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THE ROLE OF INTRINSIC MOTIVATION AS A MEDIATOR BETWEEN RESPONSIBLE LEADERSHIP, WORKLOAD, AND ORGANIZATIONAL CULTURE ON SUSTAINABLE EMPLOYEE PERFORMANCE

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ABSTRACT
This study examines the effects of responsible leadership, organizational culture, and workload on employee performance, with intrinsic motivation serving as a mediating variable. The research was conducted at PT Yodya Karya (Persero), a state-owned enterprise operating in the construction consulting sector, using a census (saturated) sampling method that produced 250 valid responses. Employing a quantitative, cross-sectional design, data were collected through validated questionnaires and analyzed with Partial Least Squares–Structural Equation Modeling (PLS-SEM). The findings indicate that responsible leadership, organizational culture, and workload have positive and significant effects on intrinsic motivation, while these variables—together with intrinsic motivation—positively and significantly influence employee performance. Furthermore, intrinsic motivation significantly mediates the relationships between responsible leadership, organizational culture, and workload, and employee performance. These results provide empirical evidence that strengthening responsible leadership practices, fostering a supportive organizational culture, and maintaining proportional workload are critical strategies for sustaining intrinsic motivation and enhancing employee performance in state-owned construction consulting enterprises.

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1. INTRODUCTION

Corporate sustainability is a primary goal for maintaining existence and increasing competitiveness in an era of increasingly fierce global competition. The principle of sustainability in business requires that company performance be measured, disclosed, and accounted for using three dimensions: economic, social, and environmental (Gunawan et al., 2022). In Indonesia, organizational sustainability also plays a crucial role in achieving the Sustainable Development Goals (SDGs), particularly in supporting inclusive economic growth, decent work, and innovative industrial development. To achieve this, companies require high-quality human resources. Competent and skilled human resources enable companies to adapt, innovate, and maintain optimal performance. According to (Azmi et al., 2022), companies can ensure sustainability by focusing on developing quality human resources.

The Indonesian economy is projected to grow by 5.05 percent in 2023, lower than the 5.31 percent achieved in 2022. This will then decline slightly in 2024 to 5.03 percent. According to Prasad et al. (2021), employee performance is a key factor for an organization's survival. Individual performance plays a crucial

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role in achieving higher levels of organizational performance. High individual performance in carrying out their duties results in feelings of satisfaction, self-efficacy, and mastery. Employee flexibility and innovation, along with organizational policies and leadership support, are crucial for an organization's survival during any crisis (Chaudhuri et al., 2023). In this context, employee performance is a crucial factor influencing a company's success in navigating complex business dynamics. Companies that are able to maintain employee productivity, adapt flexible work models, and improve workforce skills tend to demonstrate greater resilience in the face of economic turmoil.

In accordance with Circular Letter No. SE-7/MBU/07/2020 from the Ministry of State-Owned Enterprises (SOEs), the role of SOEs as engines of economic growth, accelerators of social welfare, job creation, and talent acquisition requires a transformation of SOE human resources. One way is through the establishment of Core Values for SOE Human Resources as a corporate identity and a unifying work culture that supports sustainable performance improvement. Carrying out its core business as a consulting services company requires skilled workers in their respective fields.

Revenue realization in 2022 continued to show sluggish growth due to the impact of the pandemic, which shifted the government's focus on infrastructure development to other areas such as economics and health. Consequently, the government reduced the budget allocation for infrastructure, where the company's largest portion (around 80%) is allocated to the market, with the state budget allocated to the state budget (APBN). The company's revenue target was not achieved, with only 72% of the RKAP target achieved. The company strives to maintain positive performance in 2023, revenues are moving up from the previous year by increasing by more than 10% or reaching 86% of the RKAP target, then the realization of 2024, the company realistically lowered the revenue target figure, but again showed production gains that were less than the target of IDR 337 billion or 82% of the RKAP. State-Owned Enterprises (BUMN), in essence, are a form of business entity whose ownership is in the hands of the state, but in carrying out its business activities, BUMNs remain subject to the corridors of company law as applicable to private companies in general (Bandung Bondowoso, 2025).

