

## The Effect of Intrinsic Motivation, Job Satisfaction, and Affective Commitment on Employee Performance at the Regional Development Planning Agency

Siti Aisyatur Rohmah<sup>a</sup>, Ignatius Soni Kurniawan<sup>b</sup>, Tri Ratna Purnamarini<sup>c</sup>

<sup>a,b,c</sup>Universitas Sarjanawiyata Tamansiswa, Kota Yogyakarta

\* Corresponding author e-mail: [siti008287.mhs@ustjogja.ac.id](mailto:siti008287.mhs@ustjogja.ac.id)

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### ABSTRACT

The purpose of this study was to examine the influence of intrinsic motivation, job satisfaction, and affective commitment on employee performance at the Regional Development Planning Agency of Yogyakarta City, DI Yogyakarta. A total of 95 people provided primary data through direct surveys as part of the quantitative methodology in this study. After the regression model passed the traditional assumption test, the data were analyzed using multiple linear regression using the SPSS version 26 program. The results showed that job satisfaction had a significant positive effect on employee performance, while affective commitment and intrinsic motivation did not appear to have any effect. These results emphasize the importance of Management to focus on developing job satisfaction as a primary strategy to improve employee performance. In addition, although employee motivation and commitment are not partially significant, ensuring the quality of these elements remains important as part of a holistic approach to supporting overall organizational performance.

## 1. INTRODUCTION

Human resources (HR) are one of the crucial elements that cannot be separated from an organization. Human resources (HR) are essentially people who work in a company as planners, strategists, and drivers to achieve company goals (Suratman & Riyant, 2020). HR not only carries out technical functions in the organization but also contributes to strategic decision-making and innovation. Quality HR will drive organizational growth through increased productivity, creativity, and competitive advantage. Therefore, effective HR management is essential to ensure that the organization can achieve its short-term and long-term goals.

Employee performance is a comparison of the work results achieved by employees with predetermined standards. Performance also means the results achieved by a person, both in quality and quantity in an organization according to the responsibilities given to him (Silva et al., 2023). Factors that influence performance include intrinsic motivation, job satisfaction, and affective commitment. Motivation is a process or action that can inspire employees to achieve goals. Motivation is a force that causes someone to produce something according to what is said, not just promises and desires (Widodo & Yandi, 2022). Low motivation can make high-quality individuals perform poorly. Conversely, providing adequate periodic motivation can make low-quality individuals perform well (Haeruddin et al., 2023). In addition to intrinsic motivation, job satisfaction also affects employee performance. Employee performance is a pleasant or unpleasant emotional state for employees to view their work. The relationship between job satisfaction and employee performance, whether or not a person realizes it, will always be influenced by their feelings (Sapar, 2022). Affective commitment is an approach that is seen from the emotional side of the individual regarding the form of their involvement in the organization. Affective commitment is a psychological construct that is a characteristic of the relationship between organizational members and their organization which has implications for the individual's decision to continue their membership in the organization (Ernanto & Indriyaningrum, 2023).

The Regional Development Planning Agency (BAPPEDA) is a government institution in Indonesia that is tasked with implementing the preparation of regional development planning and providing considerations in the implementation of regional development planning. Bappededa plays an important role in ensuring that regional development is carried out in a planned, effective, and sustainable manner. This institution functions as a coordinating institution between the central government and local governments in terms of development planning in a region.

**Table 1. BAPPEDA Target Data**

No.	Indicator	Initial Data	Target Achievement Every Year			
			2023	2024	2025	2026
1	Development Planning Index	92.4 Scale 0-100	92.5 Scale 0-100	92.6 Scale 0-100	92.7 Scale 0-100	92.8 Scale 0-100
2	Results of Bureaucratic Reform Self-Assessment by Inspectorate	AA Value	A Value	A Value	A Value	A Value

Source: BAPPEDA (2018).

