

# The Effects of Intrinsic Motivation and Affective Commitment On Employee Performance: Does Organizational Culture Matter?

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## Abstract.

Employee performance is a critical factor in achieving organizational effectiveness and sustainability. Although previous studies have extensively examined the effects of intrinsic motivation, affective commitment, and organizational culture on employee performance, inconsistent findings remain regarding the influence of motivation on performance, and limited evidence exists concerning the simultaneous moderating role of organizational culture in the relationships between intrinsic motivation, affective commitment, and employee performance, particularly within the agribusiness sector. Therefore, this study aims to analyze the effects of intrinsic motivation and affective commitment on employee performance, with organizational culture serving as a moderating variable at PT. Indojoya Agrinusa Hatchery Unit Pekanbaru. This study employed a quantitative approach. The sample consisted of 71 employees selected using a census technique from the total population of employees at PT. Indojoya Agrinusa Hatchery Unit Pekanbaru. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results indicate that intrinsic motivation has a positive and significant effect on employee performance. Affective commitment also has a positive and significant effect on employee performance. Furthermore, organizational culture has a positive and significant direct effect on employee performance. However, organizational culture does not significantly moderate the relationship between intrinsic motivation and employee performance, nor does it significantly moderate the relationship between affective commitment and employee performance. The coefficient of determination analysis reveals that the model explains 52.9% of the variance in employee performance. The findings imply that organizations should prioritize strategies aimed at strengthening employees' intrinsic motivation, emotional attachment, and organizational culture to improve performance. This study contributes to the human resource management literature by providing empirical evidence from the Indonesian hatchery industry and demonstrating that organizational culture functions primarily as a direct determinant of employee performance rather than as a moderating mechanism.

**Keywords:** Intrinsic Motivation, Affective Commitment, Organizational Culture and Employee Performance.

## I. INTRODUCTION

Human resources play a critical role in achieving organizational objectives and maintaining business sustainability. Employee performance has become one of the most important indicators of organizational effectiveness because organizational success largely depends on employees' ability to perform their duties efficiently and effectively. Employee performance is a critical factor in determining organizational effectiveness because it reflects employees' ability to achieve organizational goals efficiently and effectively. Performance is influenced by various individual and organizational factors, including motivation, commitment, leadership, and organizational culture (Armstrong & Taylor, 2023). Therefore, organizations continuously seek ways to improve employee performance through various managerial and behavioral approaches. Human resource management is a strategic approach that aims to optimize employee potential through effective planning, development, compensation, and performance management systems. Effective human resource management enables organizations to improve productivity and achieve sustainable competitive advantages (Enny, 2019).

**Table 1.** Production Performance at PT. Indojoya Agrinusa Hatchery Pekanbaru, 2020–2024

Year	Number of Eggs Incubated (Eggs)	Chick Production Achievement (Birds)	Percentage
2020	21,230,200	19,744,288	93.00%
2021	23,381,500	20,143,148	86.10%
2022	24,492,600	22,613,392	92.30%
2023	23,583,500	20,725,251	87.90%
2024	23,603,700	20,115,202	85.20%

Source: PT. Indojoya Agrinusa Hatchery Unit Pekanbaru (2025)

PT Indojaya Agrinusa Hatchery Unit Pekanbaru, a subsidiary of PT Japfa Comfeed Indonesia Tbk, has experienced fluctuations in production performance during the period 2020–2024. Production achievements frequently failed to meet the company's minimum target of 90 percent. In 2020, production achievement reached 93%, but the percentage gradually declined and reached 85.2% in 2024. The declining production achievement rate may indicate challenges in maintaining operational effectiveness within the organization. In labor-intensive industries such as poultry hatcheries, employee performance plays a critical role in ensuring production quality, operational consistency, and target achievement. Consequently, understanding the factors that influence employee performance becomes increasingly important for organizational sustainability and competitiveness. Intrinsic motivation is widely recognized as one of the key determinants of employee performance. According to Mangkunegara (2018), intrinsic motivation refers to an internal drive that encourages individuals to perform activities because they are inherently satisfying, challenging, or enjoyable. Employees with strong intrinsic motivation tend to demonstrate greater enthusiasm, persistence, and commitment to their work responsibilities. In addition to motivation, affective commitment has been identified as an important factor affecting employee performance. Meyer and Allen (1997) define affective commitment as an employee's emotional attachment, identification, and involvement with the organization. Employees who possess high affective commitment are more likely to demonstrate loyalty, responsibility, and willingness to contribute beyond formal job requirements. At PT Indojaya Agrinusa Hatchery Unit Pekanbaru, indications of weak affective commitment are reflected in employee turnover rates exceeding the generally accepted threshold of 5–10 percent annually. High turnover may indicate low emotional attachment to the organization and can negatively affect organizational productivity and stability.

The relationship between motivation, commitment, and employee performance is not always linear and may be influenced by the organizational environment in which employees work. Organizational culture can strengthen or weaken these relationships. Although motivation and organizational commitment may already be at a favorable level, without a well-implemented organizational culture, motivation and commitment may not be able to enhance employee performance optimally. A preliminary survey involving 15 employees conducted in January 2025 revealed several issues related to organizational culture. Among the eight indicators used to measure organizational culture, 5% of respondents strongly disagreed and 12.5% disagreed with the statements presented. These findings indicate inadequate conflict management within the company, a less conducive work environment, and limited employee involvement in organizational activities. Therefore, organizational culture is positioned as a moderating variable that is expected to strengthen or weaken the influence of intrinsic motivation and affective commitment on employee performance.

Based on previous studies, three main variables have frequently been examined in relation to employee performance, namely intrinsic motivation, affective commitment (organizational commitment), and organizational culture. Most studies have shown that intrinsic motivation has a positive effect on employee performance. This is supported by the findings of Astono and Turmudhi (2021), Haedar et al. (2021), Bektiarso et al. (2021), Rizal et al. (2021), and Artha et al. (2023), who found that higher levels of employee motivation are associated with higher levels of performance. However, several studies, such as those conducted by Pusparini (2021), Mustafa et al. (2022), and Sinarti & Thusy (2022), reported that motivation does not always have a significant effect on employee performance. These inconsistent findings indicate that there is still empirical uncertainty regarding the relationship between intrinsic motivation and employee performance. In addition to motivation, affective commitment is also considered an important factor influencing employee performance. Studies by Astuti and Soliha (2021), Mustafa et al. (2022), Artha et al. (2023), and Sinarti & Thusy (2022) demonstrated that organizational commitment has a positive and significant effect on employee performance. Employees who possess strong emotional attachment to their organization tend to exhibit greater loyalty, a stronger sense of belonging, and a willingness to contribute their best efforts to the organization, thereby improving their performance. Furthermore, several studies have found that organizational commitment serves as an important mechanism linking motivation and employee performance.

