

Employee Performance Improvement through Affective, Normative, and Continuance Commitment With Intrinsic Motivation Mediation

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Abstract

Performance of ROE (Regional Owned Enterprises) employees in Demak Regency can be seen from the decline in the performance of ROE itself, where the decline in performance is seen by changes in income and profit targets which tend to decrease from the initial target of 4 Regional Owned Enterprises, not all ROEs can distribute dividends to owners and the investment ratio in generating dividends is not maximized. The study was conducted by purposive sampling on 103 people who work in various ROE in Demak. The research method used is the Outer and Inner Model on Structural Equation Modeling Partial Least Square (SEM-PLS). The results showed that there was a positive influence of affective, normative, and continuance commitment on intrinsic motivation. Affective, normative, and continuance commitments also have a positive effect on performance. There is a positive influence of intrinsic motivation on performance. Intrinsic motivation positively mediates the relationship of the affective, normative, and ongoing commitment to performance. ROE parties are expected to continue to build commitment to both affective, normative, and sustainable employees and good management so that they can continue to improve performance which ultimately improves the performance of ROE.

Keywords: performance, affective commitment, continuance commitment, normative commitment, intrinsic motivation

1. Introduction

The role and profit contribution of Regional Owned Enterprises (ROE) in the receipt of Regional Original Revenue in Demak Regency in 2020 is 4.68%, while from local taxes is 34.7%. This is influenced by various factors, both internal and external. In addition to optimal Regional Original Income generated from ROE, there are still ROEs in Demak Regency which still have not contributed to Regional Original Income (Demak, 2021).

ROE will be healthy if it is managed by human resources with qualified performance. Performance (job performance) is the actual achievement of the employee compared to the expected performance of the employee. Expected work performance is a standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. In addition, it can also be seen the performance of the employee against other employees (Dessler, 2012).

Many factors affect a person's performance, one of which is commitment. Organizational commitment is a dimension of an employee's willingness to always work in an industry in the future. Organizational commitment has three dimensions, namely affective commitment, continuance commitment, and normative commitment (Meyer, Allen, & Smith, 1993). Several studies have shown that performance is directly influenced by affective, normative, and continuance commitment (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014; Maulana, Hamid, & Mayoan, 2015). The effect of affective, normative, and continuance commitment on employee performance has a positive contribution, so companies need to conduct socialization related to how affective commitment, normative, and sustainability can be improved to psychologically provide input that can improve performance (Umam, 2012). In addition, research by Hadiwijaya, (2013) and Farida, Iqbal, & Kurniasih, (2016) explains that organizational commitment from affective, normative, and sustainable has a positive effect on increasing intrinsic motivation.

Employees with affective commitment want to be employees in the company concerned, so they have a higher sense of desire to use optimal efforts to achieve company goals. Therefore, employees who have an affective commitment to the organization are very important because a high affective commitment will improve employee performance based on their love for the company and will affect the development of the company. Normative commitment describes a feeling of attachment to continue to be in the organization. Employees with high normative commitment will continue to be members of the organization because they feel they must be located within the organization. Employees who have a strong continuance commitment because they have to survive with the organization because of their need for the organization. Continuance commitment is related to an employee's awareness that they will experience a loss if they leave the organization (Meyer, Allen, & Smith, 1993). More clearly, employee commitment is significantly related to organizational performance (Andrew, 2017), and increased commitment is also positively related to increased employee performance (Nazir & Islam, 2017).

Motivation is broadly defined as the characteristics that make employees act (Gredler, Broussard, and Garrison, 2004). Motivation is a combination of needs, strengths, and

incentives, but the command system and financial incentives can reduce motivation (Luthans, 1992 Jacobsen et al, 2013). Motivation is the driving force that is always needed by individuals to work and work in the world of work (Farida, Iqbal, & Kurniasih, 2016). Extrinsic and intrinsic motivation has a positive significant and positive relationship with employee performance (Kalhor, Jhatial, & Khokhar, 2017; Diamantidis & Chatzoglou, 2018). Intrinsic motivation affects the supervisor's rated performance, affective and ongoing commitment, turnover intention, burnout, and work-family conflict (Kuuvas, 2006).

In addition to affective, normative, and continuance commitments, performance is also influenced indirectly through motivation, because a person's commitment to the organization will be able to encourage the desire to strengthen affective, normative, and continuance commitments that are applied in the organization (Hadiwijaya, 2013). Delaney and Huselid (1996) suggested that the company's performance be improved by improving the performance of human resources. Companies must strengthen employee motivation.