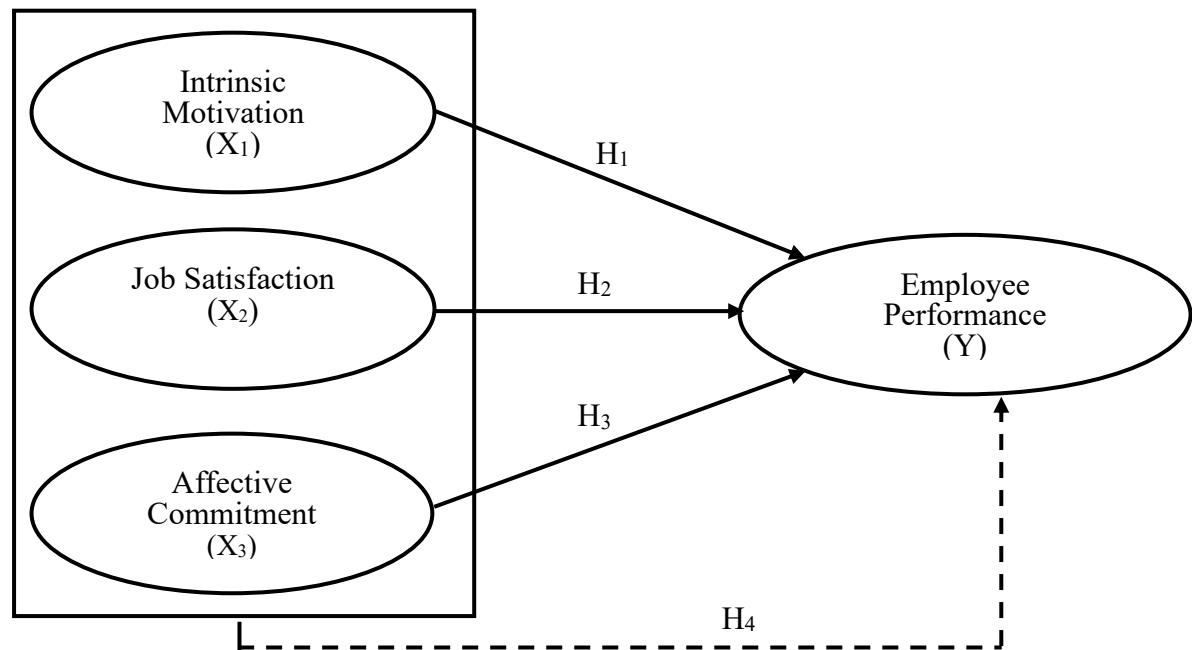
Table 1 shows the target of improving the quality of the Development Planning Index from an initial score of 92.4 at the beginning of the RPD period to 92.8 at the end of the RPD period, with a gradual increase of 0.1 each year until 2026. In addition, the results of the Bureaucratic Reform Self-Assessment by the Inspectorate are also targeted for consistent improvement, with a change from an initial score of 90.66 points in 2023 to 90.70 points in 2026. However, achieving these targets requires strong and consistent employee performance. Thus, understanding the antecedents of employee performance is very important. This research can provide valuable input for organizations in their efforts to improve employee performance through analysis of influencing factors, such as motivation, job satisfaction, and affective commitment. With a deeper understanding of these factors, organizations are expected to be able to design strategies that optimize employee performance.

Another challenge faced is employee satisfaction with work results. Due to high performance demands, employee work motivation and performance towards the Company are less than good. This phenomenon of poor employee performance hinders goals and results that are less than optimal, reducing productivity, especially in public services to the Community. Therefore, it is important to conduct this study to identify the effect of intrinsic motivation, employee satisfaction, and affective commitment on employee performance at the Yogyakarta City Regional Development Planning Agency.

There is a research gap, in the study Putra *et al.* (2022) , which shows that employee performance cannot be significantly supported by intrinsic motivation. However, Shin *et al.* (2019) states that employees with high intrinsic motivation have a significant influence on employee performance. In the research of Wijaya & Shiva (2024), employee performance can be significantly supported by job satisfaction. In contrast, Syardiansyah *et al.* (2020) shows job satisfaction cannot have a significant effect on employee performance. shows that job satisfaction has no significant effect on employee performance. In addition, employees with affective commitment have a significant effect on employee performance (Ariyani & Sugiyanto, 2020). These results are in contrast to research Ernanto & Indriyaningrum, (2023) which shows that affective commitment has no significant effect on employee performance. The inconsistency of the results of previous studies shows that there is an opportunity for

researchers to further examine employee performance using the antecedents variables of intrinsic motivation, job satisfaction, and affective commitment.

### Conceptual Framework



**Figure 1. Research model**

**Hypothesis:** H1: intrinsic motivation has a positive impact on employee performance. H2: job satisfaction has a positive impact on employee performance. H3: affective commitment has a positive impact on employee performance. H4: intrinsic motivation, job satisfaction & affective commitment simultaneously affect employee performance

### RESEARCH METHODS

This research method uses a quantitative approach with independent variables in the form of intrinsic motivation, employee satisfaction, and affective commitment, and the dependent variable is employee performance. The research population was 95 employees of the Development Planning Agency, so the number of samples was taken from the existing population of 95 people. The sampling technique used was saturated sampling. Primary data were collected through a questionnaire containing statements relevant to each research variable. Each indicator is measured using a Likert scale with a range of 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree". This assessment gives respondents the freedom to state their level of agreement or disagreement with the statements in the questionnaire that directly reflect their experiences and perceptions of intrinsic motivation, job

satisfaction, affective commitment to employee performance. This scale also makes it easier to process data into numerical values that can be analyzed statistically.