The average performance assessment of permanent employee from 2021 to 2024 shows a dynamic trend in the company's employee performance, although overall performance targets have not yet been achieved. In 2021, the performance assessment of permanent employees stood at 82.89, indicating relatively good performance at the beginning of the observation period. However, entering 2022, performance declined, dropping to 76.16. This decline indicates, among other things, a close relationship between employee performance and company performance, including challenges or changes in the work environment that impact employee productivity. Then, an increase occurred in 2023, with the employee performance score reaching 85.86. This increase continued in 2024, indicating a significant improvement in employee performance scores, which could be due to the implementation of new policies, increased motivation, or perhaps a response to challenges faced in the previous year. Effective improvement efforts to enhance employee performance.

Based on the company's condition over the past 3 (three) years, problems related to employee performance have been identified, as indicated by fluctuations in the performance scores of permanent employees during the 2021-2024 period, where there was a significant decline from 82.89 in 2021 to 76.16 in 2022, which is in line with the decline in company revenue which only reached 72% of the 2022 RKAP target. Although there was an increase in employee performance to 85.86 in 2023, then decreased again in 2024 which only reached 82%, this has not been able to encourage the achievement of the company's revenue target which is still below the RKAP, indicating a gap between the increase in individual employee performance and the company's ability to achieve revenue targets, which indicates the possibility of other factors affecting the effectiveness of employee performance in contributing to the achievement of company targets.

2. LITERATURE REVIEW

Organizational Behavior is defined as the understanding, prediction, and management of human behavior within organizations, closely related to other disciplines such as Organization Theory (OT), Organizational Development (OD), and Human Resource Management (HRM) (Luthans,

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2011). Within this framework, Self-Determination Theory (SDT) provides a strong theoretical foundation by highlighting three basic psychological needs—autonomy, competence, and relatedness—that drive employee intrinsic motivation, thus mediating the relationship between leadership practices such as responsible leadership and organizational performance (Deci, Olafsen, & Ryan, 2017; Ryan, 2025).

Facing significant challenges in the modern era, management is required to adapt to changes in the work environment, globalization, diversity, and increasingly complex ethical issues. In line with the UN's 2030 Agenda for Sustainable Development, a new sustainability paradigm has been introduced, challenging companies. Companies must address the complex Sustainable Development Goals (SDGs) system, which is divided into 17 key objectives, 169 targets, and 244 indicators (Calabrese et al., 2021).

Employee performance management is a key element in human resource management. Employee performance is dynamic and can significantly impact an organization's overall performance and sustainability (Alefari et al., 2020). Performance comes from the words "job performance" or "actual performance," which refer to the actual work performance or accomplishments achieved by an individual. Employee performance plays a crucial role in achieving organizational goals, and managing employee performance can improve productivity, efficiency, and the quality of work produced (Agus Triansyah et al., 2023b).

According to Javed et al., 2024, responsible leadership is a relationship based on values and moral standards driven by leaders and stakeholders united by shared meaning and purpose, where they leverage each other's passion and dedication to achieve long-term value creation and societal transformation. Meanwhile, according to Chen et al. (2023), responsible leadership is defined as a pluralistic relationship between leaders and stakeholders, emphasizing a balance of economic, social, and environmental benefits, as well as the exchange of values to meet sustainable needs.

Leadership is a social and normative phenomenon that occurs in the interaction between leaders and their followers. Factors influencing responsible leadership (Javed et al., 2024):

1. Future Vision, Responsible leaders are driven by a values-based vision of the future that goes beyond business considerations and draws a broader picture of the desired state, encompassing economic, social, human, political, and environmental aspects.
2. Situational, Responsible leadership manifests itself in critical moments, where leaders must make fundamental decisions that have a long-term impact on people, the environment, and/or the future of the organization.
3. The Idea of Effectiveness and Responsibility, Responsible leaders reconcile the idea of effectiveness with the idea of corporate responsibility by being active citizens and promoting active citizenship within and outside the organization.
4. Serving, Responsible leadership is rooted in an ethic of care driven by a desire to serve others.
5. Stakeholder Relationships, This requires a leader to be connected and close to stakeholders. Metaphorically, they must be at the center of a network of relationships.

According to Schein (1992) in (Palma-Moreira et al., 2024), organizational culture is defined as a collection of norms, values, beliefs, and attitudes formed collectively within an organization. These elements serve as guidelines that influence the actions and behaviors of all members of the organization. Organizational culture has been described as the values, principles, traditions, and ways of doing things that influence the way members of an organization act and that distinguish the organization from other organizations (Robbins & Coulter, 2016).

