



Intrinsic Motivation, Competence and Affective Commitment have on Performance

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Abstract:

PT. Parkland World Indonesia is one of the companies that produces shoes and is competing to become a pioneer in the shoe market that can meet market needs amidst the need for improvements in terms of human resource performance in order to produce shoes with good results and in accordance with the standards set. This study aims to determine how much influence Intrinsic Motivation, Competence, and Affective Commitment have on Performance in the Development of PT. Parkland World Indonesia. The data sources in this study use primary and secondary sources and have 139 respondents from the Development of PT. Parkland World Indonesia. Data analysis is quantitative in nature with the aim of testing the established hypothesis and using multiple linear regression analysis calculations. In processing and analyzing data, the SPSS 25 application is used. From this study, it was concluded that Intrinsic Motivation, Competence, and Affective Commitment have a significant influence on the Development Performance of PT. Parkland World Indonesia. Judging from the calculations using multiple linear regression analysis, the results show that the Competence variable has the greatest influence on Performance, then the one with the greatest influence is Intrinsic Motivation, and the one with the smallest influence of the three independent variables is Affective Commitment to Performance.

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INTRODUCTION

The development of the industry is increasingly rapid, many companies are competing to be able to meet the increasing and diverse market needs in terms of function, quality, and even aesthetics. One of the needs needed by consumers is the need for shoes as footwear, the number of companies engaged in this shoe industry both on a small and large scale, makes entrepreneurs and companies in this field need to have more capabilities as an advantage that their company has in creating superior products. PT. Parkland World Indonesia is one of the companies that produces shoes, where this shoe factory works with well-known brands to produce shoes with good quality, of course this makes the company need workers who are able to work well so as to produce optimal and maximum production, but are problems in terms of employee performance which is marked by the increasing number of shoes that have been rejected quite significantly from some time ago. Performance according to Rivai and Sagala in Vebbi. M (2020) performance is a real



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behavior shown by each person as a result of work produced by employees according to their role in the organization. Therefore, it is necessary to review how the results of production are to see employee performance, According to Kasmir (2019), performance is the results of work and work behavior that have been achieved in fulfilling the tasks and responsibilities given during a certain period of time. An overview of the increase in the number of rejected shoes can be seen in Table 1 below.

Table 1. Production data of PT Parkland World Indonesia's development shoe samples for the period 2021-2023

Year	Total production of sample shoes	Reject sample shoes
2021	47200	2000
2022	43514	2200
2023	42829	3000

Source: Researcher document (2024)

Based on Table 1 above, it can be concluded that employee performance is decreasing as seen from the increasing number of shoes that are rejected over time. Arianty, et al., in Syahputra (2020) Good performance is a change of work carried out by employees which is usually used as a basis for assessing members and the organization, so efforts need to be made to improve performance. Martoyo (2019) stated that the factors that influence employee performance are motivation, job satisfaction, stress levels, commitment, attitude, compensation system, communication, economic aspects, technical aspects, competence, and other behaviors.

Martoyo (2019) stated that motivation is one of the most important aspects in determining employee performance. The high and low performance in an agency is greatly influenced by factors such as the motivation of individual employees. Motivation will be a driving force for someone to work better, According to Sunyoto (2019) "Motivation talks about how to encourage someone's work spirit, so that they are willing to work by providing their abilities and expertise optimally in order to achieve organizational goals. Motivation is important because with motivation it is hoped that every employee will be willing to work hard and enthusiastically to achieve high work productivity". According to Wagio in Dwika, N. K. (2022) "of the many ways to generate motivation, an employee needs to prioritize generating intrinsic motivation. Intrinsic motivation occurs when a person is involved in a task for the sake of enjoyment, because the task is interesting and enjoyable as the work itself, with self-determined task goals, for self-satisfaction including the work environment, quality of coworkers, ability and freedom, and creativity to achieve one's desires Wirawan in Andika, R. (2020). , Sardiman (2019) said that "the intrinsic motivation is a motive that becomes active and functions without needing to be stimulated from outside because within each individual there is already a drive to do something".