Data analysis involves various steps to ensure the validity of the results. Validity tests are used to measure the extent to which the research instrument can represent the concept being measured, while reliability tests ensure the consistency of the measurement results. Classical assumptions including normality, multicollinearity, and heteroscedasticity tests were carried out to ensure that the linear regression model met statistical requirements. Hypothesis testing was carried out using multiple linear regression analysis including the t-test to test the partial effect of each independent variable on the dependent variable, and the F-test to test the simultaneous effect of the independent variables on the dependent variable. The coefficient of determination ( $R^2$ ) was used to determine how much the independent variables contribute together in explaining the variability of employee loyalty. All statistical analyses were performed using SPSS software.

The questionnaire used in this study consisted of 25 questions that reflected the indicators of each research variable. The intrinsic motivation variable was measured using 6 questions based on indicators such as responsibility, progress, and money as explained by (Azzahra, 2024). The employee satisfaction variable consisted of 6 questions covering indicators of the job itself, salary, and supervision (Murai et al., 2017). Meanwhile, the affective commitment variable was measured with 8 questions that reflected dimensions such as satisfaction, responsibility, attachment, and ownership (Frastuti & Amelia, 2024). Employee performance variables include 6 questions based on indicators such as Quality of Work, Dependability, and Initiative (Deng et al., 2023).

## 2. RESULTS & DISCUSSION

**Respondent Characteristics.** This study took 95 respondents from the Regional Development Planning Agency. The characteristics of respondents obtained include data on gender, employee Status, marriage status, age, last education, length of service.

**Table 2. Respondent Characteristics**

Description	Category	Total	Percentage
Gender	Male	32	34%
	Female	63	66%
Employee Status	Permanent Employees	57	59%
	Non-Permanet	39	41%
Marriage Status	Marry	32	33%
	Not married	61	64%
	Widower/Widow	3	3%
Age	21-30 years old	73	76%
	31-40 years old	16	17%

	Over 40 years old	7	7%
	High school/Equivalent	42	44%
Last Education	Diploma (D1/D2/D3/D4)	5	5%
	S-1	43	45%
	Postgraduate (S2/S3)	6	6%
Length Of Service	Under 20 years old	93	97%
	21-30 years old	3	3%

Source: Primary data processed (2024)

The characteristics of respondents are shown in Table 2 with a total of 95 BAPPEDA employee respondents consisting of 32 (34%) men and 63 (66%) women. Respondents based on employment status were dominated by permanent employees as many as 57 people (59%), based on marital status, 61 people (64%) were unmarried. The majority of employees aged 21-30 years with a total of 73 people (76%) this age range shows that many young employees have healthier skills and strength than old age which is the basis for increasing productivity and good performance. Based on the last education category, 43 people (45%) have a bachelor's degree. The majority of employees have less than 20 years of service (97%), meaning that employees with longer tenure can experience more satisfaction and organizational support than new employees.

**Validity Test.** Version 26.0 of SPSS for Windows was used to conduct validity testing. 95 respondents' responses were subjected to the validity test in this study. Knowing the  $r$  table with the degree of freedom  $(df)=n-2$ ,  $(df)=95-2$ , and  $(df)=93$  with a significance value of 5% or 0.05 is required in order to compare the  $r$ -count value with the  $r$ -table. In this case, the  $r$ -table number is 0.1698. With a significance value of 0.000, which is less than 5%, all indicators display valid values (see Table 3). The indicators in this study are deemed valid in light of these findings.

**Table 3. Validity Test Results**

Variables	$r_{hitung}$	$r_{tabel}$	Description
Intrinsic Motivation	0.819	0.1698	Valid
	0.666	0.1698	Valid
	0.807	0.1698	Valid
	0.827	0.1698	Valid
	0.818	0.1698	Valid
	0.818	0.1698	Valid
Job Satisfaction	0.833	0.1698	Valid
	0.831	0.1698	Valid
	0.830	0.1698	Valid
	0.874	0.1698	Valid
	0.847	0.1698	Valid

Variables	<i>r<sub>hitung</sub></i>	<i>r<sub>tabel</sub></i>	Description
Affective Commitment	0.842	0.1698	Valid
	0.779	0.1698	Valid
	0.754	0.1698	Valid
	0.746	0.1698	Valid
	0.797	0.1698	Valid
	0.719	0.1698	Valid
	0.800	0.1698	Valid
	0.678	0.1698	Valid
	0.658	0.1698	Valid
Employee Performance	0.751	0.1698	Valid
	0.726	0.1698	Valid
	0.787	0.1698	Valid
	0.733	0.1698	Valid
	0.795	0.1698	Valid

Source: Primary data processed 2024

**Test Reliability.** Reliability test is a tool used to see the level of reliability of the questionnaire. The purpose of the researcher conducting this test is to determine the level of consistency of each respondent's answer to the questionnaire. The instrument is said to be “reliable” if it has a reliability coefficient “Cronbach's Alpha” of 0.6 or more. So if the *reliability* > *Cronbach's Alpha* (0.6), then the questionnaire items are said to be reliable. (Sugiyono, 2020) . The results of the reliability test in this study are shown in Table 4.

