Optimizing Performance Through Organizational Commitment

Putra Anshari, Kiki Farida Ferine

Abstract

This study aims to analyze the influence of Core Values of Civil Servants (BerAKHLAK) and Intrinsic Motivation on ASN Performance with Organizational Commitment as a mediating variable at the Department of Education and Culture, Medan City. The research employed a quantitative approach using the Partial Least Square (PLS) method. The sample consisted of 123 respondents who are Civil Servants (ASN) working at the Department of Education and Culture, Medan City. The results show that the Core Values of ASN (BerAKHLAK) have a positive and significant effect on ASN Performance (β = 0.694; p = 0.000) and on Organizational Commitment (β = 0.558; p = 0.001). Organizational Commitment also has a positive and significant effect on ASN Performance (β = 0.158; p = 0.034). Meanwhile, Intrinsic Motivation significantly affects Organizational Commitment (β = 0.321; p = 0.046), but does not significantly affect ASN Performance (β = 0.108; p = 0.228). Furthermore, the indirect effects through Organizational Commitment—namely Core Values → Organizational Commitment → ASN Performance (p = 0.074) and Intrinsic Motivation → Organizational Commitment → ASN Performance (p = 0.121)—are found to be not significant. The R-Square results indicate that ASN Performance is explained by the research variables by 87.0%, while Organizational Commitment is explained by 74.1%, showing that the model has strong predictive power. These findings confirm that the implementation of BerAKHLAK values and the strengthening of organizational commitment play a crucial role in improving ASN performance. However, intrinsic motivation has yet to show a direct significant impact on performance; therefore, managerial strategies should focus on enhancing job meaning, recognition, and personal contribution to boost intrinsic motivation among ASN employees.

Keywords: Core Values of ASN (BerAKHLAK), Intrinsic Motivation, Organizational Commitment, ASN Performance

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Introduction

To enhance performance, the government has established the BerAKHLAK Core Values as the basic standard values that must be internalized by every Civil Servant (ASN). These values are expected to serve as the moral foundation and work culture for ASN in carrying out their duties and responsibilities.

The factor of Intrinsic Motivation plays a crucial role in driving individuals to work optimally. Commitment will further encourage optimal performance because they feel a moral responsibility to contribute positively to the organization. The implementation of the BerAKHLAK Core Values and the enhancement of Intrinsic Motivation have become priorities in realizing professional ASN. However, the level of their effectiveness still needs to be scientifically analyzed to determine the extent to which the BerAKHLAK Core Values and Intrinsic Motivation influence ASN performance, both directly and through the role of organizational commitment. The results of this study are expected to provide recommendations for the development of professional, high-integrity, and highly competitive human resources in line with the demands of bureaucratic reform.

Problem Formulation

1. Does the Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
2. Does Intrinsic Motivation have a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
3. Does the Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Commitment at the BKPSDM Office of Langsa City.
4. Does Intrinsic Motivation have a positive and significant influence on ASN Commitment at the BKPSDM Office of Langsa City.
5. Does Commitment have a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
6. Does the Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Performance through Commitment at the BKPSDM Office of Langsa City.
7. Does Intrinsic Motivation have a positive and significant influence on ASN Performance through Commitment at the BKPSDM Office of Langsa City.

Research Objectives

1. To examine and analyze the influence of Core Values of ASN (BerAKHLAK) on ASN Performance at the BKPSDM Office of Langsa City.
2. To examine and analyze the influence of Intrinsic Motivation on ASN Performance at the BKPSDM Office of Langsa City.
3. To examine and analyze the influence of Core Values of ASN (BerAKHLAK) on ASN Commitment at the BKPSDM Office of Langsa City.
4. To examine and analyze the influence of Intrinsic Motivation on ASN Commitment at the BKPSDM Office of Langsa City.
5. To examine and analyze the influence of Commitment on ASN Performance at the BKPSDM Office of Langsa City.
6. To examine and analyze the influence of Core Values of ASN (BerAKHLAK) on ASN Performance through Commitment at the BKPSDM Office of Langsa City.
7. To examine and analyze the influence of Intrinsic Motivation on ASN Performance through Commitment at the BKPSDM Office of Langsa City