Spencer in Setiawan A (2023) "competence explains the characteristics possessed by a person which describes the form, personality, values , and concepts as well as the knowledge and skills possessed by a person". Judging from the decreasing skills in producing appropriate products, it is necessary to conduct research on the competencies that exist in this company. According to Martoyo (2019), there are other factors that affect performance itself, such as one them is competence, competence is the ability of an individual to carry out his work, this ability can be obtained from learning, experience, and trials. Competence is the basis of various aspects of human resource management such as organizational policies (promotion, rotation, placement), recruitment, compensation, and development (training/career management). According to Wibowo (2019) states that

competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job.

Wright in Utari (2021) supports that "the higher a person's commitment to their duties, the higher the performance they will produce, which leads to a higher level of assessment". Buchanan in Lufiat (2022) Affective commitment as an individual's participation in the goals and values of the company based on the psychological bond between the individual and the organization, Budihardjo in Yuliani, F. (2021) namely that affective commitment was found to have a significant positive relationship with organizational performance. According to Lages and Piercy in Ribeiro, N. (2021), employees who have a high level of affective commitment are more willing to go beyond job specifications, and share solutions to problems with coworkers, encouraging them to contribute with suggestions and ideas for improving services." There is an influence and relationship between performance and affective commitment, which is also supported by research presented by Jiatong, W (2021).

From the current problems, it can be seen that the human resource factor is a factor that needs to be studied further in order to re-optimize the company which aims to provide better work results and profits in the future. Therefore, the researcher is interested in conducting further research on human resource empowerment in relation to efforts to improve employee performance as a material for compiling a thesis entitled: "The Influence of Intrinsic Motivation, Competence and Affective Commitment on Employee Performance Development."

METHODS

According to Sugiyono (2020), the research method is a scientific way to obtain valid data to be discovered, developed, and proven. Data analysis in this study uses quantitative methods and in its testing uses descriptive analysis methods and verification analysis which are used to test whether Intrinsic Motivation, Competence, and Affective Commitment have an effect on Employee Performance, and to test whether the hypothesis is accepted or rejected. The location of the study was conducted at PT. Parkland World Indonesia in 2024 with a population of 278 people and samples were taken using the systemic random sampling method so that half of the population or 139 respondents were taken to facilitate the study. In carrying out the research data collection process, researchers distributed questionnaires online to all respondents who had been grouped into samples, the results of the data that had been filled in by respondents were then collected and tested with a statistical model to obtain accurate results, using SPSS software version 25. The approach in this study uses multiple linear regression with the aim of this research method to determine the significance of the relationship between the variables studied so that a conclusion is obtained that clarifies the picture of the object being studied. According to Sudariana (2021), Multiple Linear Regression is a linear regression model that involves more than one independent variable or predictor.

RESULTS AND DISCUSSION

The characteristics of respondents in this study are as follows:

Table 2. Characteristics of Respondents

Category	Percentage
Gender	
Male	35%
Female	65%
Age	
<20 years	14%
21-30 years	26%
31-40 years	35%
>41 years	25%
Work Period	
< 1 years	5%
1-3 years	27%
4-6 years	22%
7-9 years	7%
> 10 years	39%
Salary	
< 4.000.000	5%
4.100.000-6.000.000	65%
6.100.000-8.000.000	26%
>8.100.000	4%

Source: Researcher document (2024)

The validity test uses the Pearson Product Moment Correlation technique, with a total test sample of 139 respondents. Items are declared valid if the count value is $> 0,300$. The following are the results of the Validity Test of the questionnaire instrument:

Table 3. Validity Test Results

Item	Requirement	Result	Judgment
Validity X1	Corrected ItemTotal Correlation > 0.300	> 0.300	Valid
Validity X2	Corrected ItemTotal Correlation > 0.300	> 0.300	Valid
Validity X3	Corrected ItemTotal Correlation > 0.300	> 0.300	Valid
Validity Y	Corrected ItemTotal Correlation > 0.300	> 0.300	Valid

Source: SPSS processing results (2024)

Based on the test results, all variable items have a value > 0.300 , which means that all items are valid and can be used to measure the four variables used in this study.

Table 4. Reliability Test Results Variables

	Requirement	Alpha Cronbach's	Interpretation
Intrinsic Motivation	> 0,600	0,822	Reliable
Competence	> 0,600	0,828	Reliable
Affective	> 0,600	0,836	Reliable
Commitment			
Performance	> 0,600	0,829	Reliable

Source: SPSS processing results (2024)

The Reliability Test in Table 4, uses the Alpha Cronbach's technique. The instrument is declared reliable if it has a Cronbach's Alpha Coefficient value > 0.6. Based on the test results, the Cronbach's Alpha coefficient value of the Intrinsic Motivation Variable is 0,822, the Competence Variable is 0,828, the Affective Commitment Variable is 0,836, and the Employee Performance Variable is 0,829. Because all variables' Alpha Cronbach coefficient value is greater than 0.600, the measurement of all research variables is reliable.