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According to the JD-R model, although job demands (such as workload) can contribute to stress and burnout, they can also serve as motivators if managed effectively. This dual nature of workload is important to understand, as it highlights the fine line between stress that increases engagement and excessive demands that lead to burnout (Bakker et al., 2026). Studies have shown that excessive workload often leads to decreased job satisfaction, increased stress, and decreased productivity (Maslach & Leiter, 2016).

According to (Armstrong, 2014) in (Erdavit et al., 2023), intrinsic motivation is a fundamental type of motivation. This motivation can result from self-generated elements that influence a person's actions. This motivation is not generated by external forces. When people feel that their work is important, interesting, and motivating, and provides them with a good level of autonomy, opportunities for success and development, and opportunities to apply and hone their skills and abilities for career advancement, this can be a form of motivation by the work itself.

3. RESEARCH METHODS

This research uses quantitative methodology and survey method. In this research, I evaluate the structural model path using PLS-SEM method and Smart PLS 4 statistical software. The population in this research is 250 permanent employees. This research uses saturated sample by using the entire population of permanent employees of the company, considering the number of permanent employees of the company is 258 people. The collection of information data in this research is carried out in one stage or single cross-sectional design, namely data collection with a process that is only carried out 1 (one) time in a certain period for a certain group. The data analysis method used in this research is a quantitative method in the form of analysis of numbers and calculations in the form of statistics.

4. RESULTS AND DISCUSSION

a. Measurement Model Test Results (Outer Model)

The measurement model in this study includes five constructs: Responsible Leadership (X1), Organizational Culture (X2), Workload (X3), Intrinsic Motivation (Z), and Employee Performance (Y). Each construct consists of several indicators developed based on the theories explained in the literature review and conceptual framework. Evaluation of the measurement model is carried out through several stages as follows:

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1. Convergent Validity

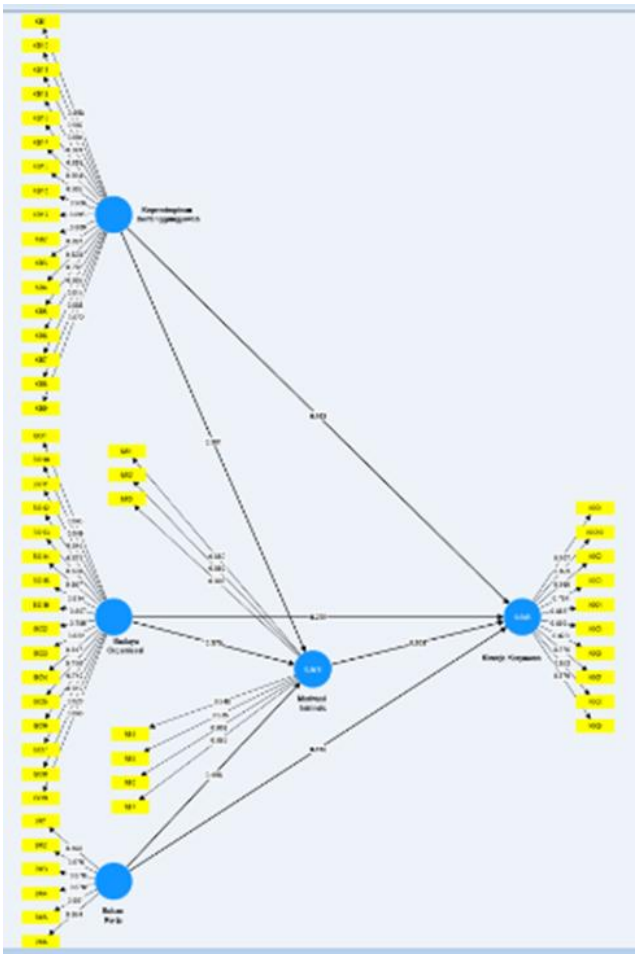

Figure 1. Loading Factor Values from the SmartPLS 4.0 Algorithm Results
Source: Processing Output with smartPLS 4.0, 2026

Based on the image above, the loading factor value can be explained in the form of a table as follows:

Table 1. ***Loading Factor Value***

Variable	Indicator	Loading Factor	Remarks
Responsible Leadership	KB1	0.858	Valid
	KB2	0.869	Valid
	KB3	0.897	Valid
	KB4	0.828	Valid
	KB5	0.798	Valid
	KB6	0.906	Valid
	KB7	0.814	Valid
	KB8	0.888	Valid

