

## Analysis Of Asn Core Value (BerAKHLAK) And Intrinsic Motivation On Asn Performance Through Organizational Commitment As An Intervening Variable At The Bkpsdm Of Langsa City

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### ABSTRACT

This study aims to analyze the influence of the ASN Core Values BerAKHLAK and Intrinsic Motivation on ASN Performance, with Organizational Commitment as a mediating variable at BKPSDM of Langsa City. This research employs a quantitative approach using the Partial Least Squares (PLS) method. The research sample consisted of 65 respondents who are State Civil Apparatus (ASN) working at the BKPSDM of Langsa City. The results show that the ASN Core Values BerAKHLAK have a positive and significant effect on ASN Performance ( $\beta = 0.694$ ;  $p = 0.000$ ) and on Organizational Commitment ( $\beta = 0.558$ ;  $p = 0.001$ ). Organizational Commitment also has a positive and significant effect on ASN Performance ( $\beta = 0.158$ ;  $p = 0.034$ ). Meanwhile, Intrinsic Motivation significantly affects Organizational Commitment ( $\beta = 0.321$ ;  $p = 0.046$ ) but does not have a significant effect on ASN Performance ( $\beta = 0.108$ ;  $p = 0.228$ ). The indirect effects through Organizational Commitment, both in the paths ASN Core Values  $\rightarrow$  Organizational Commitment  $\rightarrow$  ASN Performance ( $p = 0.074$ ) and Intrinsic Motivation  $\rightarrow$  Organizational Commitment  $\rightarrow$  ASN Performance ( $p = 0.121$ ), were found to be insignificant. The R-Square values indicate that ASN Performance is explained by the research variables by 87.0%, while Organizational Commitment is explained by 74.1%, demonstrating strong predictive power. This study emphasizes that implementing BerAKHLAK values and strengthening Organizational Commitment play vital roles in enhancing ASN Performance, whereas Intrinsic Motivation requires further reinforcement through effective managerial strategies.

### Introduction

In the current era of bureaucratic reform, the demand for improved performance among Indonesia's Civil Servants (ASN) has become increasingly pressing. Civil Servants are expected not only to carry out administrative functions but also to deliver public services that are professional, accountable, and oriented toward the interests of society. To

support this goal, the Indonesian government has established the *Core Values of ASN — BerAKHLAK* — as fundamental behavioral standards that must be internalized by all civil servants. These values, which stand for *Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative*, aim to shape civil servants who demonstrate integrity, professionalism, and a commitment to quality public service. Such values serve as the moral and cultural foundation for ASN in performing their duties and responsibilities.

Beyond these institutional values, intrinsic motivation plays an equally critical role in influencing ASN performance. Intrinsic motivation reflects an individual's internal drive to perform work not merely for external rewards but for personal satisfaction, a sense of purpose, and self-development (Ryan and Deci, 2017). Civil servants with high intrinsic motivation are typically more enthusiastic, innovative, and responsible in carrying out their duties. Nevertheless, prior studies have indicated that the relationship between core values, intrinsic motivation, and employee performance is not always direct; *organizational commitment* often serves as a mediating factor. Organizational commitment reflects the emotional attachment and loyalty an individual feels toward their institution. Civil servants with high organizational commitment are more inclined to exert their best efforts because they perceive their work as a moral contribution to the success of their organization (Robbins & Judge, 2017).

The BKPSDM of Langsa City, as a government institution responsible for personnel management and development, faces challenges in optimizing ASN performance. The implementation of *BerAKHLAK* values and efforts to enhance intrinsic motivation have become priorities to foster a professional civil service corps. However, the extent to which these values and motivations effectively influence performance—either directly or through organizational commitment—requires empirical examination.

Therefore, this study aims to analyze the influence of the *Core Values of ASN (BerAKHLAK)* and *Intrinsic Motivation* on *ASN Performance* with *Organizational Commitment* serving as an intervening variable at the BKPSDM Office of Langsa City. The findings are expected to provide evidence-based recommendations for developing professional, ethical, and high-performing civil servants who align with the objectives of Indonesia's ongoing bureaucratic reform.

## Research Methodology

This type of research can be classified as a causal associative quantitative study, namely research that aims to determine the cause-and-effect relationship between two or more variables. This study examined the effect of ASN Core Values (Akhlak) ( $X_1$ ) and Intrinsic Motivation ( $X_2$ ) on ASN Performance ( $Y$ ) through Organizational Commitment ( $Z$ ) as an intervening variable. The location and population of the research were conducted at the Langsa City BKPSDM office.

