also supported by research conducted by Asi LL et al (2021), Wibawa and Putra MS (2018) and Sinha et al. (2017) which stated that there is a positive influence of organizational culture on organizational commitment. In accordance with the results of previous studies, this study also supports that organizational culture has a significant effect on organizational commitment.

#### **4.6.3. The Influence of Intrinsic Motivation on HR Performance**

With all the results obtained in this study, it shows that Intrinsic Motivation possessed by employees at KSP Makmur Mandiri has an influence on HR Performance. Thus, it can be interpreted that employees who carry out work according to their capacity and work as a form of appreciation to add self-development will increase responsibility for HR performance.

The results of the study are also supported by research conducted by Kusumayanti et al (2020), Pananrangi, et al (2020), Research by Festining Tyas and Gilang (2020), Asi LL et al (2021), Hutomo AP (2021) and Damanik RK et al (2018) which states that there is a significant positive influence of Intrinsic Motivation on HR performance.

It can be concluded that motivation plays an important role for employees. Because the higher the motivation, the higher the level of HR performance. To realize this, management is expected to hold a seminar on motivation for all employees with the aim of instilling a spirit of motivation in employees. In accordance with the results of previous studies, this study also supports that intrinsic motivation has a significant effect on HR performance.



#### 4.6.4. The Influence of Organizational Culture on HR Performance

With all the results obtained in this study, it shows that Organizational Culture has no effect on HR Performance. Thus, it can be interpreted that the higher the organizational culture, the lower the HR performance of KSP Makmur Mandiri employees. This means that in an organizational culture, HR performance is not in line, in other words, the application of organizational culture has an effect on decreasing HR performance. This can be explained if the organizational culture is a culture that weakens HR performance.

The findings of this study are not in line with the findings of the study conducted by Paramita. E, et al (2020), Yeti (2020), Manurung, (2018) Noerchoidah and Yanus (2020), who found a significant positive influence between organizational culture and HR performance. The results of this study do not support previous studies which stated that organizational culture has a significant effect on organizational commitment.

#### 4.6.5. The Influence of Organizational Commitment on HR Performance

With all the results obtained in this study, it shows that Organizational Commitment has an effect on HR Performance. This can be interpreted that the higher the organizational commitment, the higher the HR Performance. by carrying out work full of pride in the company that makes the level of loyalty create attachment to HR performance.

The results of the study are also supported by research conducted by Hutomo AP (2021), Asi LL et al (2021), Putra AT, et al (2023) and Paramita. E, et al (2020) which stated that organizational commitment has a significant positive effect on HR performance. It can be concluded that commitment plays an important role for employees. Because the higher the commitment, the higher the level of HR performance. In accordance with the results of previous studies, this study also supports that organizational commitment has a significant effect on HR performance.

#### 4.6.6. The Influence of Organizational Commitment in Mediating Intrinsic Motivation and Organizational Culture on HR Performance

Based on the results of the indirect influence hypothesis test, organizational commitment is not proven to mediate the influence between intrinsic motivation on HR performance but intrinsic motivation has a greater influence on HR performance directly. It can be concluded that the organizational commitment variable does not play a role in mediating the influence of intrinsic motivation on HR performance.

Meanwhile, the research results prove that the organizational commitment variable is able to mediate between the organizational culture variable and human resource performance. This shows that the higher the positive organizational culture will affect the higher organizational commitment, which will increase its performance.

Human resources that have a high level of integrity and have become a culture in the organization will provide a level of loyalty and influence productivity in their performance. An employee who focuses professionally will develop an attachment to achieving the targets desired by management. Thus, these results can strengthen the open-ended questions from respondents who said that they were responsible for completing their work on time in terms of time and cost efficiency.

#### 4. Conclusion

Intrinsic Motivation has a positive effect on HR performance at KSP Makmur Mandiri in West Java (Cirebon City, Cirebon Regency, Kuningan) and Central Java (from Brebes-Semarang). This can be interpreted that the higher the intrinsic motivation, the higher the HR performance. by carrying out work according to the capacity possessed and working as a form of appreciation to add self-development will increase responsibility for performance within the organization. Organizational culture does not affect HR performance at KSP Makmur Mandiri in West Java (Cirebon City, Cirebon Regency, Kuningan) and Central Java (from Brebes-Semarang). This can be interpreted that the higher the organizational culture will decrease the HR performance of KSP Makmur Mandiri. This means that in an organizational culture, HR performance is inversely proportional, which means that the application of organizational culture has an effect on decreasing HR performance. Organizational Commitment has a positive effect on HR performance at KSP Makmur Mandiri in West Java (Cirebon City, Cirebon Regency, Kuningan) and Central Java (from Brebes-Semarang). This can be interpreted that the higher the organizational commitment, the higher the HR performance. by carrying out work with pride in the company which creates a level of loyalty that creates an attachment to HR performance.

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