Previous research has also extensively examined the role of organizational culture as a moderating variable. The study conducted by Lumbantobing (2019) found that organizational culture moderates the relationship between incentives, motivation, and employee performance, although the moderating effect was found to be negative. Astono and Turmudhi (2021) reported that organizational culture strengthens the influence of work motivation on employee performance. Similar findings were obtained by Haedar et al. (2021), who concluded that organizational culture enhances the effect of motivation on employee performance. Bektiarso et al. (2021) demonstrated that organizational culture moderates the relationship between motivation and teacher performance, while Rizal et al. (2021) found that organizational culture moderates the relationship between work motivation and employee performance. Research specifically examining the moderating role of organizational culture in the relationship between organizational commitment and employee performance has also produced consistent findings. Astuti and Soliha (2021) found that organizational culture moderates the effect of organizational commitment on employee performance. Furthermore, Mustafa et al. (2022) demonstrated that organizational culture not only moderates the relationship between motivation and performance but also moderates the relationship between commitment and employee performance. These findings suggest that a strong organizational culture can serve as a supporting factor that enhances the contribution of motivation and commitment to improving employee performance.

Despite the growing body of literature examining the relationships among intrinsic motivation, affective commitment, organizational culture, and employee performance, several research gaps remain unresolved. First, an empirical gap exists because previous studies have reported inconsistent findings regarding the effect of motivation on employee performance. While studies conducted by Astono and Turmudhi (2021), Haedar et al. (2021), Bektiarso et al. (2021), Rizal et al. (2021), and Artha et al. (2023) found a significant positive effect, other studies such as Pusparini (2021), Mustafa et al. (2022), and Sinarti & Thusy (2022) reported insignificant relationships. These inconsistencies indicate that the influence of intrinsic motivation on employee performance remains inconclusive and requires further investigation. Second, a theoretical gap can be identified in the limited understanding of how organizational culture functions as a moderating mechanism in the relationship between intrinsic motivation, affective commitment, and employee performance. Although several studies have examined organizational culture as a moderating variable, most have focused on either motivation or commitment separately. Consequently, limited empirical evidence is available regarding the simultaneous moderating role of organizational culture on both intrinsic motivation and affective commitment within a single integrated model.

Third, a contextual gap exists because previous studies have predominantly been conducted in educational institutions, government organizations, service sectors, and manufacturing companies with different organizational characteristics. Research investigating these relationships within the poultry hatchery industry, particularly in Indonesia, remains scarce. The hatchery business environment is characterized by production targets, operational precision, biological risks, and labor-intensive activities, which may influence employee behavior differently from other sectors. Therefore, findings from previous studies may not be directly generalizable to PT Indojaya Agrinusa Hatchery Unit Pekanbaru. Based on these empirical, theoretical, and contextual gaps, this study seeks to examine the effects of intrinsic motivation and affective commitment on employee performance and to investigate the moderating role of organizational culture among employees of PT Indojaya Agrinusa Hatchery Unit Pekanbaru. By addressing these gaps, the study is expected to contribute to the development of human resource management literature and provide practical insights for improving employee performance in the agribusiness sector.

This study is grounded in several theoretical perspectives that explain employee behavior and performance within organizational settings. First, Self-Determination Theory (SDT) developed by Deci and Ryan (1985) provides the theoretical foundation for understanding intrinsic motivation. SDT argues that individuals are naturally motivated to engage in activities that satisfy their psychological needs for autonomy, competence, and relatedness. Employees who experience higher levels of intrinsic motivation tend to perform their tasks with greater enthusiasm, persistence, and responsibility, which ultimately enhances their job performance. Organizational commitment reflects an employee's psychological

attachment to the organization and influences the willingness to remain and contribute to organizational success. Employees with stronger commitment tend to exhibit higher responsibility and work engagement (Yusuf & Syarif, 2017). Second, this study adopts Organizational Commitment Theory proposed by Meyer and Allen (1991), particularly the affective commitment dimension. According to this theory, affective commitment reflects employees' emotional attachment, identification, and involvement with their organization. Employees with strong affective commitment are more likely to demonstrate loyalty, exert greater effort, and contribute positively to organizational objectives, thereby improving their performance.

Third, the moderating role of organizational culture is explained through Organizational Culture Theory developed by Schein (2010). This theory suggests that organizational culture consists of shared values, beliefs, assumptions, and norms that guide employee behavior. A strong organizational culture creates a supportive work environment that encourages employees to align their actions with organizational goals. Consequently, organizational culture may strengthen or weaken the influence of intrinsic motivation and affective commitment on employee performance. Based on these theoretical perspectives, employee performance can be understood as the result of interactions between individual psychological factors and organizational environmental factors. Intrinsic motivation and affective commitment represent internal drivers of employee behavior, while organizational culture serves as an organizational mechanism that may influence the effectiveness of these drivers in improving employee performance. Employee performance reflects the extent to which employees are able to fulfill their job responsibilities and contribute to organizational goals. Performance is influenced by individual ability, motivation, and organizational support (Robbins & Judge, 2018). Employee performance is commonly assessed through indicators such as quality of work, quantity of work, timeliness, initiative, and cooperation among employees. High employee performance contributes directly to organizational effectiveness and the achievement of strategic objectives.