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Variable	Indicator	Loading Factor	Remarks
	KB9	0.872	Valid
	KB10	0.907	Valid
	KB11	0.894	Valid
	KB12	0.901	Valid
	KB13	0.889	Valid
	KB14	0.894	Valid
	KB15	0.909	Valid
	KB16	0.906	Valid
	KB17	0.895	Valid
Organizational Culture	BO1	0.843	Valid
	BO2	0.795	Valid
	BO3	0.822	Valid
	BO4	0.817	Valid
	BO5	0.746	Valid
	BO6	0.749	Valid
	BO7	0.819	Valid
	BO8	0.820	Valid
	BO9	0.860	Valid
	BO10	0.849	Valid
	BO11	0.846	Valid
	BO12	0.874	Valid
	BO13	0.838	Valid
	BO14	0.867	Valid
	BO15	0.814	Valid
	BO16	0.807	Valid
Workload	BK1	0.896	Valid
	BK2	0.876	Valid
	BK3	0.878	Valid
	BK4	0.878	Valid
	BK5	0.881	Valid
	BK6	0.864	Valid
Intrinsic Motivation	MI1	0.880	Valid
	MI2	0.869	Valid
	MI3	0.908	Valid
	MI4	0.948	Valid
	MI5	0.935	Valid
	MI6	0.908	Valid
	MI7	0.869	Valid
Employee Performance	KK1	0.907	Valid

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Variable	Indicator	Loading Factor	Remarks
	KK2	0.769	Valid
	KK3	0.784	Valid
	KK4	0.885	Valid
	KK5	0.809	Valid
	KK6	0.820	Valid
	KK7	0.876	Valid
	KK8	0.842	Valid
	KK9	0.776	Valid
	KK10	0.826	Valid

Source: Processing Output with smartPLS 4.0, 2026

Based on the results shown in the table above, the findings indicate that each indicator in the research variables successfully exceeded the recommended value limits. This demonstrates that all indicators in this study have proven reliable. Therefore, it can be concluded that all questions in this questionnaire meet the requirements for proceeding to the next stage of analysis.

After ensuring that the indicators meet expectations, the next step is to conduct an analysis to measure the extent to which each indicator explains the concept under study, taking into account the possibility of measurement error. This test is more stringent than more commonly used consistency tests. In general, for good results, the value should be at least 0.50 (Hair & Alamer, 2022). The results of the calculations performed using Smart PLS 4.0 software can be seen in the following table:

Table 2. Average Variance Extracted

Variable	Average variance extracted (AVE)
Responsible Leadership	0.772
Organizational Culture	0.678
Workload	0.773
Intrinsic Motivation	0.815
Employee Performance	0.690

Source: Processing Output with smartPLS 4.0, 2026

The results show that the average variation measurement (AVE) value for all constructs has exceeded the minimum limit set, namely 0.50. This achievement indicates that all indicators have met the required criteria, while also confirming that this research model is reliable enough to proceed to the next stage of analysis.

2. Discriminant Validity

Table 3. Fornell Larcker Critetion

	Workload	Organizational Culture	Responsible Leadership	Employee Performance	Intrinsic Motivation
Workload	0.879				
Organizational Culture	0.784	0.824			

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Responsible Leadership	0.232	0.361	0.879		
Employee Performance	0.665	0.761	0.589	0.876	
Intrinsic Motivation	0.578	0.665	0.562	0.831	0.903

Source: Processing Output with smartPLS 4.0, 2026

The results showed that the square root of the Average Variance Extracted (AVE) for all constructs was consistently higher than the correlation between each construct. This finding confirms that the constructs in the estimated model meet the criteria for discriminant validity. In addition to the previous method, discriminant validity was also evaluated using the Heterotrait-Monotrait Ratio (HTMT) value. Referring to the standards recommended by Hair et al. (2017), an acceptable threshold is an HTMT value less than 0.90. The analysis results in this study indicate that all HTMT values are below this threshold, thus meeting the requirements for discriminant validity.