Table 4. Reliability Test Results

Variables	Reliability Statistics		
	Cronbach's Alpha	<i>N of Items</i>	Description
Intrinsic Motivation	0.882	6	Realible
Job Satisfaction	0.918	6	Realible
Affective Commitment	0.883	8	Realible
Employee Performance	0.816	5	Realible

Source: Primary data processed 2024

The reliability test of this research tool was conducted on statement items that were considered valid based on the information in Table 4. The results of employee performance reliability were 0.816, job satisfaction was 0.918, affective commitment was 0.883, and the intrinsic motivation component reliability coefficient was 0.882. The Cronbach's Alpha for each variable was greater than 0.60. Based on these findings, the four variables were considered reliable or passed the reliability test, thus allowing further research to be conducted.

**Descriptive of intrinsic motivation variables.** The Intrinsic motivation is a drive that comes

from within a person to do an activity because they feel satisfied, happy, or interested, without expecting rewards or pressure from outside. The following are descriptive results of intrinsic motivation variables, explained in Table 5.

**Descriptive Table 5. Intrinsic Motivation Variable**

No.	Question Item	Mean	Category
1	I really care about my work.	3,75	Agree
2	My work is interesting and challenging.	3,31	Neutral
3	My job gives me the opportunity to learn something new and different.	3,77	Agree
4	I'm not in this job just for the money.	3,74	Agree
5	My work interests me.	3,78	Agree
6	If I were rich, I would still choose this job because it is challenging.	3,69	Agree
Average value of intrinsic motivation variables		3,67	Agree

Source: Primary data processed (2024)

Based on table 5 with a total of 95 respondents, it has been stated that the highest score of intrinsic motivation variables selected by employees is in the MI5 statement “My work interests me” with an average mean value of 3.78 while the lowest value of the statement is in MI2 “My work is interesting and challenging” with an average mean value of 3.31. The total average value of respondents' answers to intrinsic motivation variables is 3.67, so it is included in the neutral

**Descriptive variable job satisfaction.** Job satisfaction, which may be defined as the degree to which people enjoy their occupations, is a subjective perception of how well a job meets an individual's needs. The most basic element thought to influence employee behavior, such as lending a hand to coworkers when it is not necessary for the company, is job satisfaction. This may have an impact on the organization's effectiveness. Table 6 provides an explanation of the descriptive results pertaining to the job satisfaction measure.

**Table 6. Descriptive Variable Job Satisfaction**

No.	Question Item	Mean	Category
1	Overall, I am satisfied with my work.	3,77	Agree
2	I like my job more than any other.	2.58	Neutral
3	I spent my time earnestly.	2.53	Neutral
4	I feel valued in my work.	2.57	Neutral
5	I am proactive in my work.	2.72	Neutral
6	My work is important in my life.	2.72	Neutral
The average value of the job performance variable		2.82	Neutral

Source: Primary data processed (2024)



Based on table 6 with a total of 95 respondents, it has been stated that the highest score of the job satisfaction variable chosen by employees is in the KE1 statement “Overall, I am satisfied with my work” with an average mean of 3.77 while the lowest value of the statement is in KE3 “I spent my time earnestly” with an average mean of 2.53. The total average value of respondents' answers to the job satisfaction variable is 2.82, so it is included in the agreed category.

**Descriptive variable affective commitment.** Affective commitment is a form of emotional attachment of a person to a particular organization or goal based on feelings of loyalty, involvement, and identification with the values held. Individuals with high affective commitment tend to feeling proud to be part of the organization and voluntarily contribute to its shared success. The following are the descriptive results of the affective commitment variable based on the data collected, described in Table 7.