The research gap in this research is that there are differences in research results that state that employee commitment is significantly related to organizational performance (Andrew, 2017). This is in line with the research results of Nazir & Islam (2017). However, the results of this study differ from the results of research which states that through the mediation test, the results obtained that commitment has no mediation relationship within the reward system and performance (Alhajjar, Kassim, & Alnachef, 2019). This is also in line with the results of research which states that organizational commitment does not affect performance indirectly (Eliyana, Maarif, & Muzakki, 2019). In addition, research by Hadiwijaya, (2013) and Farida, Iqbal, & Kurniasih, (2016) explains if organizational commitment from affective,

Gap The phenomenon of ROE employee performance in Demak Regency can be seen from the decline in the performance of ROE Demak according to the following table:

Table 1. Dividend Data for Demak Regency ROE

No	ROE name	Year				
		2016	2017	2018	2019	2020
1.	PT. BPR BKK Demak (Perseroda)	1,815	2.263	2.118	2,515	3,130
2.	Perumda Air Minum	350	911	1.057	1,470	1,601
3.	PT. Demak Sarana Sehat (Perseroda)	70	397	415	376	489
4.	PT. LKM Demak Sejahtera	241	495	335	423	378
5.	PT. Demak Aneka Wirausaha (Perseroda)	0	0	0	0	0
	Amount	2.476	4.066	3.925	4.784	5.598

Source: ROE Demak Regency Report, 2020

Based on Table 1, the dividend from ROE distributed to the Regional Government of Demak Regency has increased, however, there is 1 (one) ROE that has not contributed dividends to the Regency Government. Demak, namely PT. Demak Aneka Wirausaha (Perseroda). There is no dividend distribution from PT. Demak Aneka Wirausaha (Perseroda) because this ROE has not been able to cover all losses, so the investment objective of the Demak Regency Government in PT. Demak Aneka Wira Usaha (Perseroda) was not achieved.

Table 2. Data on Return On Investment of ROE in Demak Regency

No	ROE name	Year				
		2016	2017	2018	2019	2020
1.	PT. BPR BKK Demak (Perseroda)	13.11	15.39	14.40	17,10	21.29
2.	Perumda Air Minum	2.16	4.10	3.74	4.29	3.65
3.	PT. Demak Sarana Sehat (Perseroda)	0.65	5.30	5.54	3.96	3.62
4.	PT. LKM Demak Sejahtera	4.03	3.92	2.29	2.10	1.50
5.	PT. Demak Aneka Wirausaha (Perseroda)	0	0	0	0	0

Source: ROE Demak Regency Report (Demak B. , 2020)

Based on Table 2, it is known that if the ratio of Return On Investment of ROE in the last 5 years has decreased, the additional capital is paid up by the Regency Government. Demak has not been matched by the number of dividends generated by the ROE of Demak Regency. This is due to the lack of maximum performance of human resources managing ROE in Demak Regency.

2. Literature Review and Hypotheses Development

Performance and Human Resources

Performance is a strategic concept to establish a cooperative relationship between management and employees to achieve good performance, the most dominant element is human resources, even though the planning has been well and neatly arranged but if the people or person who carry it out are not qualified by not having high morale, the plans that have been prepared will be in vain (Mangkunegara, 2007).

According to Hasibuan (2007), performance is the result of real work and quality and quantity standards produced by each employee. The definition of work performance or performance is defined by Maier (in As'ad, 2001) as a person's success in carrying out a job. More firmly, Lawler and Potter stated that performance is a "successful role achievement" obtained from his actions (As'ad, 2001). From these limitations, As'ad concluded that performance is the result achieved by a person according to the applicable work in question. Increased individual performance (individual performance) will most likely also improve company performance (corporate performance) because the two have a close relationship.

Organizational Commitment

The condition in which an person sided within organization and its want and dream to maintain membership in the organization is a definition of organization commitment (Robbins and Judge, 2007). Commitment is also a sense of identification (belief in organizational values), involvement (willingness to try their best for the benefit of the organization), and loyalty (the desire to remain a member of the organization concerned) expressed by an employee towards his organization. Steers argues that organizational commitment is a condition in which employees are very interested in the goals, values, and goals of the organization. The commitment indicator consists of three aspects, namely affective commitment, continuance commitment, and normative commitment (Meyer, Allen,

& Smith, 1993).

According to Allen and Meyer, affective commitment is an employee's emotional attachment, identification with, and involvement in the organization. Organizational members who are effectively committed to the organization continue to work for the organization because they want to be closely associated with the same organization. Members who are committed at the affective level stay with the organization because they see their working relationship as compatible with the goals and values of the organization. Meyer and Allen's model of organizational commitment shows that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, goal difficulty, acceptance by management, cohesion, equity, self-interest, feedback, participation, and dependability (Meyer, Allen, & Smith, 1993).