Literature Review 2.1 ASN Performance

Performance is the quality and quantity of work results achieved by employees in carrying out their duties according to the responsibilities given (Mangkunegara 2017). Indicators of ASN Performance According to Mangkunegara (2017)

1. Responsibility The level of ASN dedication in completing tasks according to set targets and obligations.
2. Communication The ability of ASN in conveying information, receiving instructions, and coordinating with superiors and colleagues.
3. Creativity and Innovation The ability of ASN in providing new ideas, solutions, and more effective and efficient work methods.

2.2 Organizational Commitment.

According to Robbins & Judge (2017) in the book Organizational Behavior, organizational commitment is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in that organization. Indicators of Organizational Commitment According to Robbins & Judge (2017)

1. Affective Commitment: The emotional bond of an employee to the organization, where the ASN feels proud, comfortable, and happy to be part of the organization.
2. Continuance Commitment: The ASN's awareness of the cost or loss consequences if leaving the organization, thus they choose to stay.
3. Normative Commitment: The moral obligation felt by the ASN to remain in the organization due to believed norms, values, or ethics.

2.3 Core Value ASN BerAKHLAK.

The Core Values of ASN BerAKHLAK are behavioral guidelines for all ASN in carrying out duties, public service, and daily life. (Regulation of the Minister for State Apparatus Empowerment and Bureaucratic Reform Number 20 of 2021) Concerning the Basic Values of ASN BerAKHLAK as the unification of the Work Culture of Civil Servants throughout Indonesia. Indicators of Core Values ASN BerAKHLAK in accordance with Ministerial Regulation PANRB Number 20 of 2021.

1. Service-Oriented ASN are expected to be able to provide services that are fast, accurate, transparent, friendly, and oriented towards community satisfaction.
2. Accountable ASN must be responsible for every action, decision, and work result by prioritizing the principles of transparency and integrity.
3. Competent ASN continuously develop knowledge, skills, and professional attitudes to improve work quality.
4. Harmonious ASN must be able to establish good working relationships, mutual respect, and appreciate diversity in the work environment.
5. Loyal ASN demonstrate loyalty to the state, government, and organization by prioritizing public interests over personal or group interests.
6. Adaptive ASN are required to be able to adapt to changes, open to innovation, and quickly adapt to the dynamics of the work environment.
7. Collaborative ASN are expected to be able to cooperate across functions, units, or agencies to achieve common goals.

2.4 Intrinsic Motivation.

Intrinsic Motivation is the drive that arises naturally within a person to perform an activity because there is an inherent sense of pleasure and satisfaction without external pressure or reward (Ryan and Deci, 2017) in self-determination theory (SDT). Indicators of Intrinsic Motivation According to (Ryan and Deci, 2017) in self-determination theory (SDT).

1. Autonomy (Autonomy): The drive to work arises because individuals feel they have freedom in making decisions, choosing work methods, and determining priorities according to personal values and interests.
2. Competence (Competence): The sense of self-confidence and satisfaction that arises when individuals feel capable of completing tasks well, facing challenges, and developing self-abilities.
3. Relatedness (Relatedness): The feeling of being connected, valued, and recognized within the work group so that individuals feel part of the social and organizational environment.