Table 4. HTMT

	Workload	Organizational Culture	Responsible Leadership	Employee Performance	Intrinsic Motivation
Workload					
Organizational Culture	0.820				
Responsible Leadership	0.242	0.371			
Employee Performance	0.701	0.791	0.611		
Intrinsic Motivation	0.606	0.688	0.578	0.817	

Source: Processing Output with smartPLS 4.0, 2026

3. Reliability Result

As the final stage in the outer model evaluation, model reliability testing is conducted to ensure there are no measurement-related issues. This testing itself is conducted using two main indicators: Composite Reliability and Cronbach's Alpha. The purpose of these two tests is to verify the reliability and consistency of the instruments used in the research. Based on existing standards, a construct can be considered to have good reliability if the Composite Reliability and Cronbach's Alpha values for all latent variables reach or exceed 0.70.

Table 5. Cronbach's Alpha and Composite Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	Result
Responsible Leadership	0.981	0.982	Reliable
Organizational Culture	0.968	0.969	Reliable
Workload	0.941	0.941	Reliable
Intrinsic Motivation	0.962	0.963	Reliable
Employee Performance	0.950	0.951	Reliable

Source: Processing Output with smartPLS 4.0, 2026

This indicates that the reliability level of this research model is very satisfactory. Each latent variable tested has a Composite Reliability value that is consistently above the required threshold, namely 0.70. Similarly, the Cronbach's Alpha value for all variables also exceeded 0.70, further strengthening this finding. By fulfilling these two criteria, it can be concluded that the questionnaire used as a research instrument is proven to be reliable and consistent.

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b. Structural Model Test Results (Inner Model)

Once all criteria for the Outer Model evaluation have been met, the analysis can proceed to the next stage, namely testing the structural model, also known as the Inner Model. Essentially, testing the inner model is a phase for verifying the validity of the model developed based on existing concepts and theories. The primary focus is to analyze in depth how exogenous variables influence endogenous variables, in accordance with the hypotheses formulated in the research conceptual framework. The structural model evaluation process itself involves several systematic testing steps. The details of each step are outlined below:

1. Multicollinearity Test Results (VIF – Variance Inflation Factor)

According to Hair et al. (2019), a good Variance Inflation Factor (VIF) value should be below 5.0, indicating that there are no multicollinearity issues in the model. Based on the results of data processing with SmartPLS, the VIF values obtained for all relationship paths between constructs are as follows:

Table 6. Variance Inflation Factor Result

Construct	VIF	Remarks
Workload -> Employee Performance	2.701	Safe
Workload -> Intrinsic Motivation	2.611	Safe
Organizational Culture -> Employee Performance	3.172	Safe
Organizational Culture -> Intrinsic Motivation	2.841	Safe
Responsible Leadership -> Employee Performance	1.502	Safe
Responsible Leadership -> Intrinsic Motivation	1.159	Safe
Intrinsic Motivation -> Employee Performance	2.360	Safe

Source: Processing Output with smartPLS 4.0, 2026

All VIF values are within the recommended tolerance limits (<5.0), thus it can be concluded that there is no multicollinearity problem in this model. This means that each independent construct can be used to explain the dependent construct without any excessive influence due to correlation between exogenous constructs.

2. R-Square (R2) Value Test Results

One important step in this test is evaluating the coefficient of determination, also known as R-Square (R2). This test is essentially a method for measuring goodness of fit, which indicates how well the research model can explain variation in its dependent variable. In other words, the R2 value serves to assess the predictive power of the overall structural model being analyzed.

Table 7. R-Square Result

Variable	R-square	R-square adjusted
Intrinsic Motivation	0.576	0.571
Employee Performance	0.845	0.843

Source: Processing Output with smartPLS 4.0, 2026

Based on the table above, the R-Square (R2) test results are as follows:

a. Intrinsic Motivation: Furthermore, for the Intrinsic Motivation variable, the calculation results show an R-Square value of 0.576. This value indicates that 57.6% of the variation in

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Intrinsic Motivation can be explained by the predictor variables in this model. This figure indicates that most of the factors influencing the fluctuations in Intrinsic Motivation have been successfully represented by the research model. Based on general criteria, this value categorizes the research model as having strong explanatory power. The remaining influence, 42.4%, is believed to originate from other variables. These variables are external factors that are not part of the conceptual framework in this study.

b. Employee Performance: The analysis results for the Employee Performance variable show an R-Square value of 0.845. This figure indicates that the total contribution of the predictor variables in this model to the variation in Employee Performance is 84.5%. Based on standard interpretation, this value is considered very high, indicating the model has strong explanatory power. Meanwhile, the remaining 15.5% indicates the influence of other factors or variables. These factors fall outside the scope of the model being tested in this study.