Employees with affective commitment want to be employees in the company concerned, so they have a higher sense of desire to use optimal efforts to achieve company goals. Therefore, employees who have an affective commitment to the organization are very important because high affective commitment will improve employee performance based on their love for the company and will affect the development of the company (Meyer, Allen, & Smith, 1993). Affective commitment also occurs when employees feel happy to be in the company, believe and feel comfortable with the organization and the goals of the organization, and want to do something for the benefit of the organization (George and Jonse, 2007). In addition, research by Hadiwijaya, (2013) and Farida, Iqbal, & Kurniasih, (2016) explains that affective organizational commitment has a positive effect on increasing intrinsic motivation and increasing employees (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 and Maulana, Hamid, & Mayoan, 2015).

Normative commitment is an employee's feeling about the obligations that must be given to the organization. The normative component develops as a result of socialization experiences, depending on the extent to which employees feel a sense of obligation. Normative commitment describes a feeling of attachment to continue to be in the organization (Meyer, Allen, & Smith, 1993).

Employees with high normative commitment will continue to be members of the organization because they feel they must be in the organization. Continuance commitment from a good employee arises because it needs to survive in an organizational form because of their need for the organization. Continuance commitment is related to an employee's awareness that they will experience a loss if they leave the organization (Meyer, Allen, & Smith, 1993).

The sustainable component means the component that is based on the employee's perception of the losses he will face if he leaves the organization. Employees with an organizational basis are caused because these employees need the organization (Robbins & Judge, 2007). Continuance commitment is related to an employee's awareness that they will experience a loss if they leave the organization. Continuance commitment determines the need to stay in the organization because employees can face costs associated with the organization if they leave the organization. Because they do not have other job alternatives and do not want to change jobs, employees prefer to remain in the organization (Meyer, Allen, & Smith, 1993).

In addition, research by Hadiwijaya, (2013) and Farida, Iqbal, & Kurniasih, (2016) explains that sustainable organizational commitment has a positive effect on increasing intrinsic motivation and improving employee performance (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 and Maulana, Hamid, & Mayoan, 2015) Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 and Maulana, Hamid, & Mayoan, 2015) Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 and Maulana, Hamid, & Mayoan, 2015)

Intrinsic Motivation

Motivation in general is something that encourages someone to act or behave in a certain way. Motivation makes a person initiate, carry out and maintain certain activities. According to (Robbins & Judge, 2007), the definition of motivation is a factor that encourages a person to do a certain act or activity, therefore motivation is often defined as a factor driving a person's behavior. Thornburgh (Ena & Djami, 2020) there are two sources of motivation, namely (1) intrinsic motivation, and (2) extrinsic motivation. Intrinsic Motivation Thornburgh in Prayitno, (1989:10) argues that intrinsic motivation is the desire to act caused by driving factors from within (internal) individuals. Meanwhile, according to Gunarsa (Ena & Djami, 2020) intrinsic motivation is a strong drive or will that comes from within a person. The stronger the intrinsic motivation that a person has, the more likely he is to show strong behavior to achieve goals.

Hypothesis Development

Previous research from Hadiwijaya, (2013) and Farida, Iqbal, & Kurniasih, (2016) explained that normative organizational commitment has a positive effect on increasing intrinsic motivation and increasing employees (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 and Maulana, Hamid, & Mayoan, 2015). Based on the theory that has been described, the following hypotheses are formulated:

H1: There is a Positive Effect of Affective Commitment on Employees' Intrinsic Motivation

H2: There is a Positive Effect of Normative Commitment on Employees' Intrinsic Motivation

H3: There is a Positive Effect of Continuance commitment on Employees' Intrinsic Motivation

Organizational commitment is a dimension of an employee's willingness to always work in an industry in the future. Organizational commitment has three dimensions, namely affective commitment, continuance commitment, and normative commitment (Meyer, Allen, & Smith, 1993). Several studies show that performance is directly influenced by affective, normative, and continuance commitment (Pathan, Natsir, & Adda, 2016) and (Parinding, 2015). The influence of affective, normative, and continuance commitments on employee performance has a positive contribution, so companies need to socialize regarding how affective, normative and continuance commitments can be improved so that psychologically they provide input that can improve performance (Umam, 2012). Under the description, it is

hypothesized:

H4: There is a Positive Effect of Affective Commitment on Employee Performance

H5: There is a Positive Effect of Normative Commitment on Employee Performance

H6: There is a Positive Effect of Continuance commitment on Employee Performance

Deci and Ryan (1985) provided a Cognitive Evaluation Theory (CET) which explains the key factors i.e. intrinsic motivation, social events and structures including rewards and optimistic responses contribute greatly to emotional prowess during any action and develop intrinsic motivation for a particular action because they create feelings of satisfaction related to basic psychosomatic needs. Commitment alone can have a positive effect on increasing individual motivation. Motivation is the driving force that is always needed by individuals to work and work in the world of work (Farida, Iqbal, & Kurniasih, 2016). Direct motivation also has a positive influence on performance, especially motivation that comes from oneself or intrinsic motivation (Emiyanti, Rochaida, & Tricahyadinata, 2017).