2.5 Conceptual Framework

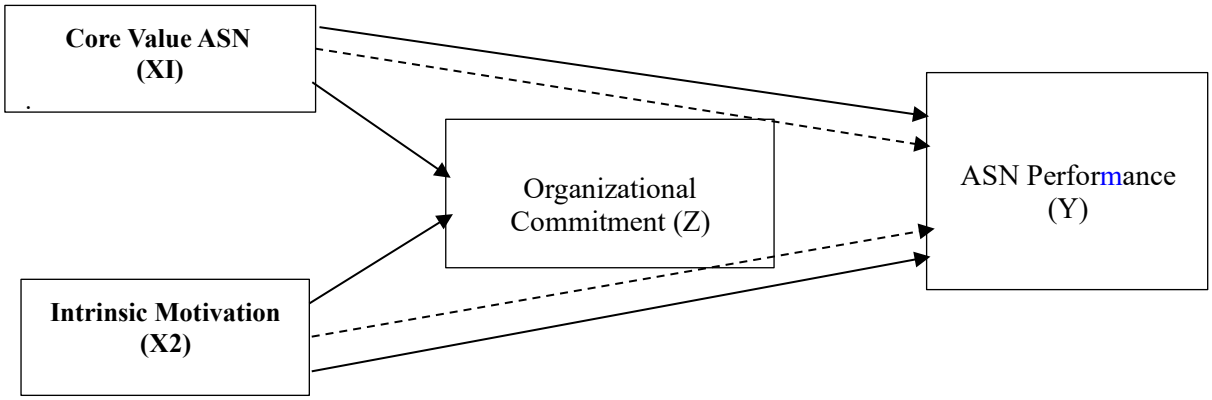


Figure 1. Conceptual Framework

2.6 Hypotheses

1. The Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
2. Intrinsic Motivation has a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
3. The Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Commitment at the BKPSDM Office of Langsa City.
4. Intrinsic Motivation has a positive and significant influence on ASN Commitment at the BKPSDM Office of Langsa City.
5. Commitment has a positive and significant influence on ASN Performance at the BKPSDM Office of Langsa City.
6. The Core Values of ASN (BerAKHLAK) have a positive and significant influence on ASN Performance through Commitment at the BKPSDM Office of Langsa City.
7. Intrinsic Motivation has a positive and significant influence on ASN Performance through Commitment at the BKPSDM Office of Langsa City.

Research Methodology 3.1 Type Of Research

According to Sugiyono (2017), population is the generalization area consisting of objects or subjects that have specific qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study were all ASN of BKPSDM Langsa City, totaling 65 people. The Sampling Technique used was saturated sampling, where all members of the population were used as research samples because the population size is relatively small. The data source used in this study was primary data through questionnaire distribution.

3.2 Data Analysis Technique

Data analysis in this study uses the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with the help of SmartPLS version 3.3.3. This approach was chosen because it is capable of analyzing complex relationships between latent variables, both direct and indirect through

intervening variables, and remains reliable when used with a relatively small sample size. Generally, PLS-SEM analysis consists of two main stages, namely:

3.3 Measurement Model (Outer Model)

The measurement model (outer model) is used to test the validity and reliability of the indicators that form the latent constructs. The main objective of this test is to ensure that each indicator truly represents the measured variable. The procedure for testing the measurement model consists of two main stages:

1. Validity Test.
   a. Convergent validity.
   b. Discriminant Validity
2. Reliability Test is used to measure the internal consistency of the indicators in representing a latent construct. Reliability testing in PLS can be done by looking at two main measures, namely Cronbach's Alpha and Composite Reliability (CR).

Structural Model (Inner Model)

Evaluasi inner model dilakukan dengan beberapa ukuran sebagai berikut:

1. Coefficient of determination (R^2).
2. Predictive Relevance (Q^2)
3. t-Statistics Test (Bootstrapping Test)
4. Path Coefficient
5. Model Fit

Results 4.1 Outer Model Analysis

Testing the measurement model (outer model) is used to determine the relationship between latent variables and observed variables. This test consists of convergent validity, discriminant validity, and reliability.

4.2 Convergent Validity

Convergent validity is used to assess the validity of each indicator against its underlying latent variable. The validity results can be seen in the outer loading table in the SmartPLS software. The outer loading table contains numbers or values indicating the similarity between the indicator and the construct variable. An indicator is said to be reliable if it has a value greater than 0.7 in explaining the construct variable. The structural model illustration is depicted in an upcoming figure for this research.