3. F-Square (F2) Value Test Result

To determine the magnitude of the partial impact or influence of each predictor variable on the endogenous variable individually, an F-Square (f2) test was conducted. The magnitude of this influence can be interpreted using the criteria established by Ghozali (2014), which serves as a reference in this analysis. According to this guide, a predictor variable is considered to have a strong effect if its f2 value reaches or exceeds 0.35. Furthermore, its influence is categorized as having a medium effect if its value is in the range of 0.15 to below 0.35. Meanwhile, its influence is considered weak when the f2 value obtained is between 0.02 to below 0.15. The following will present the details of the results of the f2 value calculation to measure the impact of each exogenous variable on the endogenous variable in this research model.

Table 8. F-Square Result

Variable	f-Square	Influence
Workload -> Employee Performance	0.113	weak
Workload -> Intrinsic Motivation	0.296	medium
Organizational Culture -> Employee Performance	0.116	weak
Organizational Culture -> Intrinsic Motivation	0.117	weak
Responsible Leadership -> Employee Performance	0.033	weak
Responsible Leadership -> Intrinsic Motivation	0.034	weak
Intrinsic Motivation -> Employee Performance	0.853	strong

Source: Processing Output with smartPLS 4.0, 2026

a. Responsible Leadership -> Employee Performance
The f-square value is 0.113. This value is also below 0.15, so the influence of Responsible Leadership on Employee Performance is considered weak.

b. Responsible Leadership -> Intrinsic Motivation
The f-square value is 0.296. This value is also between 0.15 and 0.35, so the influence of Responsible Leadership on Intrinsic Motivation is considered medium.

c. Organizational Culture -> Employee Performance
The f-square value is 0.116. This value is also below 0.15, so the influence of Organizational Culture on Employee Performance is considered weak.

d. Organizational Culture -> Intrinsic Motivation
The f-square value is 0.117. This value is also below 0.15, so the influence of Organizational Culture on Intrinsic Motivation is considered medium.

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e. Workload -> Employee Performance
The f-square value is 0.033. This value is also below 0.15, so the effect of Workload on Employee Performance is considered weak.
f. Workload -> Intrinsic Motivation
The f-square value is 0.034. This value is also below 0.15, so the effect of Workload on Intrinsic Motivation is considered weak.
g. Intrinsic Motivation -> Employee Performance
The f-square value is 0.853. This value is also above 0.35, so the effect of Organizational Culture on Employee Performance is considered strong.

4. Q-Square (Q2) Test Result

Goodness of fit evaluation for structural models (inner models) is also performed by testing the predictive relevance value, represented by the symbol Q2. This test essentially aims to assess whether a research model has the ability to predict observational data from its endogenous variables. The criteria used for this assessment are very clear: a model is considered to have adequate predictive relevance if its Q2 value is greater than 0 (zero):

Table 9. Q-Square Result

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Workload	1500.000	1500.000	0.000
Organizational Culture	4000.000	4000.000	0.000
Responsible Leadership	4250.000	4250.000	0.000
Employee Performance	2500.000	1062.470	0.575
Intrinsic Motivation	1750.000	945.885	0.459

Source: Processing Output with smartPLS 4.0, 2026

a. Intrinsic Motivation: The Q^2 value for the Intrinsic Motivation variable is 0.459. This value is also significantly greater than 0, indicating that the model has excellent predictive relevance for the Intrinsic Motivation variable.
b. Employee Performance: The Q^2 value for the Employee Performance variable is 0.575. Since this value is greater than 0, the model has good predictive relevance for the Employee Performance variable.

5. Hypothesis Testing Results

A crucial step in structural model analysis is ensuring that each path effect estimate has a demonstrable statistical significance. To obtain this significance value, the bootstrapping procedure is used, which essentially creates thousands of subsamples to test the stability of the path coefficients. Determining the significance of a hypothesis is done by reviewing two key values from the bootstrapping report: the parameter coefficient value and, more importantly, the t-statistic value. The decision-making process involves comparing the t-statistic value (often called the calculated t-test) obtained from the analysis with the critical value from the t-table. Using an alpha significance level of 0.05 (or 5%), the critical value of the t-table is 1.64. Therefore, a hypothesis can be declared significant if its t-statistic value exceeds 1.64. Therefore, a hypothesis can be declared significant if its t-statistic value exceeds 1.64.