H7: There is a relationship between Intrinsic Motivation of Employees on Employee Performance

3. Research Method

Research Type

This research is quantitative research with an explanation (Explanatory research), namely research that highlights the influence between the determining variables and tests the proposed hypothesis, where the description contains a description but focuses on the relationship of variables (Singarimbun & Effendi, 2008).

Population and Sample

The population is a collection of individuals with predetermined qualities and characteristics. The population in this study were employees of the Regional Public Drinking Water Company, PT. BPR BKK Demak (Perseroda) , PT. Demak Healthy Facilities (Perseroda), PT. Demak Various Entrepreneurs (Perseroda), PT. Demak Sejahtera Microfinance Institution with a total population of 450.

This study uses the Maximum Likelihood (ML) estimation model for sample sizes 100 – 200 (Ghozali, 2009) and the opinion (Hair et al, 2010) which says that the number of samples is an indicator multiplied by 5 to 10. Therefore, the number of samples in the study amounted to $20 \times 5 = 100$ respondents. The sampling method is "Purposive Sampling" which means that the sample is taken by considering the characteristics of the population, namely the position/position in the company and the representation of the total population represented.

The study of this research data collection method was by distributing questionnaires, namely direct data collection which was carried out by submitting a list of questions/statements to the respondents (Sugiyono, 2014). The questionnaire was submitted directly to the leader in an envelope and returned in a closed envelope to maintain confidentiality or can be done online via the google docs application to make it easier because there are still restrictions on the

pandemic.

Data Analysis Technique

Data analysis techniques that will be used in this study are descriptive analysis and statistical. According to Sugiyono (Sugiyono, 2014), descriptive analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations to describe the characteristics of certain individuals, situations or groups. This research is relatively simple which does not require a complex theoretical basis or the submission of certain hypotheses and in this study, descriptive analysis is used to describe the respondent's data.

Statistical analysis is an analysis of data obtained from a list of statements that have been processed in the form of numbers and discussed through statistical calculations. The analysis model used is a structural equation or Structural Equation Modeling (SEM) using SmartPLS software version 3.2 which is run on computer media. PLS (Partial Least Square) is a variant-based SEM structural equation analysis that can simultaneously measure and test structural models. The measurement model is used to test the validity and reliability, while the structural model test is used to test causality (testing hypotheses with predictive models). SmartPLS uses a bootstrapping technique or a random mortgage that doesn't take into account the normality of the results. The data analysis technique used in this study uses Structural Equation Modeling (SEM) with Smart PLS 3.2 (Partial Least Square). In PLS Path Modeling there are 2 models, namely outer model and the inner model.

The outer Model consists of validity, reliability, AVE and model fit. The validity test is divided into two types, namely the convergent validity test and the discriminant validity test. The Convergent Validity Test of the outer model measurement can be seen from the correlation between the indicator scores and other variable scores other than that the indicator is considered valid if the AVE is above 0.5 or shows that all outer loading dimensions of the variable have a value of more than > 0.5 so it can be concluded that the measurement has convergent validity criteria (Chin, 2010). The next validity test is the discriminant validity test.

The reliability test uses the composite reliability value and Cronbach's alpha to function as a consistency test for the feasibility of the data and instruments. To say that an item is a reliable statement, then the Cronbach's alpha value must be > 0.6 and the Composite Reliability (cr) value must be > 0.7 compared to Cronbach's alpha. This measure does not assume the size of tau equivalence between measurements assuming all indicators are weighted the same so that Cronbach's alpha tends to lower bond estimate Reliability, while composite reliability is a closer approximation with the assumption that parameter estimates are accurate.

Model Fit Test uses R². The structural model was evaluated by looking at the percentage of variance explained by the R² value for the dependent variable using the Stone-Geisser Q-square test (Geisser, 1975) and also looking at the magnitude of the structural path coefficient. The value of R Square is the coefficient of determination on the endogenous construct. According to Ghazali (2009) the value of R square is 0.670 (strong), 0.330 (moderate) and 0.190 (weak).

The inner model was arranged by path coefficients and indirect effect. Hypothesis testing with path coefficients was conducted to determine the effect of affective commitment (X1), normative commitment (X2), and continuous commitment (X3) on performance (Y) with the mediation of motivation (Z).

The indirect effect test is used to determine the mediating effect between exogenous to endogenous variables or between independent variables and dependent variables with the provision of the decision model using statistics on the assumption of an error rate of = 0.05. If the mediation value is greater than the direct value, it indicates a strengthening mediation (Sugiyono, 2014).