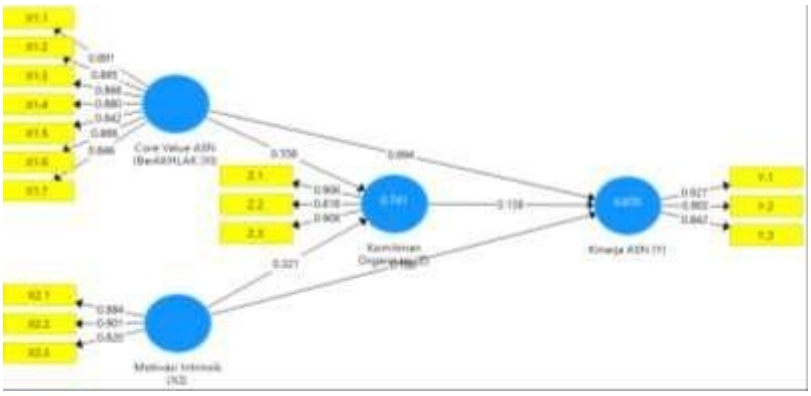


Figure 2. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factor provides the results in the following table: Outer Loadings In this study, there are equations and those equations consist of two substructures for substructure 1

Z = b1X1 + b2X2 + e1
Z = 0,558 + 0,321 + e1
For substructure 2
Y = b3X1 + b4X2 + b5Z + e2
Y = 0,694 + 0,108 + 0,158 + e

4.3 Discriminant Validity

Analyzing the cross loading table can help determine discriminant validity. These results are used to assess discriminant validity at the indicator level, where an indicator should have a higher correlation with its latent variable compared to other latent variables (outside the block). For a better understanding, see the table available below:

Table 1. Table Outer Loadings

	ASN Core Value (BerAKHLAK (X1)	ASN Performance (Y)	Organizational Commitment (Z)	Intrinsic Motivation (X2)
X1.1	0,891			
X1.2	0,895			
X1.3	0,868			
X1.4	0,880			
X1.5	0,842			
X1.6	0,866			
X1.7	0,846			
X2.1				0,884
X2.2				0,901
X2.3				0,820
Y.1		0,927		
Y.2		0,902		
Y.3		0,842		
Z.1			0,906	
Z.2			0,816	
Z.3			0,908	

Source: Smart PLS 3.3.3

Based on Table 1, the results of the validity test indicate that all indicators in the variables ASN Core Values (BerAKHLAK), Intrinsic Motivation, ASN Performance, and Organizational Commitment have outer loading values above 0.70, indicating that they are valid and suitable for use in the research model. The indicators with the highest loading values are ASN Performance (Y1 = 0.927) and Intrinsic Motivation (X2.2 = 0.901), suggesting that these two indicators most strongly reflect their respective constructs. Therefore, all variables demonstrate good convergent validity and can be considered reliable in representing the concepts measured in this study at the BKPSDM Office of Langsa City.

4.4 Discriminant Validity

The analysis of the cross-loading table is used to assess the level of discriminant validity. The purpose of this analysis is to ensure that each indicator has a higher correlation with its corresponding latent variable than with other latent variables (outside its construct block). Thus, discriminant validity reflects the extent to which a construct is truly distinct and can be differentiated from other constructs within the research model. To gain a deeper understanding of the results, refer to Table 2. Cross Loading presented below.

Table 2. Table Discriminant Validity Source: Smart PLS 3.3.3

	ASN Core Value (BerAKHLAK) (XI)_	ASN Performance (Y)	Organizational Commitment (Z)	Intrinsic Motivation (X2)
X1.1	0,891	0,808	0,732	0,877
X1.2	0,895	0,838	0,720	0,766
X1.3	0,868	0,771	0,645	0,734
X1.4	0,880	0,868	0,717	0,799
X1.5	0,842	0,816	0,833	0,800
X1.6	0,866	0,744	0,782	0,767
X1.7	0,846	0,792	0,738	0,812
X2.1	0,811	0,749	0,739	0,884
X2.2	0,766	0,780	0,787	0,901
X2.3	0,810	0,749	0,631	0,820
Y.1	0,883	0,927	0,763	0,847
Y.2	0,829	0,902	0,699	0,751
Y.3	0,762	0,842	0,781	0,732
Z.1	0,765	0,790	0,906	0,795
Z.2	0,723	0,672	0,816	0,637
Z.3	0,753	0,740	0,908	0,747