**Table 7. Descriptive Variable of Affective Commitment**

No.	Question Item	Mean	Category
1	I would be very happy to spend the rest of my career in this organization.	3.62	Agree
2	I am proud of the organization to others outside the organization.	3.69	Agree
3	I really felt as if the organization problems were also my own.	3.60	Agree
4	I don't think I would easily become attached to another organization like I am attached to this one.	3.73	Agree
5	I feel part of the family at this organization.	3.54	Agree
6	I feel emotionally attached to this organization.	3,46	Agree
7	This organization means a lot to me.	3,91	Agree
8	I have a strong sense of belonging to this organization.	3,83	Agree
The average value of the affective commitment variable		3,67	Agree

Source: Primary data processed (2024)

On table 7 with 95 respondents, it has been stated that the highest score of the affective commitment variable chosen by employees is in the KA7 statement (This organization means a lot to me) with an average (mean) value of 3.91 while the lowest value of the statement is in KA5 “I feel part of the family at this organization” with an average (mean) value of 3.54. The total average value of respondents' answers to affective commitment variable is 3.67 so that it is included in the agreed category.

**Descriptive variable of employee performance.** Job performance is the contribution that people make to the accomplishment of organizational objectives in relation to their specific job description in particular circumstances. Based on a number of indicators, a descriptive analysis was conducted to measure the degree of employee performance; the findings are shown in Table 8 below.

**Table 8. Descriptive Variable of Employee Performance**

No.	Question Item	Mean	Category
1	I always complete the assigned tasks.	3.25	Neutral
2	I fulfil the official performance requirements.	3.33	Neutral
3	I always fulfill all the necessary responsibilities.	3.46	Agree
4	I have never neglected the mandatory aspects of the job.	3.43	Agree
5	I always do important tasks.	3.33	Neutral
The average value of employee performance variable		3.36	Neutral

Source: Primary data processed (2024)

Based on table 8 with a total of 95 respondents, it has been stated that the highest score of the employee performance variable chosen by the employees is in the LN3 statement “I always fulfill all the necessary responsibilities” with an average value (mean) of 3.46 while the lowest value of the statement is in LN1 “I always complete the assigned tasks” with an average value (mean) of 3.25. The total average value of respondents' answers to the employee performance variable is 3.36 so that it is included in the agreed category.

**Normality Test.** Based on the results of the normality test shown in Table 9, this study uses One-Sample Kolmogorov-Smirnov to test normality. If the significance value  $< 0.05$ , then the distribution of the research data is considered abnormal. Conversely, if the significance value  $> 0.05$ , then the research data is said to be normally distributed. The results of the normality test indicate that the research data is normally distributed, because the significance value is more than 0.05, which is 0.200.

**Table 9. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test	
Description	Unstandardised Residual
N	95
Test Statistic	, 058
Asymp. Sig. (2-tailed)	, 200 <sup>c,d</sup>

Source: Primary data processed (2024)

Based on Table 9 shows that the Kolmogorov- Smirnov value (Asymp.sig) is 0.200<sup>c,d</sup>, which the results of this test indicate that the Kolmogorov- Smirnov value 0.200<sup>c,d</sup>  $> 0.05$ . then it can be concluded that the residual regression model in this study is normally distributed.

**Multilinearity Test.** The multicollinearity test aims to identify whether there is a high correlation between the independent variables in the research model. Multicollinearity can affect the accuracy of the regression analysis, and it is very important to ensure that the independent variables do not have a high correlation. The results of the multicollinearity test can be seen in

Table 10.

**Table 10. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	Tolerance
Intrinsic Motivation	.534	1.873
Job Satisfaction	.994	1.007
Affective Commitment	.533	1.876

Source: Primary data processed (2024)

The purpose of the multicollinearity test is to determine whether or not there are independent variables that are highly correlated with each other. Data that is free from multicollinearity must meet the following requirements:  $VIF < 10$  and  $Tolerance > 0.1$  (Sugiyono, 2020). Table 10 shows that the tolerance value of the affective commitment variable is 0.533, job satisfaction is 0.994, and intrinsic motivation is 0.534. When the affective commitment variable has a VIF value of 1.876, job satisfaction is 1.007, and intrinsic motivation is 1.873. Overall, this research model does not show symptoms of multicollinearity because the tolerance value of each independent variable is more than 0.1 and its VIF is greater than 10.

**Heteroscedasticity Test.** The heteroscedasticity test aims to determine whether the variance of errors in the regression model is constant. A good regression model should be free from heteroscedasticity, as it ensures that the variance of residuals is consistent across all levels of the independent variables. The criteria for determining the absence of heteroscedasticity is based on the significance value, where the model is considered free from heteroscedasticity if the significance value  $> 0.05$ . The results of the heteroscedasticity test in Table 11.