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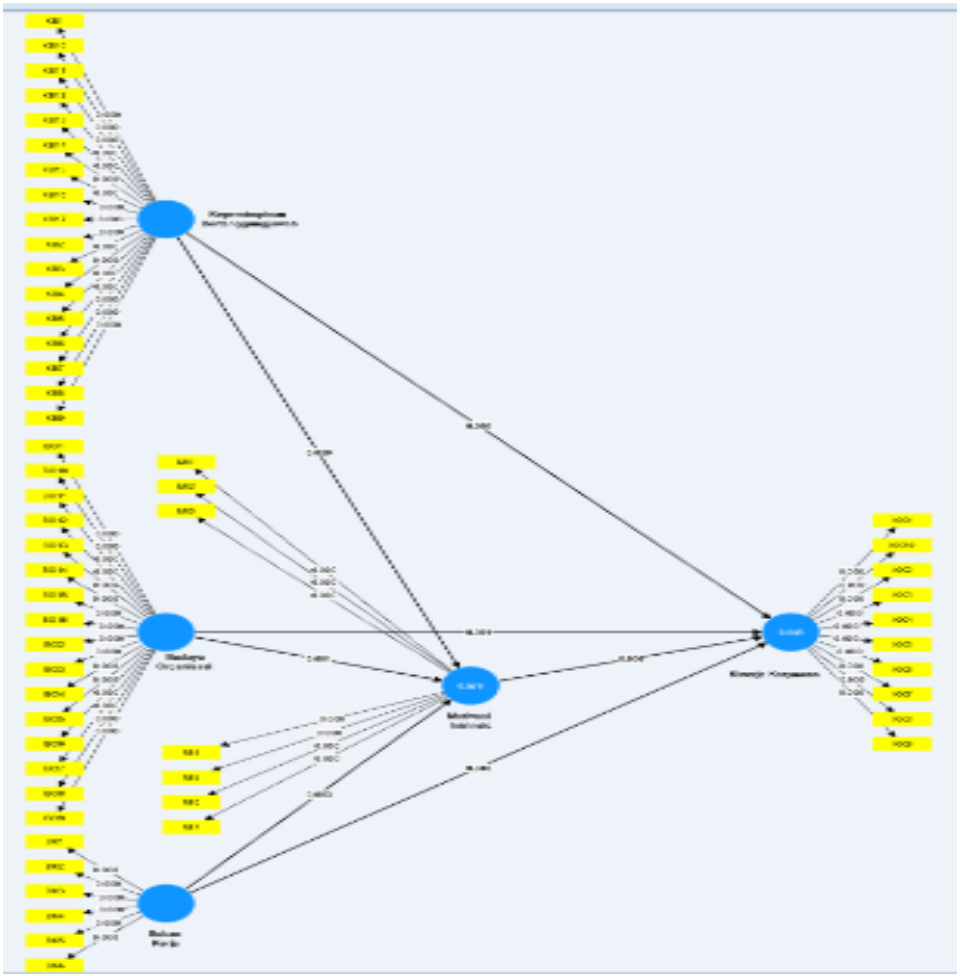

Figure 1. Bootsrapping Result
Source: Processing Output with smartPLS 4.0, 2026

Based on the image above, the Bootstrapping Test Results can be explained in the form of a table as follows:

Table 10. Results of the Direct Effect Hypothesis Test

Relationship between constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remarks
Responsible Leadership -> Intrinsic Motivation	0.381	0.362	0.186	2.055	0.020	Positive and Significant
Responsible Leadership -> Employee Performance	0.162	0.162	0.033	4.878	0.000	Positive and Significant
Organizational Culture -> Intrinsic Motivation	0.375	0.386	0.125	2.999	0.001	Positive and Significant
Organizational Culture -> Employee Performance	0.239	0.240	0.074	3.217	0.001	Positive and Significant
Workload -> Intrinsic Motivation	0.195	0.210	0.070	2.799	0.003	Positive and Significant
Workload -> Employee Performance	0.118	0.138	0.071	1.665	0.048	Positive and Significant

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Intrinsic Motivation -> Employee Performance	0.558	0.534	0.072	7.801	0.000	Positive and Significant