The results of the cross-loading test presented in Table 2 indicate that each indicator has the highest correlation with its corresponding construct compared to other constructs. All indicator loading factor values are above 0.70, confirming that each indicator is valid in measuring the intended variable. For the ASN Core Values (BerAKHLAK) variable, the loading values range from 0.842 to 0.895, demonstrating that the indicators strongly represent the construct. The Intrinsic Motivation variable also shows high loading values, ranging from 0.820 to 0.901, indicating that the indicators accurately reflect the internal motivation of ASN employees. Meanwhile, the ASN Performance variable exhibits loading values between 0.842 and 0.927, meaning that the indicators effectively describe employee performance. Similarly, the Organizational Commitment variable has loading values ranging from 0.816 to 0.908, reflecting a strong representation of the employees' attachment to the organization. Overall, these results confirm that all constructs in the study have met the discriminant validity criteria. This finding indicates that each variable can be clearly and consistently distinguished from the others, thereby validating the measurement model for use in the research conducted at the BKPSDM Office of Langsa City.

4.5 Composite Reliability

Reliability assessment is carried out by calculating the composite reliability value for each construct. A construct is considered reliable if the composite reliability value is equal to or greater than 0.6. If the Cronbach's Alpha value exceeds 0.7, all indicators within the construct are deemed reliable. Furthermore, if the Average Variance Extracted (AVE) value is higher than 0.7, each construct variable is considered valid. The following table presents the loading values of the research constructs obtained from data processing using the SmartPLS software.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Reliabilitas Komposit	Average Variance Extracted (AVE)
ASN Core Value (BerAKHLAK (XI)_	0,946	0,956	0,757
ASN Performance (Y)	0,870	0,920	0,794
Organizational Commitment (Z)	0,850	0,910	0,771
Intrinsic Motivation (X2)	0,837	0,902	0,755

Source: Smart PLS 3.3.3

The results of the reliability and convergent validity tests indicate that all variables in this study meet the criteria suggested by Hair et al. (2021), namely Cronbach's Alpha and Composite Reliability (CR) values greater than 0.7 and Average Variance Extracted (AVE) values greater than 0.5. The ASN Core Values (BerAKHLAK) variable has a Cronbach's Alpha of 0.946, a CR of 0.956, and an AVE of 0.757, indicating a very high level of internal consistency and convergent validity. The ASN Performance variable also demonstrates strong reliability ($\alpha = 0.870$, CR = 0.920, AVE = 0.794), showing that the indicators are stable in measuring this construct. Furthermore, the Organizational Commitment variable obtained values of $\alpha = 0.850$, CR = 0.910, and AVE = 0.771, reflecting a strong relationship among indicators and the construct's ability to explain most of the indicator variance. Meanwhile, the Intrinsic Motivation variable also exhibited reliable results ($\alpha = 0.837$, CR = 0.902, AVE = 0.755), indicating that the indicators within this construct are consistent and valid. Overall, these results confirm that all constructs in the study—ASN Core Values (BerAKHLAK), Intrinsic Motivation, ASN Performance, and Organizational Commitment—are reliable and valid, making them suitable for further structural analysis in the research conducted at the Langsa City BKPSDM Office.

4.6 Inner Model Analysis

The assessment of the inner model is conducted to verify the stability and accuracy of the developed structural model. Several indicators are used in the evaluation of the structural model during the analysis stage.