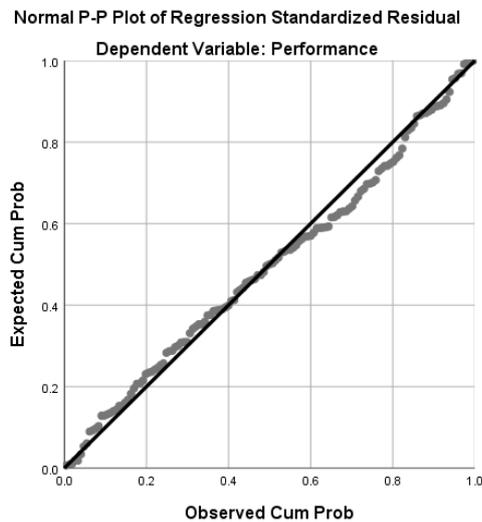


Figure 1. P-Plot Graph of Data Normality
 Source: SPSS processing results (2024)

The graph above shows that the data distribution points are spread along the diagonal line, which shows that the data in the regression model is normally distributed.

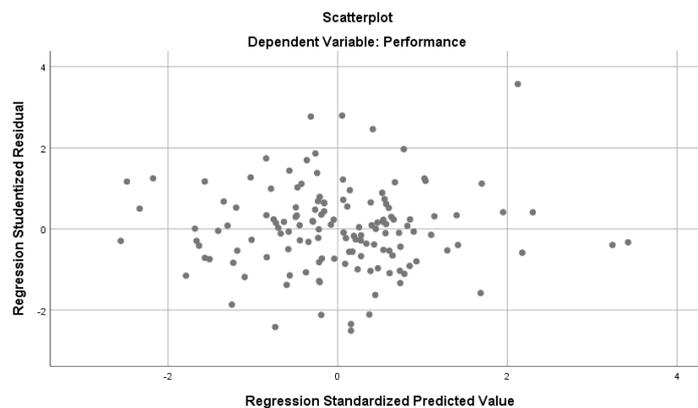


Figure 2. Scatterplot
 Source: SPSS processing results (2024)

The distribution of data points displayed in the graph above shows that the data is randomly distributed and does not form a particular pattern between the 0-axis. This shows that the regression model does not have a heteroscedasticity problem.

Table 5. Tolerance and VIF Values

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Intrinsic Motivation	0,194	5,167
	Competence	0,155	6,469
	Affective Commitment	0,195	5,120

Source: SPSS processing results (2024)

Based on the test results, it can be seen that the Tolerance value of Intrinsic Motivation (X1) is 0,194, Competence (X2) is 0,155, and Affective Commitment (X3) is 0,195, while the VIF value of Intrinsic Motivation Variable (X1) is 5,167, Competence (X2) is 6,469. Work Affective Commitment (X3) is 5,120. The Tolerance value > 0.1 and VIF < 10 for all independent variables indicate no high correlation between the independent variables. Thus, the regression model does not have a multicollinearity problem.

Table 6. Constant Values and Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-67,170	71,926	
	Intrinsic Motivation	0,302	0,045	0,295
	Competence	0,431	0,049	0,430
	Affective Commitment	0,288	0,043	0,292

Source: SPSS processing results (2024)

Based on the output in the table above, the following regression equation model can be compiled:

$$Y = -67.170 + 0.302X_1 + 0.431X_2 + 0.288X_3$$

The constant value of -67.170 if Performance Value Intrinsic Motivation, Competence, and Affective Commitment = 0).

The regression value that shows an increase in Intrinsic Motivation is 0.302, which means that for every 1 additional value of Intrinsic Motivation, the performance value will increase by 0.302.

The regression value that shows an increase in Competence is 0.431, which means that for every 1 additional Competence value, the performance value will increase by 0.431.

The regression value that shows an increase in Affective Commitment is 0.288, which means that for every 1 increase in the Affective Commitment value, the performance value will increase by 0.288.