4. Measurement

The measurement indicators of this research are:

Table 3. Research Variable Indicators

No	Variable	Indicator	Source
1	Performance	1. Work Quality 2. Productivity 3. Reliable 4. Independence and honesty	(Dessler, 2015)
2	Affective commitment	1. Love the organization 2. Like the organization 3. Strive optimally to advance the organization	(Meyer, Allen, & Smith, 1993)
3	Normative Commitment	1. Feeling obliged to be in the organization 2. Responsibility to the organization 3. Feeling attached to the vision of the organization	(Meyer, Allen, & Smith, 1993)
4.	Continuous Commitment	1. Involves sacrifice when leaving the organization 2. There is no alternative when leaving the organization. 3. Feel a loss if you are not in the organization	(Meyer, Allen, & Smith, 1993)
5	Intrinsic motivation	1. Appreciation for individual work 2. Recognition of achievements achieved by employees 3. Full responsibility for work	Schuller (Hasibuan, 2007)

5. Results

Description of Respondent Demographics

Based on the results of the questionnaire distribution, it can be seen that most of the respondents were male as many as 72 people (69.9%), while the rest were women as many as 31 people (30.1%). This shows that more men work in BUMN in the Demak area. The age range of the respondents is 30-68 years. Most of the respondents are aged 41-51 years, which are 44 respondents, at least the adults aged 52-68 years are 23

respondents. Therefore, it can be concluded that most of the respondents (42.7%) are from the middle age group. Most of the employees are ROE Structural Officials other than those listed as much as 52.4%. The least supervisory Board/Commissioner and SPI/SKAI 2.9% each. Most of the respondents are 94.2% undergraduate education. At least are Diploma and Postgraduate graduates (2.9%). Most of the employees have worked in ROE Demak for more than 10 years, amounting to 71 respondents, at least the group of 6-10 years working period is 9 respondents, so it can be concluded that most of the employees come from old and experienced people.

Quantitative Analysis and Hypothesis Testing

Outer Model

The outer model tests the instrument and the suitability of the model through validity, reliability, AVE, and Fit model tests with the following model images:

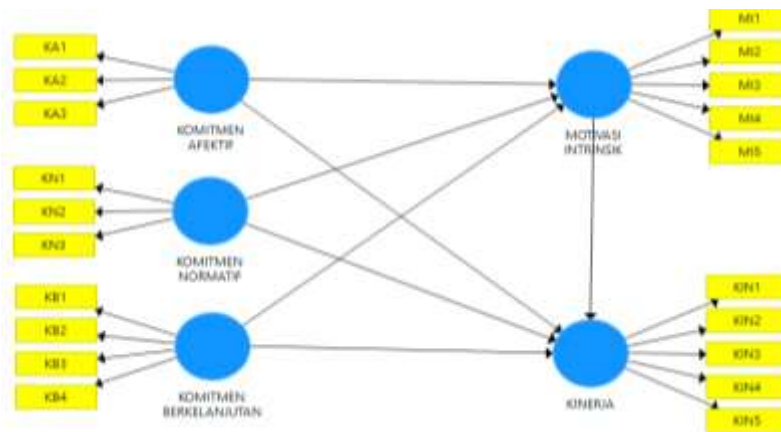


Figure 1. Research Model

The results of the calculation of the convergent and discriminant validity tests of this study are presented in the following table:

Table 4. Outer Loading Validity Test Results

	KINERJA (Performance)	KOMITMEN AFEKTIF (Affective commitment)	KOMITMEN BERKELANJUTAN (Continuance commitment)	KOMITMEN NORMATIF (Normative commitment)	MOTIVASI INTRINSIK (Intrinsic motivation)
KA1	0.707	0.785	0.697	0.509	0.504
KA2	0.483	0.826	0.448	0.279	0.690
KA3	0.571	0.861	0.547	0.418	0.642
KB1	0.494	0.498	0.734	0.333	0.465
KB2	0.101	0.150	0.756	0.233	0.103
KB3	0.385	0.378	0.788	0.430	0.424
KB4	0.679	0.576	0.818	0.658	0.479
KIN1	0.795	0.350	0.338	0.379	0.376
KIN2	0.759	0.378	0.465	0.341	0.303

	KINERJA (Performance)	KOMITMEN AFEKTIF (Affective commitment)	KOMITMEN BERKELANJUTAN (Continuance commitment)	KOMITMEN NORMATIF (Normative commitment)	MOTIVASI INTRINSIK (Intrinsic motivation)
KIN3	0.742	0.493	0.518	0.257	0.366
KIN4	0.789	0.241	0.425	0.199	0.347
KIN5	0.847	0.742	0.641	0.487	0.521
KN1	0.289	0.327	0.506	0.708	0.415
KN2	0.494	0.458	0.585	0.887	0.528
KN3	0.346	0.299	0.451	0.740	0.344
MI1	0.345	0.623	0.429	0.290	0.767
MI2	0.333	0.129	0.116	0.110	0.718
MI3	0.451	0.571	0.419	0.425	0.704
MI4	0.420	0.288	0.491	0.578	0.723
MI5	0.313	0.578	0.443	0.343	0.746