**Table 11. Heteroscedasticity Test Results**

Model	Significance
Intrinsic Motivation	.446
Job Satisfaction	.998
Affective Commitment	.058

Source: Primary data processed (2024)

This test for heteroscedasticity is carried out using the Glejser test, which indicates that the research model has heteroscedasticity problems if the significance value is less than 0.05 and does not if the significance value is larger than 0.05. According to Table 11's Glejser test, intrinsic motivation has a significance value of 0.446. Affective commitment and work satisfaction, on the other hand, had significance values of 0.058 and 0.998, respectively. The test results show that all of the variables' coefficients are greater than 0.05. This shows that this study model does not exhibit any heteroscedasticity.

**Multiple Linear Regression Test Results.** The purpose of this multiple linear regression test is to determine the extent to which the independent variables of job satisfaction, affective com-

mitment, and intrinsic motivation influence the dependent variable, employee performance, according to the findings of the multiple linear regression test in table 12.

**Table 12. Multiple Linear Regression Test Results**

Model	Unstandardised Coefficients	
	B	Std. Error
Intrinsic Motivation	-.010	.082
Job Satisfaction	.331	.065
Affective Commitment	.075	.072

Source: Primary data processed (2024)

$$(Y) = 9.574 + -0.010 (X1) + 0.331 (X2) + 0.075 (X3)$$

Based on the results of the regression equation test in table 12. it can be seen that the value of -0.010 means that each addition or subtraction of 1 (one) score of the Intrinsic Motivation will affect employee performance by -0.010 points, the value of 0.331 Job Satisfaction means that each addition or subtraction of 1 (one) score Job Satisfaction will affect employee performance by 0.331 points. The value of 0.075 Affective Commitment means that each addition or subtraction of 1 (one) Affective Commitment score will affect employee performance by 0.075 points.

**Partial Test Results (t Test).** The t-test, also known as the partial test, is conducted to determine the effect of each independent variable on the dependent variable partially. In this test, the significance value is compared with a threshold of 0.05 to assess whether the variable has a significant effect. If the Sig. value <0.05 then the independent variable has a significant effect on the dependent variable. The results of the partial test (t-test) for this study are shown in Table 13.

**Table 13. Multiple Linear Regression Test Results**

Model	t	Sig.
Intrinsic Motivation	-0.124	.902
Job Satisfaction	5.097	.000
Affective Commitment	1.033	.304

Source: Primary data processed (2024)

A partial test looks for evidence of a significant relationship between the independent factors (job satisfaction, affective commitment, and intrinsic motivation) and the dependent variable (employee performance). For independent variables, an effect is defined as t-count > t-table and sig < 0.05. The t-table for this study, however, is 1.661. See (Sugiyono, 2020) for the study's partial test findings.

The t-count value is -0.124 and the sig value is 0.902, both of which are greater than 0.05,

according to the partial test findings in Table 13. Consequently, H0 and H1 are disproved, suggesting that intrinsic motivation has no bearing on worker performance. Employee performance is impacted by work satisfaction, as seen by the rejection of H0 and acceptance of H2. A t-count value of 5.097 with a sig value of 0.000, which is likewise less than 0.05, is also displayed in other partial test results. However, as the emotional commitment partial test results show a t-count value of 1.033 with a sig value of 0.304, which is greater than 0.05, H0 is accepted and H3 is denied. This indicates that The performance of employees is not impacted by affective commitment. Employee performance is greatly impacted by job satisfaction, whereas affective commitment and intrinsic motivation have little discernible effect, according to the hypothesis test results.

**Simultas Test (F Test).** (F test) is one of the hypothesis tests used to determine whether the dependent and independent variables simultaneously have a significant effect (Sugiyono, 2017). In addition, the significance value  $<0.05$ , in accordance with the value of the F test results in Table 13. This finding indicates that affective commitment, job satisfaction, and intrinsic motivation factors can all have an impact on employee performance simultaneously.

**Table 14. Simultas Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	162.103	3	54.034	9.621	.000 <sup>b</sup>
	Residuals	511.097	91	5.616		
	Total	673.200	94			

Source: SPSS output, processed 2024

**Test Results of the Coefficient of Determination ( $R^2$ ).** The coefficient of determination has a role in explaining the percentage or contribution given by the independent variable to the dependent variable together. Testing the coefficient of determination ( $R^2$ ) is carried out in measuring the percentage contribution of the independent variable studied to the value of the dependent variable Sugiyono, (2020) .

**Table 15. Test Results of the Coefficient of Determination ( $R^2$ )**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 <sup>a</sup>	.241	.216	2.730

Source: SPSS output, processed 2024

According to Table 15, the Adjusted R Square value of 0.216 indicates that the independent variables “intrinsic motivation, job satisfaction, and affective commitment” contributed 21.6% to of the dependent variable “employee performance”, with the remaining 78.4% being influenced by factors in other dependent variables that were not studied in this study.