**Table 7. Results of the Determination Coefficient test
 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	0,950	0,949	175,41120

a. Predictors: (Constant), Affective Commitment, Intrinsic Motivation, Competence

b. Dependent Variable: Employee Performance

Source: SPSS processing results (2024)

The R-square value is 0,950, meaning that Performance-Based Allowances, Work Motivation, and Work Discipline influence 95.0% of changes in Employee Performance. In comparison, the remaining 5,0% influences other factors not studied.

**Table 8. F Test Results
 ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79362287,687	3	26454095,896	859,762	.000 ^b
	Residual	4153827,249	135	30769,091		
	Total	83516114,935	138			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Affective Commitment, Intrinsic Motivation,

Source: SPSS processing results (2024)

From the calculation table, the calculated F value is 859.762, which is greater than the F table of 2.67, meaning that H₀ is rejected and H₁ is accepted. So that the influence of the independent variable on the dependent variable is proven to have a simultaneous influence.

Table 9. T-Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-67,170	71,926		-0,934	0,352
	Intrinsic Motivation	0,302	0,045	0,295	6,766	0,000
	Competence	0,431	0,049	0,430	8,800	0,000
	Affective Commitment	0,288	0,043	0,292	6,720	0,000

a. Dependent Variable: Employee Performance

Source: SPSS processing results (2024)

Based on the data testing results displayed in the table above, Intrinsic motivation (X₁) t_{count} > t_{table}, because the t value is 6.766 > 1.977 then H₀₁ is rejected and H_{a1} is accepted, then it can be stated that Intrinsic motivation affects Employee Performance in the Development of PT. Parkland Dunia Indonesia.

Competence (X2) $t_{count} > t_{table}$, because the t value is $8.800 > 1.977$ then H02 is rejected and Ha2 is accepted, then it can be said that Competence has a significant effect on Employee Performance in the Development of PT. Parkland Dunia Indonesia

Affective commitment (X3) $t_{count} > t_{table}$, because the t value is $6.720 > 1.977$ then H03 is rejected and Ha3 is accepted, then it can be stated that Affective commitment affects Employee Performance in the Development of PT. Parkland Dunia Indonesia

Based on the Research Results, The Intrinsic Motivation variable has a regression value of 0.302, in the partial test the t count value $> t_{table}$ is $6.766 > 1.977$ then H01 is rejected and Ha1 is accepted and the significance value is 0.000, so it can be stated that Intrinsic Motivation affects Employee Performance in the Development of PT. Parkland Dunia Indonesia.

The competence variable obtained a regression value of 0.431, in the partial test the calculated t value $> t_{table}$, namely $8.800 > 1.977$, then H02 is rejected and Ha2 and the significance value is 0.000, so it can be stated that Competence affects Employee Performance in the Development of PT. Parkland Dunia Indonesia

The variable Affective Commitment has a regression value of 0.288, in the partial test the calculated t value $> t_{table}$ is $6.720 > 1.977$ then H03 is rejected Ha3 is accepted and the significance value is 0.000, so it can be stated that Affective Commitment affects.

Employee Performance at Development PT. Parkland World Indonesia. The coefficient of determination of the variables Intrinsic Motivation, Competence, and Affective Commitment to performance is 0.950 or 95%, while 0.5 or 5% are other variables that affect Performance but are not examined in this study. A simultaneous test where the calculated F value of 859.762 is greater than the F table of 2.67 means that Ho is rejected and H1 is accepted. So that the influence of the independent variable on the dependent variable is proven to have a simultaneous influence.

CONCLUSION

Based on the research results, intrinsic motivation, competence, and affective commitment affect Employee Performance Development of PT. Parkland Dunia Indonesia. To further improve Employee Performance Development of PT. Parkland Dunia Indonesia in terms of intrinsic motivation can be done by adjusting the salary standard with the workload given so that employees can be motivated in working because the workload they do is in accordance with the salary they receive. In terms of competence, it is expected to provide procedures related to the preparation of the handover of office, where in this case time is given to prepare documents related to the handover of office and time to share knowledge. In increasing affective commitment, this can be done by providing positive support to employees. This positive support can be done by providing encouragement through greetings, appreciating appropriate work results, appreciating targets achieved or by providing supporting facilities such as updating equipment facilities that can support work.

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