Source: Primary data processed, 2022

Based on the results of the validity test above using outer loading, it shows that the criteria requirements for the loading value of the indicator with the relevant variable are greater than other variables, which means that discriminant validity is met. The loading value is above 0.7, which means that convergent validity is also met. Another measurement of convergent validity is to look at the value of Average Variance Extracted (AVE) the criteria that must be met, namely > 0.5 AVE results can be seen in the table below:

Table 5. Test of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Performance	0.541
Affective Commitment	0.680
Continuance Commitment	0.595
Normative Commitment	0.566
Intrinsic Motivation	0.597

Source : Primary data source processed, 2022

Based on the table above, the Average Variance Extracted value in the outer model has an AVE value > 0.5 , so that the convergent validity through the AVE test is met.

The reliability test uses composite reliability and Cronbach's alpha values to function as a consistency test for the feasibility of data and instruments. The following are the results of the reliability test where the initial reliability is carried out by testing the indicators:

Table 6. Reliability Test Results

<i>Construct Reliability</i>	<i>Cronbach Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Performance	0.663	0.789	0.541
Affective Commitment	0.763	0.864	0.680
Continuance commitment	0.645	0.785	0.595
Normative Commitment	0.608	0.793	0.566
Intrinsic Motivation	0.699	0.756	0.597

Source: Primary data processed, 2022

Based on the results of the reliability test above, the research instrument used in this study has been declared reliable or feasible, because Cronbach's alpha > 0.6 and Composite Reliability (cr) value > 0.7. R-square (Coefficient of Determination) is the overall effect size for the structural model as in the following regression:

Table 7. R- Square Adjusted

Variable	R Square	R Square Adjusted
Performance	0.626	0.610
Intrinsic Motivation	0.613	0.601

Source: Primary Data Processed, 2022

The results of the adjusted R-square test on the intrinsic motivation variable yield a value of 0.601, which means that the variables of affective commitment, normative commitment and sustainability can explain the intrinsic motivation variable by 60.1% while the remaining 39.9% is explained by other variables outside the model. The value of 0.601 is in a strong category, this explains that the ability of the affective, normative, and continuance commitment variables in explaining the intrinsic motivation variable is categorized as moderate (moderate) effect and the model is quite fit. The results of the R-square test on the performance variable yield a value of 0.610, which means that affective, normative, and continuance commitment and intrinsic motivation can explain the performance variable by 61% while the remaining 39% is explained by other variables outside the model. Value 0, 610 falls into the category of strong effects. This explains that the ability of affective, normative, and continuance commitment variables as well as intrinsic motivation in explaining performance variables are categorized as moderate (moderate) effect and the model is quite fit.

Inner Model

The results of direct hypothesis testing through estimate or path coefficients can be seen in the table:

Table 8. Path coefficients

Connection	Original Sample	Sample Mean (M)	Standard Dev (STDEV)	T Statistics (O/STDEV)	P Values
Affective Commitment -> Performance	0.396	0.456	0.156	2,544	0.011
Affective Commitment -> Intrinsic Motivation	0.573	0.533	0.164	3,489	0.001
Continuance commitment -> Performance	0.471	0.410	0.201	2,336	0.020
Continuance commitment -> Intrinsic Motivation	0.066	0.102	0.167	0.394	0.694
Normative Commitment -> Performance	0.001	-0.006	0.112	0.009	0.993
Normative Commitment -> Intrinsic Motivation	0.253	0.264	0.102	2,470	0.014
Intrinsic Motivation -> Performance	-0.008	0.004	0.199	0.039	0.969

Source: Primary data processed, 2022

Based on the table above, an explanation of the results of data processing by direct testing between variables with a t table of 1,984 for 100 or 103 respondents, as follows:

The effect of affective commitment on intrinsic motivation from the results of statistical tests carried out obtained significant positive t-statistic values of $3.489 > 1.984$ (t table) and a significance value of $0.001 < 0.050$, so it can be concluded that hypothesis 1 which states that there is a positive effect of affective commitment on motivation intrinsically accepted significantly.