According to Sugiyono (2017), a population is a generalized area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all 65 ASN BKPSDM Langsa City employees. The sampling technique used was census

sampling, where all members of the population were used as research samples due to the relatively small population. The total sample size was 65 respondents. The data sources used in this study are primary data through the distribution of questionnaires and are arranged based on indicators of each research variable measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

### **Data Analysis Techniques**

The data analysis in this study used a Structural Equation Modeling (SEM) approach based on Partial Least Squares (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 directly and indirectly through intervening variables, and remains reliable for use on relatively small sample sizes. In general, PLS-SEM analysis consists of two main stages:

### **Measurement Model (Outer Model)**

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

#### **1. Validity Test**

Validity testing is used to assess the extent to which an instrument is able to measure what it is supposed to measure. Validity testing is conducted on all statement items for each variable in the study, including convergent validity and discriminant validity.

##### **a. Convergent validity**

Convergent validity measures the level of correlation between an indicator and the latent construct it represents. An indicator is declared valid if the loading factor value is  $\geq 0.70$ . However, for research at the scale development stage, loading factor values between 0.50–0.60 are still acceptable (Ghozali, 2015). Furthermore, convergent validity is also assessed through the Average Variance Extracted (AVE) value. A construct is said to meet convergent validity if the AVE value is greater than 0.50. If the AVE value is less than 0.50, it indicates that there are indicators that are not yet valid (Ghozali, 2015).

##### **b. Discriminant Validity**

This validity test explains whether two variables are sufficiently different from each other. The discriminant validity test can be met if the correlation value of a variable to itself is greater than the correlation value of all other variables. This value is called the Fornell Lacker. Another way to meet the discriminant validity test can be seen from the cross-loading value, how large the correlation value is between the indicators that measure the variable. The cross-loading value is acceptable if the cross-loading value of each variable statement item to itself is

greater than the correlation value of the statement item to other variables (Ghozali, 2015).

## 2. Validity Test

Validity Test is used to measure the internal consistency of indicators in representing a latent construct. Reliability testing in PLS can be conducted by looking at two main measures, namely Cronbach's Alpha and Composite Reliability (CR). According to Sekaran (2015), a construct is said to be reliable if the Cronbach's Alpha value is  $\geq 0.70$  and the Composite Reliability value is  $\geq 0.70$ . High values indicate that the statement items have good internal consistency in measuring the same variable.

## Structural Model (Inner Model)

The structural model (inner model) is used to test the relationships between latent variables according to the formulated hypotheses. Testing is conducted using the bootstrapping method in SmartPLS to obtain path coefficients, t-statistics, and significance levels between constructs (Hair et al., 2017). The inner model is evaluated using the following criteria:

### 1. Coefficient of determination ( $R^2$ )

The coefficient of determination indicates how much an exogenous variable can explain an endogenous variable. The  $R^2$  value ranges from 0 to 1, with the same interpretation as in linear regression analysis. The higher the  $R^2$  value, the greater the model's ability to explain the endogenous variable (Ghozali, 2015).

### 2. Predictive Relevance ( $Q^2$ )

Predictive Relevance The  $Q^2$  (Stone-Geisser's  $Q^2$ ) value is used to assess a model's predictive ability. If the  $Q^2$  value is  $> 0$ , the model has good predictive relevance, meaning the model is able to predict the observed data well. Conversely, if the  $Q^2$  value is  $\leq 0$ , the model does not have good predictive ability (Ghozali, 2015).

### 3. t-Statistic Test (Bootstrapping Test)

The t-test is used to test the significance of the relationship between latent variables based on bootstrapping results. The research hypothesis is declared accepted if the t-statistic value is  $> t$ -table (1.96) at a significance level of 5% ( $\alpha = 0.05$ ) (Latan & Ghozali, 2012). This test is also used to determine whether the influence between variables is statistically significant.

### 4. Path Coefficient

The path coefficient indicates the direction and strength of the relationship between latent constructs. The coefficient value ranges from -1 to +1. If the value is positive (0 to +1), then the relationship between the variables is positive; conversely, if the value is negative (0 to -1), then the relationship between the variables is negative.

### 5. Path Coefficient

The model fit test is used to assess the level of agreement between the estimated model and the research data. One of the measures used in SmartPLS is the Normed Fit

Index (NFI). An NFI value closer to 1.00 indicates a better fit for the model with the research data.