Employee performance at the Regional Development Planning Agency of Yogyakarta City was

the dependent variable in this study, which was carried out by increasing four independent variables intrinsic motivation, job satisfaction, and affective commitment with the following outcomes:

**The Effect of Intrinsic Motivation on Employee Performance.** The hypothesis stating that intrinsic motivation factors have an effect on employee performance is rejected based on table 12 which shows that the intrinsic motivation variable obtains a t-value of -0.124 with a significance value of 0.902 which means  $0.902 > 0.05$ . This value indicates that H0 and H1 are rejected. The dependent variable is not influenced by the independent variable to some extent. This result contradicts the theory put forward by (Putra et al., 2022) which states that intrinsic motivation functions as an internal drive that can spur optimal employee performance. However, in line with research by (Beno et al., 2022) intrinsic motivation does not require external stimulation because the drive to act already exists within the individual.

Through the results of the regression analysis, it can be seen that intrinsic motivation does not affect employee performance at the Yogyakarta City Regional Development Planning Agency. This can be seen from the descriptive results of respondents' answers to the intrinsic motivation variable that the average value of respondents of 3.67 is in the neutral category. The highest value of the intrinsic motivation variable chosen by employees is in the statement MI5 "My job interests me" with an average value (mean) of 3.78 while the lowest value of the statement is in MI2 "My job is interesting and challenging" with an average value (mean) of 3.31. This means that employees agree with their work because the work interests them.

The results of this study lead to the conclusion that work motivation is not the main factor in creating optimal employee performance. This difference in results may be caused by other factors, such as an unsupportive work environment, lack of opportunities for employees to express their intrinsic motivation, or there may be mediator variables that have not been tested in this study. This suggests that intrinsic motivation alone may not be enough to influence employee performance if there are no supportive organizational conditions. These results are supported by the results of research conducted by (Laksmana & Riana, 2020) (Asim et al., 2020) (Mahfudiyanto, 2021), and (Sidik et al., 2022) which stated that intrinsic motivation has a significant positive effect on employee performance. Although intrinsic motivation does not have a significant partial effect, organizations can still increase opportunities for development and promotion through training, technical guidance, and clear promotion opportunities, so that employees will be more motivated to improve their competence and performance.

**The Effect of Job Satisfaction on Employee Performance.** The Influence of Job Satisfaction on Employee Performance. The hypothesis stating that job satisfaction factors affect employee performance is accepted in table 12 which shows that the job satisfaction variable obtains a value of 5.097 with a significance value of 0.000 which means  $0.000 < 0.05$ . This value indicates that H0 is rejected and H1 is accepted "the independent variable has a partial effect on the dependent variable".

Through the results of the regression analysis, it can be seen that job satisfaction affects employee performance at the Yogyakarta City Regional Development Planning Agency. It is stated that the highest value of the job satisfaction variable chosen by employees is in statement KE1 "Overall I am satisfied with my job" with an average value (mean) of 3.77 while the lowest statement value is in KE3 "I use my time seriously" with an average value (mean) of 2.53. The total average value of respondents' answers to the job satisfaction variable is 2.82 so it is included in the agree category. Based on previous research conducted by (Badrianto & Ekhsan, 2019), (Rinny et al., 2022), (Suworo et al., 2022), and (Rasyid & Tanjung, 2023) job satisfaction has a significant effect on employee performance.

The level of job satisfaction increases along with the assessment of the job one perceives (Tumbel et al., 2020). Job satisfaction refers to the attitude a person shows towards their work, people with maximum job satisfaction will have a positive attitude towards their work, and individuals with minimal job satisfaction will have a negative attitude towards their behavior at work. Job satisfaction is essentially a personal matter (Hartati et al., 2022).

**The Effect of Affective Commitment on Employee Performance.** This study successfully proves the third hypothesis which states that "Affective commitment does not affect Employee Performance" as shown in table 12 which shows that the affective commitment variable obtained a t value of 1.033 with a significance value of 0.304 which means  $0.304 > 0.05$ . that the significance value does not meet the criteria for a significant influence. So this study failed to prove the third hypothesis which states that "Affective commitment does not have a positive effect on Employee Performance". Thus, the hypothesis stating that there is an effect of affective commitment on employee performance is rejected. The conclusions drawn from this study contradict the conclusions of Darmadi et al., (2020) Udin & Astuty, (2020) Herawati et al., (2021) Octavia et al., (2022) Jarwanto, (2024) supporting that affective commitment has a significant positive effect on employee performance.