Koefisien Determinasi (R2)

Table 4. R-Square Results

	R Square	Adjusted R Square
ASN Performance (Y)	0,870	0,864
Organizational Commitment (Z)	0,741	0,733

Sumber: Smart PLS 3.3.3

The results of the R-Square test indicate that the research model has an excellent explanatory power for the endogenous variables. The ASN Performance (Y) variable has an R-Square value of 0.870 and an Adjusted R-Square value of 0.864, which means that 87% of the variation in ASN performance can be explained by the ASN Core Values BerAKHLAK, Intrinsic Motivation, and Organizational Commitment variables, while the remaining 13% is explained by other factors outside the research model. This value is considered very high, indicating that the model has a strong predictive power for employee performance.

Meanwhile, the Organizational Commitment (Z) variable has an R-Square value of 0.741 and an Adjusted R-Square value of 0.733, meaning that 74.1% of the variation in Organizational Commitment is explained by ASN Core Values (BerAKHLAK) and Intrinsic Motivation, while the remaining 25.9% is influenced by other variables not included in the model.

Overall, the R-Square values of both endogenous variables demonstrate that the structural model possesses a very good explanatory capability, indicating that the relationships among variables in the study at the BKPSDM Office of Langsa City are theoretically strong and significant.

4.7 Hypothesis Testing

After examining the inner model, the next step is to evaluate the relationships between the latent constructs according to the hypotheses of this study. The hypothesis analysis in this research uses TStatistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Values is less than 0.05. The following is the Path Coefficients output showing the direct effects:

Table 5. R-Square Results (Direct Effect)

	Original Sample (O)	T Statistik (| O/STDEV |)	P Values	Research Results
ASN Core Value (BerAKHLAK (XI)_ -> ASN Performance (Y)	0,694	4,198	0,000	Accepted
ASN Core Value (BerAKHLAK (XI)_ -> Organizational Commitment (Z)	0,558	3,294	0,001	Accepted
Organizational Commitment (Z) -> ASN Performance (Y)	0,158	1,833	0,034	Accepted
Intrinsic Motivation (X2) -> ASN Performance (Y)	0,108	0,745	0,228	Rejected
Intrinsic Motivation (X2) -> Organizational Commitment (Z)	0,321	1,686	0,046	Accepted

Sumber: Smart PLS 3.3.3

Based on Table 5, the results of the hypothesis testing can be explained as follows:

1. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on ASN Performance.

The test results show that the coefficient value is 0.694, the T-statistic is 4.198, and the Pvalue is 0.000 < 0.05, indicating that the hypothesis is accepted. This means that the stronger the implementation of BerAKHLAK core values within civil servants (ASN), the higher their performance at the BKPSDM Office of Langsa City. The BerAKHLAK values have proven to be an important guideline that encourages civil servants to work professionally, be accountable, and remain focused on public service.

2. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on Organizational Commitment. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on Organizational Commitment.

   The coefficient value of 0.558, T-statistic of 3.294, and P-value of 0.001 < 0.05 indicate that the hypothesis is accepted. This finding shows that the stronger the implementation of the core values of ASN, the higher their organizational commitment. In other words, civil servants who uphold integrity, loyalty, and collaboration tend to have a greater sense of responsibility and emotional attachment to the institution where they work.

3. Organizational Commitment has a positive and significant effect on the Performance of Civil Servants (ASN).

   A coefficient value of 0.158, a T-statistic of 1.833, and a P-value of 0.034 < 0.05 were obtained, indicating that the hypothesis is accepted. This suggests that civil servants (ASN) with a high level of organizational commitment tend to demonstrate better performance. Such commitment encourages them to work responsibly and strive optimally to achieve organizational goals.

4. Intrinsic Motivation does not have a significant effect on ASN Performance.

   The analysis results show a coefficient value of 0.108, a T-statistic of 0.745, and a P-value of 0.228 > 0.05, indicating that the hypothesis is rejected. This means that the intrinsic motivation of civil servants (ASN) has not been able to exert a direct influence on improving their performance. This may be due to the fact that internal motivational factors, such as personal satisfaction or moral drive, need to be supported by external factors, including the work environment, leadership support, and an adequate reward system.