The effect of normative commitment and on intrinsic motivation from the results of statistical tests carried out obtained a positive t-statistic value of $2.470 > 1.984$ (t table) and a significance value of $0.014 < 0.050$, so it can be concluded that hypothesis 2 which states there is a positive influence of normative commitment on intrinsic motivation is accepted significantly. The effect of continuous commitment on intrinsic motivation from the results of statistical tests carried out obtained a positive t-statistic value of $0.394 < 1.984$ (t table) and a significance value of $0.694 > 0.050$, so it can be concluded that hypothesis 3 which states that there is a positive effect of continuous commitment on intrinsic motivation accepted, although not significant. The effect of affective commitment on performance from the results of statistical tests carried out to get a significant positive t-statistic value of $2.544 > 1.984$ (t table) and a significance value of $0.011 < 0.050$, so it can be concluded that hypothesis 4 which states there is a positive influence of affective commitment on performance is accepted significantly. The effect of normative commitment on performance from the results of statistical tests carried out obtained a positive t-statistic value of $0.009 < 1.984$ (t table) and a significance value of $0.093 > 0.050$, so it can be concluded that hypothesis 5 which shows a positive influence of normative commitment on performance is accepted, although not significant". The effect of continuous commitment on performance from the results of statistical tests conducted to obtain a positive t-statistic value of $3.336 > 1.984$ (t table) and a significance value of $0.020 < 0.050$, so it is concluded that hypothesis 6 which states that there is a positive effect of continuous commitment on performance is accepted significantly. The effect of intrinsic motivation on performance from the results of statistical tests carried out obtained a positive t-statistic value of $0.039 < 1.984$ (t table) and a significance value of

0.969 > 0.050, so it can be concluded that hypothesis 7 which states there is a positive influence of intrinsic motivation on performance is accepted, although not significant. so it can be concluded that hypothesis 6 which states that there is a positive effect of continuous commitment on performance is accepted significantly. The effect of intrinsic motivation on performance from the results of statistical tests carried out obtained a positive t-statistic value of $0.039 < 1.984$ (t table) and a significance value of $0.969 > 0.050$, so it can be concluded that hypothesis 7 which states there is a positive influence of intrinsic motivation on performance is accepted, although not significant. so it can be concluded that hypothesis 6 which states that there is a positive effect of continuous commitment on performance is accepted significantly. The effect of intrinsic motivation on performance from the results of statistical tests carried out obtained a positive t-statistic value of $0.039 < 1.984$ (t table) and a significance value of $0.969 > 0.050$, so it can be concluded that hypothesis 7 which states there is a positive influence of intrinsic motivation on performance is accepted, although not significant.

The next hypothesis testing is through the indirect effect as follows:

Table 9. Indirect Effect

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Affective Commitment -> Intrinsic Motivation -> Performance	-0.004	0.126	0.035	0.972
Normative Commitment -> Intrinsic Motivation -> Performance	-0.002	0.055	0.036	0.971
Continuance commitment -> Intrinsic Motivation -> Performance	-0.001	0.032	0.016	0.987

Source: Primary data processed, 2022

Based on the results of the indirect effect in the table, it is explained that the effect of affective commitment on performance mediated by intrinsic motivation results in a t-statistic value of $0.035 < 1.984$ and a significance value of $0.972 > 0.050$, which means that it has a positive and insignificant effect. Meanwhile, the direct effect of affective commitment on performance is 2,544 which is greater than the indirect effect or the mediation effect is lower. These results conclude that intrinsic motivation positively mediates the relationship between affective commitment to performance and weakens mediation. The effect of normative commitment on performance mediated by intrinsic motivation results in a t-statistic value of $0.036 < 1.984$ and a significance value of $0.971 > 0.050$, which means positive and insignificant. Meanwhile, the direct effect of normative commitment on performance is 0.009, which is smaller than the indirect effect or higher mediation effect. These results conclude that intrinsic motivation can positively mediate the relationship of normative commitment to performance with reinforcing mediation. The effect of continuous commitment on performance mediated by intrinsic motivation results in a t-statistic value of $0.016 < 1.984$ and a significance value of $0.987 > 0.050$, which means that it has a positive and insignificant effect. Meanwhile, the direct effect of continuous commitment on performance is 2,336,

which is greater than the indirect effect or the effect of mediation is lower.

6. Discussion

The effect of affective commitment on intrinsic motivation from the results of statistical tests carried out showed a significant positive t-statistic value of $3.489 > 1.984$ (t table) and a significance value of $0.001 < 0.050$. From this it can be concluded that hypothesis 1 which states "there is a positive effect of affective commitment on intrinsic motivation" is accepted significantly. This is under the results of research by Hadiwijaya (2013) and Farida, Iqbal, & Kurniasih, (2016) which explain that affective commitment has a positive effect on increasing intrinsic motivation. Employees with affective commitment want to be employees in the company concerned, so they have a higher sense of desire to use optimal efforts to achieve company goals.

The effect of normative commitment and on intrinsic motivation from the results of statistical tests carried out obtained a positive t-statistic value of $2.470 > 1.984$ (t table) and a significance value of $0.014 < 0.050$. From this, it can be concluded that hypothesis 2 which states that there is a positive influence of normative commitment on intrinsic motivation is accepted significantly. This is under the results of research by Hadiwijaya (2013) and Farida, Iqbal, & Kurniasih, (2016) which explain that normative commitment has a positive effect on increasing intrinsic motivation.