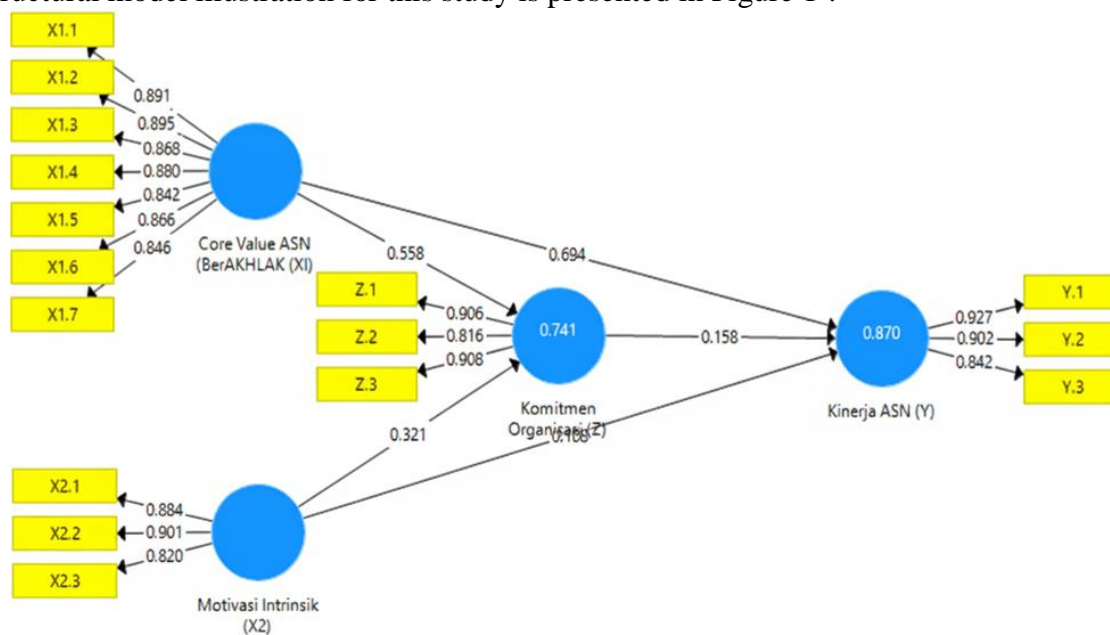
## Results and Discussion

### Analisis Outer Model

Measurement model testing (outer model) is used to determine the relationship between latent variables and observational variables. This testing consists of convergent validity, discriminant validity, and reliability.

### Analisis Outer Model

Convergent validity is used to assess the extent to which each indicator correlates with its underlying latent variable. The results of the convergent validity test can be observed in the outer loading table generated by the SmartPLS software. This table presents numerical values that indicate the degree of association between each indicator and the construct it measures. An indicator is considered reliable if it has a loading factor greater than 0.70, indicating that the indicator adequately represents the construct. The structural model illustration for this study is presented in Figure 1 :



**Figure 1. Figure 2. Outer Model.**

The SmartPLS output for the loading factors produces the following table.1 Outer Loadings.

In this study, the structural equation consists of two substructures:

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.558 + 0.321 + e1$$

For Substructure 2:

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.694 + 0.108 + 0.158 + e$$

**Table 1. Outer Loadings**

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

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.

### **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. Discriminant Validity

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

Source: Smart PLS 3.3.3

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.

### 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**

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

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.

### **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 (R<sup>2</sup>)****Table 4. R-Square Results**

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

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.

**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 T-Statistics 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 P-value 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 (X1) → 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

The following are the conclusions of the research that was conducted at the BKPSDM Office of Langsa City:

1. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on ASN Performance, with a p-value of  $0.000 < 0.05$ . This means that the stronger the implementation of BerAKHLAK values, the better the ASN's performance.
2. The Core Values of ASN (BerAKHLAK) have a positive and significant effect on Organizational Commitment, with a p-value of  $0.001 < 0.05$ . This indicates that the application of BerAKHLAK values enhances the sense of commitment among ASN toward their organization.
3. Organizational Commitment has a positive and significant effect on ASN Performance, with a p-value of  $0.034 < 0.05$ . This means that ASN who have a high level of commitment to their organization tend to demonstrate better performance.
4. Intrinsic Motivation has an insignificant effect on ASN Performance, with a p-value of  $0.228 > 0.05$ . This suggests that the internal drive of ASN is not yet strong enough to directly influence performance improvement.
5. Intrinsic Motivation has a positive and significant effect on Organizational Commitment, with a p-value of  $0.046 < 0.05$ . This indicates that motivation originating from within ASN can increase their commitment to the organization.
6. The Core Values of ASN (BerAKHLAK) have an insignificant indirect effect on ASN Performance through Organizational Commitment, with a p-value of  $0.074 > 0.05$ . This means that Organizational Commitment does not effectively mediate the relationship between BerAKHLAK values and ASN Performance.
7. Intrinsic Motivation has an insignificant indirect effect on ASN Performance through Organizational Commitment, with a p-value of  $0.121 > 0.05$ . This indicates that Organizational Commitment also does not serve as a mediator in the relationship between Intrinsic Motivation and ASN Performance.

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