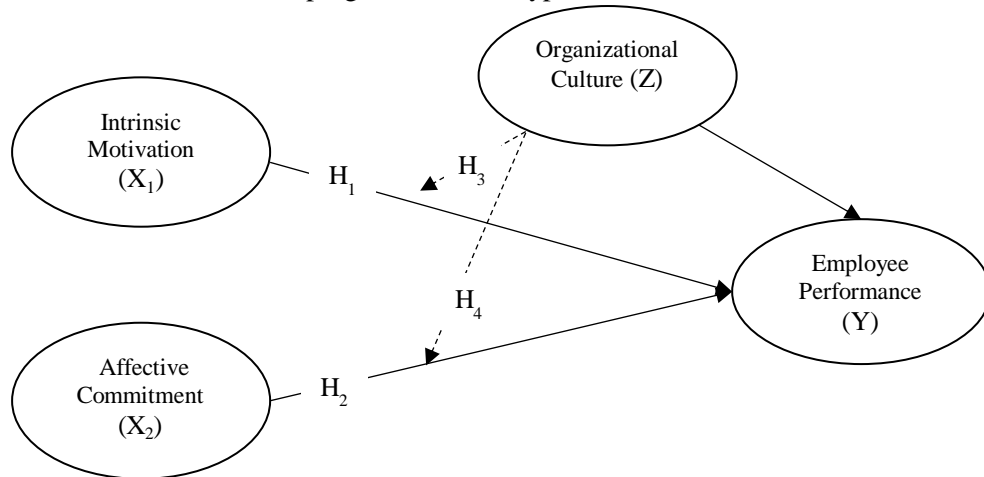
### **Hypothesis Development**

According to Self-Determination Theory (Deci & Ryan, 1985), intrinsically motivated employees tend to perform their tasks with greater enthusiasm, persistence, and commitment because their behavior is driven by internal satisfaction rather than external rewards. Employees who enjoy their work and perceive opportunities for achievement and self-development are more likely to exert greater effort, leading to improved performance. Previous studies by Astono and Turmudhi (2021), Haedar et al. (2021), and Artha et al. (2023) also reported a positive relationship between motivation and employee performance. Based on Self-Determination Theory and the empirical findings of previous studies, intrinsic motivation is expected to positively influence employee performance. Therefore, the following hypothesis is proposed: **H1:** Intrinsic motivation has a positive and significant effect on employee performance. Organizational Commitment Theory (Meyer & Allen, 1991) explains that employees with strong affective commitment develop emotional attachment and identification with their organization. Such employees are more willing to contribute to organizational success, demonstrate loyalty, and perform beyond formal job requirements. Consequently, higher affective commitment is expected to improve employee performance. This relationship has been supported by Astuti and Soliha (2021), Mustafa et al. (2022), and Artha et al. (2023). Based on Organizational Commitment Theory and previous empirical evidence, affective commitment is expected to positively influence employee performance. Therefore, the following hypothesis is proposed: **H2:** Affective commitment has a positive and significant effect on employee performance.

Schein (2010) argues that organizational culture provides shared values, norms, and assumptions that guide employee behavior. A strong organizational culture encourages collaboration, responsibility, and alignment with organizational objectives, which can improve employee performance. Previous studies have consistently found that organizational culture contributes positively to employee performance. Based on Organizational Culture Theory and prior empirical findings, organizational culture is expected to positively influence employee performance. Therefore, the following hypothesis is proposed: **H3:** Organizational culture has a positive and significant effect on employee performance. According to Organizational Culture Theory (Schein, 2010), a strong organizational culture provides shared values and behavioral norms that can enhance employees' motivation to contribute toward organizational goals. A supportive organizational culture can create an environment where motivated employees are able to maximize their potential and

contribute more effectively to organizational success. Studies conducted by Astono and Turmudhi (2021) and Haedar et al. (2021) indicate that organizational culture strengthens the effect of motivation on employee performance. Therefore, the following hypothesis is proposed: **H4**: Organizational culture positively moderates the relationship between intrinsic motivation and employee performance.

Employees with high affective commitment are expected to perform better when supported by a strong organizational culture. Organizational culture may strengthen the positive influence of affective commitment on employee performance by fostering a supportive environment that reinforces employees' emotional attachment, identification, and involvement with the organization. Previous studies by Astuti and Soliha (2021) and Mustafa et al. (2022) found that organizational culture strengthens the relationship between organizational commitment and employee performance. Therefore, the following hypothesis is proposed: **H5**: Organizational culture positively moderates the relationship between affective commitment and employee performance. Based on the theoretical arguments and empirical evidence discussed above, five hypotheses were developed to examine the direct effects of intrinsic motivation, affective commitment, and organizational culture on employee performance, as well as the moderating role of organizational culture in the proposed research model. Accordingly, this study proposes that intrinsic motivation and affective commitment directly influence employee performance, while organizational culture not only exerts a direct effect on performance but may also moderate the relationships between intrinsic motivation, affective commitment, and employee performance. The conceptual framework derived from these theoretical perspectives serves as the basis for developing the research hypotheses.



**Fig. 1.** Research Conceptual Framework

## II. METHODS

This study employed a quantitative explanatory research design to investigate causal relationships among intrinsic motivation, affective commitment, organizational culture, and employee performance. The study was conducted at PT Indojaya Agrinusa Hatchery Unit Pekanbaru, located in Kampar Regency, Riau Province, Indonesia. The population consisted of all 83 employees working in the company. Since the population size was relatively small, a census sampling technique was applied. A total of 71 completed questionnaires were returned and deemed valid for analysis. Primary data were collected using structured questionnaires distributed directly to employees. Secondary data were obtained from company records, organizational documents, and relevant literature. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4. Data analysis was conducted using SmartPLS 4 software to estimate the measurement and structural models based on Partial Least Squares Structural Equation Modeling (PLS-SEM) (Ringle et al., 2024). The measurement model was assessed through convergent validity, discriminant validity, and reliability tests. Convergent validity was evaluated using outer loadings (>0.70) and Average Variance Extracted (AVE >0.50). Reliability was assessed using Composite Reliability and Cronbach's Alpha values exceeding 0.70.

### III. RESULT AND DISCUSSION

#### Result

This study targeted 83 employees of PT. Indojaya Agrinusa Hatchery Unit as respondents. However, the number of respondents who participated did not reach the intended target because some employees were unwilling to complete the questionnaire due to work-related commitments and concerns regarding the confidentiality of their responses. As a result, the respondent participation rate reached only 85.5%, representing 71 employees.

#### Respondent Profile

Respondent characteristics provide a description of the demographic profiles of the respondents, thereby offering an overview of the research subjects examined in this study. The respondent characteristics analyzed in this research include gender, age, educational background, and length of employment. These characteristics are presented to provide a comprehensive understanding of the respondents and to support the interpretation of the research findings.

**Table 2.** Respondent Profile

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	56	78,9%
	Female	15	21,1%
Age	17-24 tahun	10	14,1%
	25-34 tahun	38	53,5%
	35-44 tahun	21	29,6%
	45-54 tahun	2	2,8%
Educational Level	SD	2	2,8
	SMP	1	1,4
	SMA	39	54,9
	S1	28	39,4
	Lainnya	1	1,4
Masa Kerja	3 bulan - 1 tahun	3	4,2
	1 – 5 tahun	25	35,2
	6 – 10 tahun	37	52,1
	11 – 15 tahun	6	8,5

Source: Research Data Processed (2026).