Through the results of the regression analysis, it can be seen that affective commitment does not affect employee performance at the Yogyakarta Regional Development Planning Agency. It is stated that the highest score of the affective commitment variable chosen by employees is in the statement KA7 "This organization means a lot to me" with an average value (mean) of 3.91 while the lowest value of the statement is in KA5 "I feel like I am part of a family in this organization" with an average value (mean) of 3.54. The total average value of respondents' answers to the affective commitment variable is 3.67 so it is included in the agree category.

This finding is contrary to the concept that states that commitment reflects a strong emotional desire of employees to adapt to organizational values so that their goals, as well as the desire to remain in the organization, can be realized (Handayani et al., 2019). In addition, affective commitment is identified as

**The Effect of Intrinsic Motivation, Job Satisfaction, and Affective Commitment, Simultaneously on Employee Performance.** Based on the results of the F test, this study shows that the Effect of intrinsic motivation, job satisfaction, and affective commitment simultaneously or

together has a positive and significant effect on Employee performance at Regional Development Planning Agency of Yogyakarta City. This can be proven by the F-count value obtained of 9.621 with a 5% error rate, where the F-table in this study is 2.70, which the results of this study prove that  $F\text{-count} > F\text{-table}$ , so that this study simultaneously has a positive significant effect.

The independent variables in this study have an effective contribution of the total coefficient of determination ( $R^2$ ) to the dependent variable of 0.216%. While the rest is influenced by other independent variable factors not examined in this study. The results of the standardised Coefisien Beta show that the most dominant variable in this study is the intrinsic motivation variable followed by the job satisfaction, and affective commitment.

In line with research (Purnomo, 2023) said that intrinsic motivation, job satisfaction, and affective commitment, simultaneously affect employee performance.

With the results of the study showing a simultaneous effect, companies are advised to implement an integrated strategy that involves improving job satisfaction, intrinsic motivation, and affective commitment simultaneously. This can create a more significant synergistic effect on employee performance.

### **3. CONCLUSIONS AND RECOMMENDATIONS**

The research conducted at the Yogyakarta City Regional Development Planning Agency produced the following findings which showed that the first hypothesis (H1) was rejected. Intrinsic motivation does not affect employee performance. This result means that intrinsic motivation at the Yogyakarta City Regional Development Planning Agency in creating self-motivation that has an attitude of responsibility towards employee duties towards work in working does not have a significant influence. Furthermore, the second hypothesis (H2) is accepted, because the results of the study show that job satisfaction has a significant positive effect on employee performance. This result means that job satisfaction at the Yogyakarta City Regional Development Planning Agency in completing tasks and work, employees feel satisfied and provide good performance has a significant effect. The test results (H3) show that the third hypothesis is rejected, because the results of the study show that affective commitment does not affect employee performance. This result means that affective commitment in employees of the Yogyakarta City Regional Development Planning Agency does not have a sense of belonging to the Company, a sense of pleasure and comfort working in the company so that it does not have a significant influence. The results of the fourth hypothesis test (H4) show that the fourth hypothesis can be accepted, because intrinsic motivation, job satisfaction, and affective commitment have a significant effect simultaneously in a positive direction on employee performance. The results indicate that the better intrinsic motivation, job satisfaction, and affective commitment at the Yogyakarta City Regional Development Planning Agency will be an important factor that determines employee performance.



The practical impact of this study for the Yogyakarta City Regional Development Planning Agency is related to efforts to improve employee performance. The finding that intrinsic motivation and affective commitment do not affect employee performance indicates the need for a more in-depth evaluation of organizational dynamics that can hinder the effectiveness of these variables. Organizations can focus their attention on efforts to improve job satisfaction, for example through providing rewards, improving the work environment, or strengthening internal communication, because job satisfaction has been shown to have a positive effect on employee performance.

From a theoretical perspective, these results enrich the literature by providing empirical evidence that is different from previous research on the relationship between intrinsic motivation, affective commitment, and employee performance. This suggests that organizational context and work culture can influence how these variables interact with each other. Other researchers can develop a more holistic theoretical model by including moderating factors such as transformational leadership or the level of organizational support.

**Limitations and Suggestions.** As with previous studies, the results of this study also have limitations. This research model shows that there are still many other factors or variables outside the model that can affect employee performance that are not used in this research model. The next limitation is that this research only focuses on employees of the Regional Development Planning Agency of Yogyakarta City. Future research is expected to use employee samples at other companies. In addition, this study faced obstacles due to limited time in data collection, so that the amount of primary data obtained was not optimal. Future research can use other variables that affect employee performance that do not only focus on intrinsic motivation, job satisfaction, and affective commitment. Future research can use other independent variables, such as teamwork, communication, and working conditions. In addition, future research also needs to use variations in the dependent variable which is not only limited to employee loyalty but employee performance.

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