5. Intrinsic Motivation has a positive and significant effect on Organizational Commitment.

   A coefficient value of 0.321, a T-statistic of 1.686, and a P-value of 0.046 < 0.05 indicate that the hypothesis is accepted. This means that civil servants (ASN) with high intrinsic motivation tend to have a strong organizational commitment. Internal drives such as a sense of responsibility, pride, and awareness of the meaning of their work make them more loyal and emotionally attached to the organization.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistik (| O/STDEV |)	P Values	Research Results
ASN Core Value (BerAKHLAK (XI)_ -> Organizational Commitment (Z)	0,088	1,447	0,074	Rejected
Intrinsic Motivation (X2) -> Organizational Commitment (Z)	0,051	1,173	0,121	Rejected

Source: Smart PLS 3.3.3

Based on the results of the indirect effect test in Table 6, two mediation relationships were examined.

1. Core Value of ASN (BerAKHLAK) → Organizational Commitment → ASN Performance It has an Original Sample (O) value of 0.088, a T-statistic value of 1.447, and a P-value of 0.074 (> 0.05). This indicates that the indirect effect of ASN Core Values on ASN Performance through Organizational Commitment is not significant; therefore, the hypothesis is rejected. This finding suggests that although the BerAKHLAK values have a direct effect on both Organizational Commitment and ASN Performance, the mediating role of Organizational Commitment is not strong enough to enhance ASN Performance indirectly.
2. Intrinsic Motivation → Organizational Commitment → ASN Performance

   It has an Original Sample (O) value of 0.051, a T-statistic value of 1.173, and a P-value of 0.121 (> 0.05). These results also indicate that the indirect effect is not significant; therefore, the hypothesis is rejected. This means that Organizational Commitment is not able to effectively mediate the relationship between Intrinsic Motivation and ASN Performance.

Conclusion

1. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on ASN Performance, with a p-value = 0.000 < 0.05. This means that the higher the application of BerAKHLAK values, the better the ASN performance.
2. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on Organizational Commitment, with p = 0.001 < 0.05. This shows that the application of BerAKHLAK values increases the sense of commitment of ASN to their organization.
3. Organizational Commitment has a positive and significant effect on ASN Performance, with p = 0.034 < 0.05. This means that ASN who have high commitment to the organization tend to show better performance.
4. Intrinsic Motivation does not have a significant effect on ASN Performance, with p = 0.228 > 0.05. This shows that the drive from within the ASN is not yet strong enough to directly influence performance improvement.
5. Intrinsic Motivation has a positive and significant effect on Organizational Commitment, with p = 0.046 < 0.05. This means that motivation originating from within the ASN can increase their commitment to the organization.
6. The Core Values of ASN (BerAKHLAK) have a non-significant effect on ASN Performance through Organizational Commitment, with p = 0.074 > 0.05. This means Organizational Commitment is not able to mediate the influence of BerAKHLAK values on ASN Performance.
7. Intrinsic Motivation has a non-significant effect on ASN Performance through Organizational Commitment, with p = 0.121 > 0.05. This means Organizational Commitment also does not play a role as a mediator in the relationship between Intrinsic Motivation and ASN Performance.

Suggestions

1. Strengthening ASN performance by enhancing basic values such as being service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative needs to be further internalized through training, routine coaching, and leadership by example.
2. Creating a work environment that supports a sense of ownership and emotional attachment to the institution. This can be done through recognition for performance, open communication, and providing opportunities for ASN to participate in decision-making.
3. Enhancing ASN intrinsic motivation through the organization can foster it by providing meaningful work, challenges that match capabilities, and recognition for individual contributions so that ASN are more driven from within themselves.
4. Managerial strategies are needed to make organizational commitment an effective bridge between ASN values and intrinsic motivation towards performance.
5. Competency development and positive work culture. So that BerAKHLAK values do not just become a slogan, there needs to be an organizational culture consistent with those values, such as a

collaborative, innovative, and accountable work culture that can increase productivity and the quality of public services **References**

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