#### Descriptive Analysis of Variables

An overview of the research variables can be obtained through descriptive analysis. This analysis aims to identify the tendency of respondents' answers and to describe the condition of each research variable based on the average scores obtained.

**Table 3.** Descriptive Statistics of Research Variables

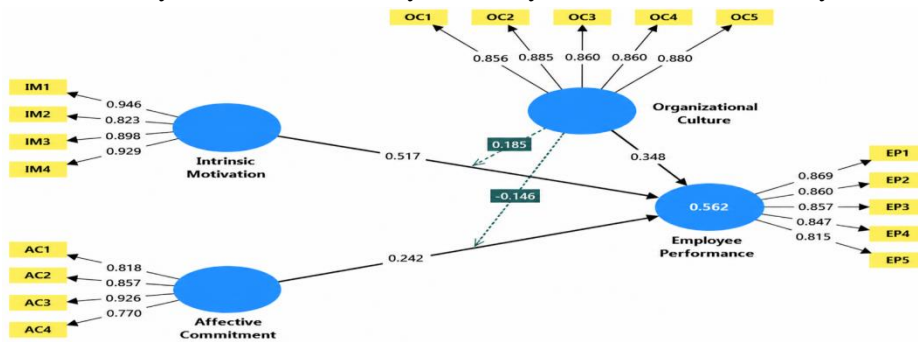
Variable	SD	D	N	A	SA	Total	Mean	Category
Employee Performance	3	22	108	188	34	355	3.64	Good
Intrinsic Motivation	8	27	68	158	23	284	3.57	Good
Affective Commitment	3	24	116	116	25	284	3.48	Good
Organizational Culture	3	33	122	168	29	355	3.53	Good

Source: Research Data Processed (2026).

Based on the results of the descriptive analysis, all research variables were classified in the good category. The Employee Performance variable obtained the highest mean score of 3.64, indicating that employees were generally able to perform their duties and responsibilities effectively. The Intrinsic Motivation variable achieved a mean score of 3.57, suggesting that employees possessed relatively strong internal motivation in carrying out their work. Furthermore, the Organizational Culture variable recorded a mean score of 3.53, indicating that the values and norms adopted by the company had been implemented effectively within the organization. Meanwhile, the Affective Commitment variable obtained a mean score of 3.48, reflecting employees' emotional attachment and sense of belonging toward the company. Overall, these findings indicate that the levels of intrinsic motivation, affective commitment, organizational culture, and employee performance at PT. Indojaya Agrinusa Hatchery Unit Pekanbaru were generally favorable.

**Measurement Model Assessment (Outer Model)**

Following the PLS-SEM procedure, the measurement model was evaluated to ensure that the indicators adequately represented their respective constructs. The assessment included tests of convergent validity, discriminant validity, internal consistency reliability, and indicator reliability.



**Fig. 2.** Measurement Model (Outer Model)

Source: SmartPLS Data Processing Results (2026)

All indicators of the intrinsic motivation, affective commitment, organizational culture, and employee performance variables exhibited loading factor values above the recommended threshold of 0.70. The loading factor values for the intrinsic motivation variable ranged from 0.823 to 0.946, affective commitment ranged from 0.770 to 0.926, organizational culture ranged from 0.856 to 0.885, and employee performance ranged from 0.815 to 0.869. These results indicate that all indicators adequately represent their respective constructs and therefore satisfy the requirements for convergent validity.

**Table 4.** Cross-Loading Validity Test Results

Indicator	Employee Performance	Intrinsic Motivation	Affective Commitment	Organizational Culture
Job Completion	<b>0.869</b>	0.349	0.281	0.418
Quality Standards	<b>0.860</b>	0.615	0.245	0.322
Timeliness	<b>0.857</b>	0.526	0.164	0.273
Initiative	<b>0.847</b>	0.546	0.305	0.431
Teamwork	<b>0.815</b>	0.468	0.202	0.433
Opportunity for Achievement	0.552	<b>0.946</b>	0.143	0.250
Recognition of Work Results	0.520	<b>0.823</b>	-0.041	0.202
Challenge in Work	0.502	<b>0.898</b>	-0.005	0.220
Self-Development	0.572	<b>0.929</b>	0.173	0.220
Loyalty	0.234	0.018	<b>0.818</b>	-0.066
Pride	0.200	0.040	<b>0.857</b>	-0.034
Sense of Belonging	0.300	0.138	<b>0.926</b>	-0.050
Involvement	0.209	0.048	<b>0.770</b>	-0.088
Conflict Management	0.508	0.265	0.106	<b>0.856</b>
Work Environment	0.399	0.238	-0.053	<b>0.885</b>
Information Flow	0.263	0.165	-0.290	<b>0.860</b>
Organizational Involvement	0.345	0.159	-0.185	<b>0.860</b>
Decision Implementation	0.295	0.208	-0.006	<b>0.880</b>

Source: Research Data Processed (2026)

Based on Table, all indicators exhibit higher correlations with their respective constructs than with any other constructs in the model, thereby satisfying the requirement for discriminant validity. These results indicate that each indicator adequately represents and measures its intended construct. Consequently, the measurement model demonstrates satisfactory discriminant validity, confirming that the indicators are appropriate measures of the variables under investigation and are empirically distinct from indicators associated with other constructs.

**Table 5.** Fornell–Larcker Validity Test Results

Variable	Employee Performance	Intrinsic Motivation	Affective Commitment	Organizational Culture
Employee Performance	<b>0.850</b>			

Intrinsic Motivation	0.597	<b>0.900</b>		
Affective Commitment	0.285	0.080	<b>0.844</b>	
Organizational Culture	0.441	0.248	-0.07	<b>0.868</b>

Source: Research Data Processed (2026)

The discriminant validity assessment using the Fornell–Larcker criterion further demonstrated that the square root of the Average Variance Extracted ( $\sqrt{AVE}$ ) for each construct was greater than its correlations with other constructs in the model. These findings indicate that each construct possesses adequate discriminant validity and is empirically distinct from the other constructs included in the study. Therefore, the measurement model satisfies the discriminant validity requirement.