The effect of continuous commitment on intrinsic motivation from the results of statistical tests carried out obtained a positive t-statistic value of $0.394 < 1.984$ (t table) and a significance value of $0.694 > 0.050$, so it can be concluded that hypothesis 3 which states that there is a positive effect of continuous commitment on intrinsic motivation accepted, although not significant. This is under the results of research by Hadiwijaya (2013) and Farida, Iqbal, & Kurniasih, (2016) which explain that continuous commitment has a positive effect on increasing intrinsic motivation.

The effect of affective commitment on performance from the results of statistical tests carried out showed a significant positive t-statistic value of $2.544 > 1.984$ (t table) and a significance value of $0.011 < 0.050$. From this, it can be concluded that hypothesis 4 which states that there is a positive influence of affective commitment on performance is accepted significantly. These results are consistent with research that shows that performance is directly affected by affective commitment (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 Maulana, Hamid, & Mayoan, 2015). The better a person's affective commitment to the organization, the better the performance given to the organization.

The effect of normative commitment and performance on the results of statistical tests carried out obtained a positive t-statistic value of $0.009 < 1.984$ (t table) and a significance value of $0.093 > 0.050$. From this, it can be concluded that hypothesis 5 which states "there is a positive influence of normative commitment on performance" is accepted, although not significant. These results are consistent with research that shows that performance is directly influenced by normative commitment (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 Maulana, Hamid, & Mayoan, 2015). An

increase in commitment is also positively related to an increase in employee performance (Nazir & Islam, 2017). The better a person's normative commitment to the organization, the better the performance provided.

The effect of continuous commitment on performance from the results of statistical tests conducted to obtain a positive t-statistic value of $3.336 > 1.984$ (t table) and a significance value of $0.020 < 0.050$, so it can be concluded that hypothesis 6 which states "there is a positive effect of continuous commitment on performance is accepted." significantly. These results are consistent with research that shows that performance is directly affected by continuance commitment (Pathan, Natsir, & Adda, 2016; Parinding, 2015; Nurbiyati & Wibisono, 2014; Linawati, 2014 Maulana, Hamid, & Mayoan, 2015). Increased commitment is positively related to increased employee performance (Nazir & Islam, 2017). The better a person's ongoing commitment to the organization, the better the performance will be.

The effect of intrinsic motivation on performance from the results of statistical tests carried out obtained a positive t-statistic value of $0.039 < 1.984$ (t table) and a significance value of $0.969 > 0.050$, so it can be concluded that hypothesis 7 which states "there is a positive influence of intrinsic motivation on performance" accepted, although not significant. These results are in accordance with research that explains that motivation directly has a positive influence on performance, especially motivation that comes from oneself or intrinsic motivation (Emiyanti, Rochaida, & Tricahyadinata, 2017).

7. Conclusion

This study concludes that there is a positive effect of affective commitment on intrinsic motivation. If the affective commitment of employees can be increased, the intrinsic motivation of employees will also increase. There is a significant positive effect of normative commitment on intrinsic motivation. If the employee's normative commitment can be increased, the employee's intrinsic motivation will also increase. There is a positive effect of continual commitment on intrinsic motivation, although it is not significant. If the employee's ongoing commitment can be increased, the employee's intrinsic motivation will also increase. There is a positive effect of affective commitment on performance. If the affective commitment of ROE employees in Demak can be increased, the employee's performance will also increase. There is a positive influence of normative commitment on performance. If the normative commitment of ROE employees in Demak can be increased, the employee's performance will also increase. There is a significant positive effect of continuous commitment on performance. If the continuous commitment of ROE employees in Demak can be increased, the employee's performance will also increase. There is a positive influence of intrinsic motivation on performance. If the intrinsic motivation of ROE employees in Demak can be increased, the employee's performance will also increase. Intrinsic motivation positively mediates the relationship of affective commitment to performance with mediating weakening,

Intrinsic motivation can also positively mediate the relationship of normative commitment to the performance by strengthening mediation, which means that if employee's normative commitment increases by increasing employee's intrinsic motivation, then performance will

also increase and strengthen.

Intrinsic motivation can also positively mediate the relationship between continuance or affective commitment to performance with weakening mediation, which means that if continuance or affective commitment increases by increasing employee intrinsic motivation, then performance will also increase, although not better than the increase in performance that is directly influenced by continuance or affective commitment.

In accordance with the findings of this study, the ROE condition in Demak also explains that strong feelings and responsibilities in the ROE organization strengthen employees more in improving their performance than considering employees leaving the organization or their love for the organization.

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