**Table 6.** Reliability Test Results

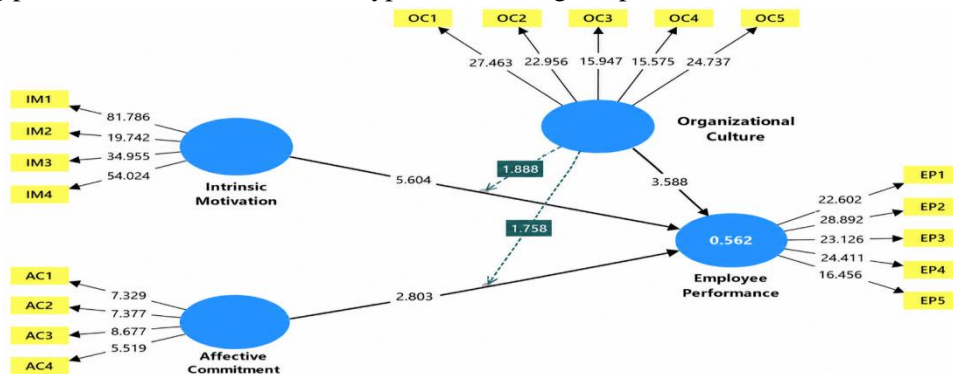
Variable	Cronbach’s Alpha	Composite Reliability	Cut-off Value	Decision
Employee Performance	0.904	0.929	0.7	Reliable
Intrinsic Motivation	0.921	0.946	0.7	Reliable
Affective Commitment	0.865	0.894	0.7	Reliable
Organizational Culture	0.920	0.939	0.7	Reliable

Source: Research Data Processed (2026)

Furthermore, the reliability assessment showed that all constructs achieved Composite Reliability and Cronbach’s Alpha values exceeding the recommended threshold of 0.70. These results confirm that all measurement instruments possess a high level of internal consistency and reliability. Consequently, it can be concluded that the research instrument has fulfilled both validity and reliability requirements and is therefore suitable for further structural model (inner model) analysis.

**Structural Model Evaluation (Inner Model)**

To examine the structural relationships among the latent variables, hypothesis testing was conducted by evaluating the path coefficients between variables. The significance of the relationships was determined by comparing the p-values with the significance level ( $\alpha = 0.05$ ) or by comparing the t-statistics with the critical t-value (1.96). The p-values and t-statistics were obtained from the SmartPLS output using the bootstrapping procedure. The results of the hypothesis testing are presented below.



**Fig. 3.** Structural Model Bootstrapping Results

Source: Research Data Processed (2026)

**Table 7.** Hypothesis Testing Results

Hypothesis	Original Sample	T-Statistics	P-Values	Decision
Intrinsic Motivation → Employee Performance	0.517	5.604	0.000	Accepted
Affective Commitment → Employee Performance	0.242	2.803	0.005	Accepted
Organizational Culture → Employee Performance	0.348	3.588	0.000	Accepted
Organizational Culture × Intrinsic Motivation → Employee Performance	0.185	1.888	0.059	Rejected
Organizational Culture × Affective Commitment → Employee Performance	-0.146	1.758	0.079	Rejected

Affective Commitment → Employee Performance				
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Source: Research Data Processed (2026)

Based on the hypothesis testing results, Intrinsic Motivation has a positive and significant effect on Employee Performance, with a path coefficient of 0.517 and a p-value of 0.000. Similarly, Affective Commitment has a positive and significant effect on Employee Performance, with a path coefficient of 0.242 and a p-value of 0.005. Furthermore, Organizational Culture also has a positive and significant effect on Employee Performance, with a path coefficient of 0.348 and a p-value of 0.000. Therefore, the first three hypotheses are supported.

However, Organizational Culture was not found to significantly moderate the relationship between Intrinsic Motivation and Employee Performance ( $\beta = 0.185, p = 0.059$ ). Likewise, Organizational Culture did not significantly moderate the relationship between Affective Commitment and Employee Performance ( $\beta = -0.146, p = 0.079$ ). Consequently, both moderating hypotheses are rejected.

**Table 8.** Coefficient of Determination Results

Structure	R <sup>2</sup>	Adjusted R <sup>2</sup>
Employee Performance	0.562	0.529

Source: Research Data Processed (2026)

The coefficient of determination analysis produced an Adjusted R<sup>2</sup> value of 0.529. This result indicates that 52.9% of the variance in employee performance at PT. Indojaya Agrinusa Hatchery Unit Pekanbaru can be explained by intrinsic motivation and affective commitment, with organizational culture incorporated as a moderating variable. The remaining 47.1% of the variance is explained by other factors not included in the present research model. The Adjusted R<sup>2</sup> value suggests that the combination of the independent variables and the moderating variable provides a relatively strong contribution to explaining variations in employee performance. Since the Adjusted R<sup>2</sup> exceeds 0.50, the research model can be considered to possess moderate explanatory power, indicating that the model is reasonably effective in explaining employee performance within the organizational context examined in this study.

**Table 9.** Coefficient of Predictive Relevance (Q<sup>2</sup>) Results

Endogenous Variable	Q <sup>2</sup> Predict
Employee Performance	0.483

Source: Research Data Processed (2026)

The structural model was evaluated using predictive relevance (Q<sup>2</sup>) and effect size (f<sup>2</sup>). The Q<sup>2</sup> value for employee performance was 0.483, which is greater than zero, indicating that the model has good predictive relevance and is capable of adequately predicting employee performance through intrinsic motivation, affective commitment, organizational culture, and their interaction effects (Hair et al., 2022).

**Table 10.** Coefficient of Effect Size (f<sup>2</sup>) Results

Relationship	f <sup>2</sup>	Category
Intrinsic Motivation → Employee Performance	0.560	Large
Affective Commitment → Employee Performance	0.129	Small
Organizational Culture → Employee Performance	0.253	Medium
Organizational Culture × Intrinsic Motivation → Employee Performance	0.058	Small
Organizational Culture × Affective Commitment → Employee Performance	0.051	Small

Furthermore, the f<sup>2</sup> results showed that intrinsic motivation had a large effect on employee performance (f<sup>2</sup> = 0.560), indicating that it is the most influential predictor in the model. Organizational culture demonstrated a medium effect (f<sup>2</sup> = 0.253), while affective commitment had a small effect (f<sup>2</sup> = 0.129) on employee performance. The moderating effects of organizational culture on the relationships between intrinsic motivation and employee performance (f<sup>2</sup> = 0.058) and between affective commitment and

employee performance ( $f^2 = 0.051$ ) were both categorized as small effects. These findings indicate that the interaction effects between organizational culture and both intrinsic motivation and affective commitment were relatively weak and insufficient to produce statistically significant moderation effects.

#### IV. DISCUSSION

##### Effect of Intrinsic Motivation on Employee Performance

Intrinsic motivation refers to the internal drive that encourages employees to perform their jobs effectively due to their desire to achieve, develop themselves, gain job satisfaction, and accomplish personal goals. The phenomenon observed at PT. Indojoya Agrinusa Hatchery Unit Pekanbaru indicates that the company has provided various forms of rewards, including promotions and bonuses, to employees. However, the preliminary survey revealed that employees' intrinsic motivation has not yet reached its optimal level. Some employees still perceive that opportunities to demonstrate achievement and obtain career advancement do not fully meet their expectations. This condition suggests that external rewards alone may not be sufficient to maximize intrinsic motivation unless they are accompanied by opportunities for self-development and a career advancement system perceived as fair by all employees. Based on the respondents' demographic characteristics, most employees were male, within the productive working-age group, possessed a high school education, and had relatively long tenure within the company. These characteristics indicate that the respondents had considerable experience in performing operational tasks. Productive-age employees are generally characterized by greater work maturity, responsibility, and emotional stability, while longer tenure indicates a deeper understanding of organizational culture, work systems, and job demands. Therefore, the respondents possessed adequate experience and understanding to evaluate the level of intrinsic motivation they experienced during their employment.

The analysis of respondents' answers revealed that employees generally demonstrated good intrinsic motivation in carrying out their duties and responsibilities. Employees showed a strong internal drive to perform optimally and contribute to organizational goals. Nevertheless, some employees perceived that opportunities for achievement, skill development, and career advancement had not been distributed equally among all employees. This finding is consistent with the preliminary survey results, which highlighted employees' expectations for greater opportunities for self-development through education, training, and promotion programs. The hypothesis testing results indicated that intrinsic motivation has a positive and significant effect on employee performance. This finding demonstrates that employees who possess stronger intrinsic motivation tend to achieve higher levels of performance. Employees who are internally motivated generally perform their tasks not merely because of organizational demands or external rewards, but because they derive personal satisfaction from completing their work successfully. As a result, they are more willing to exert greater effort, maintain persistence when facing challenges, and continuously improve the quality of their work.

This finding can be explained through Self-Determination Theory (Deci & Ryan, 1985), which posits that individuals are naturally motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. Employees who perceive opportunities to develop their abilities, demonstrate competence, and achieve personal goals are more likely to experience intrinsic satisfaction from their work. Such satisfaction encourages employees to become more engaged, responsible, and committed to achieving organizational objectives, which ultimately leads to higher performance. In the context of PT. Indojoya Agrinusa Hatchery Unit Pekanbaru, employees operate in a production environment that requires precision, consistency, and responsibility throughout the hatchery process. Employees with strong intrinsic motivation are more likely to maintain operational standards, proactively solve work-related problems, and ensure that production targets are achieved efficiently. Therefore, intrinsic motivation serves as an important internal mechanism that encourages employees to perform their duties effectively and contribute positively to organizational productivity.

The findings of this study are consistent with those of Astono and Turmudhi (2021), Haedar et al. (2021), Bektiarso et al. (2021), Rizal et al. (2021), and Artha et al. (2023), who reported that motivation positively and significantly influences employee performance. These studies suggest that motivated

employees tend to demonstrate higher levels of commitment, effort, and job effectiveness. However, the present findings differ from those reported by Pusparini (2021), Mustafa et al. (2022), and Sinarti & Thusy (2022), who found that motivation did not significantly influence employee performance. Such differences may be attributed to variations in organizational characteristics, leadership practices, employee demographics, and industrial contexts. The hatchery industry, which emphasizes operational accuracy and production efficiency, may create conditions in which intrinsic motivation plays a more substantial role in determining employee performance than in other organizational settings. Therefore, intrinsic motivation should be continuously fostered through the creation of a supportive work environment, recognition of employee achievements, opportunities for skill development, and fair career advancement systems. By strengthening employees' intrinsic motivation, the company can enhance employee performance and improve overall organizational effectiveness.

### **Effect of Affective Commitment on Employee Performance**

Affective commitment refers to employees' emotional attachment, sense of belonging, and identification with the organization in which they work. Employees with strong affective commitment tend to feel proud of being part of the organization, desire to remain with the company, and demonstrate concern for organizational success and sustainability. The phenomenon observed at PT. Indojaya Agrinusa Hatchery Unit Pekanbaru indicates that although employees generally possess a favorable level of affective commitment, the preliminary survey identified some employees who were not fully proud of working for the company and had not completely internalized the organization's values. This condition suggests that employees' emotional attachment to the organization still requires improvement so that they work not only out of obligation but also because of a genuine sense of belonging and pride.

The respondents were predominantly male, within the productive age category, had completed high school education, and possessed relatively long work experience. These characteristics indicate that the respondents had substantial experience in performing operational activities. Long tenure enables employees to gain a deeper understanding of organizational culture, work procedures, and corporate objectives. Moreover, productive-age employees generally demonstrate greater maturity and responsibility, enabling them to provide reliable assessments regarding their emotional attachment to the company. The analysis of respondents' responses showed that employees generally exhibited a high level of affective commitment. Most employees felt that they were an integral part of the organization and demonstrated positive emotional attachment to the company. They also expressed a desire to remain employed and contribute to organizational success. However, there were still indications that organizational pride and a sense of ownership had not fully developed among all employees. Some employees appeared less concerned about their role and position within the company and showed limited attention to organizational continuity and stability. These findings suggest that strong emotional attachment has not yet been achieved uniformly across all employees.

The results of hypothesis testing indicated that affective commitment has a significant influence on employee performance. This finding can be explained through Organizational Commitment Theory proposed by Meyer and Allen (1991), which suggests that employees with strong affective commitment remain with the organization because they genuinely want to be part of it. Such emotional attachment encourages employees to exert greater effort, demonstrate higher levels of responsibility, and contribute positively to organizational objectives, thereby enhancing employee performance. In the context of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru, affective commitment is particularly important because hatchery operations require employee stability, teamwork, and adherence to operational standards. Employees who feel emotionally attached to the organization are more likely to remain with the company, reduce turnover intentions, cooperate effectively with colleagues, and contribute consistently to production targets. Consequently, affective commitment supports both workforce stability and organizational performance. Employees who possess strong emotional attachment, organizational pride, and a sense of ownership tend to exhibit more positive attitudes and behaviors in the workplace. This finding reinforces the view that emotional factors in the employee–organization relationship play a crucial role in achieving organizational

objectives. Consequently, organizational efforts aimed at enhancing employee pride, involvement, and identification with the company should be continuously strengthened to foster stronger affective commitment

### **Effect of Organizational Culture on Employee Performance**

Organizational culture refers to the shared values, beliefs, norms, and assumptions that guide employee behavior and shape interactions within an organization (Schein, 2010). A strong organizational culture creates a work environment that encourages collaboration, responsibility, discipline, and alignment with organizational objectives. At PT. Indojaya Agrinusa Hatchery Unit Pekanbaru, organizational culture plays an important role in supporting operational effectiveness because hatchery activities require precision, consistency, teamwork, and adherence to standardized procedures. The preliminary survey revealed that although employees generally perceived the organizational culture positively, several aspects, including conflict management, communication effectiveness, and employee involvement, still required improvement. These findings suggest that organizational culture has not yet been fully optimized across all organizational dimensions.

The respondent profile indicates that most employees were male, within the productive age group, possessed high school educational backgrounds, and had relatively long work experience within the company. These characteristics suggest that employees had sufficient exposure to organizational values, work procedures, and daily operational practices, enabling them to provide reliable assessments regarding the implementation of organizational culture within the company. Furthermore, employees with longer tenure are more likely to understand and internalize organizational norms, which may influence their work behavior and performance. The descriptive analysis showed that organizational culture was generally perceived as favorable by employees. Most respondents agreed that the company had established values and norms that guided work behavior and organizational interactions. However, some employees indicated that communication, conflict resolution, and participation in organizational activities could still be strengthened. These findings imply that while the organizational culture has been implemented reasonably well, opportunities remain for further improvement to create a more supportive and cohesive work environment.

The results of hypothesis testing indicate that organizational culture has a positive and significant effect on employee performance. This finding demonstrates that employees who perceive a stronger and more supportive organizational culture tend to achieve higher levels of performance. A positive organizational culture encourages employees to align their behavior with organizational objectives, comply with operational standards, collaborate effectively with colleagues, and demonstrate greater responsibility in completing their tasks. Consequently, organizational culture serves as an important organizational resource that contributes directly to employee effectiveness and productivity. This finding can be explained through Organizational Culture Theory proposed by Schein (2010), which emphasizes that organizational culture consists of shared assumptions, values, and beliefs that influence employee attitudes and behaviors. A strong organizational culture provides employees with clear behavioral expectations and creates consistency in organizational practices. As a result, employees are better able to understand organizational goals, coordinate their activities, and perform their responsibilities effectively. In the context of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru, where operational activities require strict compliance with quality standards and production targets, organizational culture functions as an essential mechanism for maintaining operational discipline and performance consistency.

The findings of this study are consistent with previous studies conducted by Astono and Turmudhi (2021), Haedar et al. (2021), Bektiarso et al. (2021), and Rizal et al. (2021), which reported that organizational culture positively influences employee performance and strengthens organizational effectiveness. These studies suggest that a supportive organizational culture facilitates effective communication, teamwork, employee engagement, and organizational commitment, all of which contribute to improved employee performance. Therefore, management should continuously strengthen organizational values through effective communication, employee involvement programs, leadership support, and the consistent implementation of organizational policies. By fostering a stronger organizational culture, the company can enhance employee performance, improve operational effectiveness, and achieve sustainable organizational success.

### **Moderating Effect of Organizational Culture on the Relationship Between Intrinsic Motivation and Employee Performance**

An important finding of this study is that organizational culture did not function as a significant moderating mechanism in the relationships between intrinsic motivation, affective commitment, and employee performance. Instead, organizational culture demonstrated a significant direct effect on employee performance. These findings suggest that organizational culture plays a more prominent role as a direct predictor of employee performance rather than as a contextual factor that strengthens or weakens the effects of intrinsic motivation and affective commitment. This result extends previous literature by indicating that in highly standardized and operationally driven industries such as hatchery businesses, organizational culture may contribute directly to employee performance regardless of employees' levels of motivation and commitment. Organizational culture was hypothesized to moderate the relationship between intrinsic motivation and employee performance. However, the findings indicate that organizational culture was unable to significantly strengthen the effect of intrinsic motivation on employee performance. Although intrinsic motivation was found to have a positive and significant direct effect on employee performance, the interaction effect between intrinsic motivation and organizational culture was not statistically significant. This finding suggests that organizational culture does not function as a strengthening mechanism in the relationship between intrinsic motivation and employee performance within the context of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru. One possible explanation for this finding can be derived from Self-Determination Theory (Deci & Ryan, 1985), which emphasizes that intrinsic motivation originates primarily from internal psychological needs, including autonomy, competence, and relatedness. Employees who possess strong intrinsic motivation tend to perform their work effectively because they derive personal satisfaction from accomplishing tasks and achieving goals. Consequently, their performance may be less dependent on external organizational conditions, including organizational culture. In other words, intrinsically motivated employees may continue to demonstrate high performance regardless of whether the organizational culture is particularly strong or weak.

The preliminary survey findings provide additional insight into this result. Several organizational culture dimensions were perceived less positively by employees, particularly conflict management, work environment conditions, and employee involvement in organizational activities. These weaknesses may have reduced the organization's ability to create a cultural environment capable of amplifying the positive effects of intrinsic motivation. Although employees possessed a strong internal drive to perform well, the existing organizational culture may not have been sufficiently integrated into daily work practices to strengthen the contribution of motivation to performance outcomes. In the operational context of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru, employees are required to adhere to standardized production procedures, quality control requirements, and strict operational targets. Under such conditions, employee performance may be influenced more directly by individual motivation and task-related responsibilities than by cultural factors. Consequently, organizational culture functions primarily as a direct determinant of employee performance rather than as a moderating variable that strengthens the impact of intrinsic motivation.

The findings of this study differ from those reported by Astono and Turmudhi (2021), Haedar et al. (2021), Bektiarso et al. (2021), and Rizal et al. (2021), who found that organizational culture significantly strengthened the relationship between motivation and employee performance. One possible explanation for the insignificant moderating effect of organizational culture lies in the operational characteristics of the hatchery industry. Hatchery operations are highly standardized and rely heavily on strict production procedures, quality control systems, and biological management protocols. Employees are required to follow predetermined operational standards regardless of variations in organizational culture. Consequently, individual performance is more directly influenced by employees' intrinsic motivation and adherence to operational procedures than by cultural reinforcement mechanisms. Another explanation relates to the relatively homogeneous characteristics of the respondents. Most employees were within a similar age range, had comparable educational backgrounds, and possessed relatively long tenure within the organization. Such homogeneity may reduce variability in perceptions of organizational culture, thereby limiting its ability to

function as a significant moderating variable. Furthermore, because organizational culture was perceived relatively positively by most respondents, the variation required to produce a significant interaction effect may have been insufficient.

The discrepancy may be attributed to differences in organizational characteristics, industrial sectors, leadership styles, and cultural environments. Most previous studies were conducted in educational institutions, public organizations, and service-oriented sectors, whereas the present study was conducted in a hatchery-based agribusiness company characterized by operational routines, production targets, and standardized work processes. Such contextual differences may influence the effectiveness of organizational culture as a moderating variable. These findings indicate that strengthening organizational culture alone may not necessarily increase the influence of intrinsic motivation on employee performance. Instead, management should focus on simultaneously enhancing intrinsic motivation and improving organizational culture through better communication, more effective conflict management, increased employee involvement, and the consistent implementation of organizational values. By doing so, organizational culture can become more deeply embedded within employees' daily work activities and potentially contribute more effectively to organizational performance.

### **Moderating Effect of Organizational Culture on the Relationship Between Affective Commitment and Employee Performance**

Affective commitment and organizational culture are conceptually related because a strong organizational culture can strengthen employees' emotional attachment, sense of belonging, and identification with the organization. Therefore, organizational culture was hypothesized to strengthen the positive relationship between affective commitment and employee performance. However, the results of this study indicate that organizational culture did not significantly moderate the relationship between affective commitment and employee performance. Although affective commitment was found to have a positive and significant direct effect on employee performance, the interaction effect between affective commitment and organizational culture was not statistically significant. This finding suggests that organizational culture was unable to enhance the contribution of employees' emotional attachment to improved performance outcomes. This finding can be explained through Organizational Commitment Theory proposed by Meyer and Allen (1991), which emphasizes that affective commitment is primarily driven by employees' emotional attachment, identification, and involvement with the organization. Employees with high affective commitment tend to remain loyal, demonstrate greater responsibility, and contribute positively to organizational objectives because they genuinely value their membership within the organization. Consequently, the positive impact of affective commitment on employee performance may occur independently of the strength of organizational culture. In other words, employees who already possess strong emotional attachment to the organization may continue to perform well regardless of variations in organizational culture.

The respondents generally reported favorable levels of affective commitment and organizational culture. However, several dimensions of organizational culture, particularly communication effectiveness, conflict management, and employee participation in organizational activities, were perceived as requiring improvement. These cultural weaknesses may have limited the organization's ability to translate employees' emotional attachment into stronger performance outcomes. Although employees felt emotionally connected to the organization, the existing organizational culture may not have provided sufficient support to amplify the positive effects of affective commitment on performance. In the context of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru, operational activities are highly dependent on standardized procedures, production efficiency, and adherence to quality control requirements. Under such conditions, employee performance may be influenced more directly by individual commitment and operational responsibilities than by cultural reinforcement mechanisms. As a result, organizational culture appears to function primarily as a direct determinant of employee performance rather than as a moderating factor that strengthens the influence of affective commitment.

The findings of this study differ from those reported by Astuti and Soliha (2021) and Mustafa et al. (2022), who found that organizational culture significantly moderated the relationship between

organizational commitment and employee performance. This discrepancy may be explained by differences in organizational characteristics, industry sectors, management practices, and cultural environments. Previous studies were conducted in organizations where organizational culture may have been more deeply embedded in daily operations, thereby strengthening the relationship between commitment and performance. In contrast, the hatchery industry examined in this study operates within a highly structured and target-oriented environment, where employee performance may depend more heavily on operational discipline and individual responsibility. Another possible explanation is that affective commitment among employees was already at a relatively high level. When employees possess strong emotional attachment to the organization, additional cultural reinforcement may contribute only marginally to performance improvement. This condition may reduce the statistical ability of organizational culture to function as a significant moderating variable.

These findings imply that strengthening organizational culture alone may not necessarily increase the impact of affective commitment on employee performance. Instead, management should focus on improving communication quality, employee involvement, teamwork, conflict management practices, and the consistent implementation of organizational values. Such efforts may help create a more supportive organizational environment in which employees' emotional attachment can be translated more effectively into sustained performance improvements and long-term organizational success. The absence of a significant moderating effect may also indicate that employees' affective commitment had already reached a relatively stable level. Employees who possess strong emotional attachment to the organization tend to maintain their performance regardless of cultural conditions because their behavior is driven by personal loyalty and identification with the organization. In such circumstances, organizational culture contributes directly to performance rather than strengthening the influence of affective commitment.

Moreover, the hatchery industry emphasizes operational discipline, production targets, and procedural compliance. These operational demands may reduce the role of organizational culture as an interaction mechanism because employee performance is evaluated primarily based on production outcomes and adherence to established standards. Therefore, organizational culture appears to function as an independent organizational resource that directly influences performance rather than as a contextual variable that modifies the impact of affective commitment.

## V. CONCLUSION

This study examined the effects of intrinsic motivation and affective commitment on employee performance, as well as the moderating role of organizational culture among employees of PT. Indojaya Agrinusa Hatchery Unit Pekanbaru. The findings reveal that intrinsic motivation, affective commitment, and organizational culture each have positive and significant effects on employee performance. These results indicate that employees who possess stronger internal motivation, higher emotional attachment to the organization, and are supported by a favorable organizational culture tend to demonstrate better performance. An important contribution of this study is the finding that organizational culture functions primarily as a direct predictor of employee performance rather than as a moderating variable. This finding challenges the common assumption that organizational culture necessarily strengthens the effects of motivation and commitment on performance, particularly within highly standardized and operationally intensive industries.

The findings contribute to the development of human resource management literature by supporting Self-Determination Theory and Organizational Commitment Theory, which emphasize the importance of intrinsic psychological factors in shaping employee performance. Furthermore, this study provides empirical evidence from the Indonesian hatchery industry, a sector that has received limited attention in previous research concerning the interaction between motivation, commitment, organizational culture, and employee performance. From a managerial perspective, the findings imply that management should prioritize initiatives aimed at strengthening employees' intrinsic motivation, affective commitment, and organizational culture. Efforts such as providing fair career advancement opportunities, recognizing employee achievements, encouraging employee involvement, improving communication quality, and fostering a positive work environment may contribute to sustainable improvements in employee performance. This

study is limited to a single company within the Indonesian hatchery industry. Therefore, the findings cannot be generalized beyond the hatchery industry or to organizations with different operational characteristics due to the single-company research setting. Future research is encouraged to examine additional factors such as leadership style, employee engagement, job satisfaction, work environment, and organizational support. Future studies should also involve larger samples from multiple organizations and industrial sectors to enhance the generalizability of the findings.

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