Source: Processing Output with smartPLS 4.0, 2026

Based on the table above, the results of the Direct Effect Hypothesis Test are as follows:

a. The Effect of Responsible Leadership on Intrinsic Motivation
The final test results indicate that Responsible Leadership has a positive and significant effect on Intrinsic Motivation. The path coefficient of 0.381 indicates a positive relationship, and its significance is supported by a T-statistic of 2.055 (greater than 1.64) and a P-value of 0.020. In other words, increasing Responsible Leadership will directly drive a significant increase in Intrinsic Motivation.

b. The Effect of Responsible Leadership on Employee Performance
The final test results indicate that Responsible Leadership has a positive and significant effect on Employee Performance. The path coefficient of 0.162 indicates a positive relationship, and its significance is supported by a T-statistic of 4.878 (greater than 1.64) and a P-value of 0.000. In other words, increasing Responsible Leadership will directly drive a significant increase in Employee Performance.

c. The Influence of Organizational Culture on Intrinsic Motivation
The final test results indicate that Organizational Culture has a positive and significant effect on Intrinsic Motivation. The path coefficient of 0.375 indicates a positive relationship, and its significance is supported by a T-statistic of 2.999 (greater than 1.64) and a P-value of 0.001. In other words, improving Organizational Culture will directly drive a significant increase in Intrinsic Motivation.

d. The Influence of Organizational Culture on Employee Performance
The final test results indicate that Organizational Culture has a positive and significant effect on Employee Performance. The path coefficient of 0.239 indicates a positive relationship, and its significance is supported by a T-statistic of 3.217 (greater than 1.64) and a P-value of 0.001. In other words, improving Organizational Culture will directly drive a significant increase in Employee Performance.

e. The Influence of Workload on Intrinsic Motivation
The final test results indicate that Workload has a positive and significant effect on Intrinsic Motivation. The path coefficient of 0.195 indicates a positive relationship, and its significance is supported by a T-statistic of 2.799 (greater than 1.64) and a P-value of 0.003. In other words, an increase in Workload will directly drive a significant increase in Intrinsic Motivation.

f. The Effect of Workload on Employee Performance
The final test results indicate that Workload has a positive and significant effect on Employee Performance. The path coefficient of 0.118 indicates a positive relationship, and its significance is supported by a T-statistic of 1.665 (less than 1.64) and a P-value of 0.048. In other words, an increase in Workload will directly drive a significant increase in Employee Performance.

g. The Effect of Intrinsic Motivation on Employee Performance
The final test results indicate that Intrinsic Motivation has a positive and significant effect on Employee Performance. The path coefficient value of 0.558 indicates a positive relationship, and its significance is supported by a T-statistic value of 7.801 (greater than

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1.64) and a P-value of 0.000. In other words, increasing Intrinsic Motivation will directly drive a significant increase in Employee Performance.

The following are the results of testing the hypothesis of the indirect influence of X on Y through Z:

Table 11. Results of Indirect Effect Hypothesis Test

Relationship between constructs through Z	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remarks
Responsible Leadership -> Intrinsic Motivation -> Employee Performance	0.213	0.200	0.111	1.911	0.028	Positive and Significant
Organizational Culture -> Intrinsic Motivation -> Employee Performance	0.209	0.202	0.059	3.573	0.000	Positive and Significant
Workload -> Intrinsic Motivation -> Employee Performance	0.109	0.109	0.032	3.422	0.000	Positive and Significant

Source: Processing Output with smartPLS 4.0, 2026

Based on the table above, the results of the Indirect Effect Hypothesis Test are as follows:

a. The Effect of Responsible Leadership on Employee Performance through Intrinsic Motivation
The test results also prove that Intrinsic Motivation significantly mediates the effect of Responsible Leadership on Employee Performance. Statistical evidence for this is a T-statistic of 1.911 (greater than 1.64) and a P-value of 0.028 (less than 0.05). This indicates that the positive effect of Responsible Leadership on Employee Performance is also mediated by Intrinsic Motivation. In other words, high levels of Responsible Leadership will increase Intrinsic Motivation, and this Intrinsic Motivation will then drive improved performance. The indirect effect coefficient is 0.213.

b. The Effect of Organizational Culture on Employee Performance through Intrinsic Motivation
The test results also demonstrate that Intrinsic Motivation significantly mediates the effect of Organizational Culture on Employee Performance. The statistical evidence is a T-statistic of 3.573 (greater than 1.64) and a P-value of 0.000 (less than 0.05). This indicates that the positive influence of Organizational Culture on employee performance is also mediated by Intrinsic Motivation. In other words, a strong Organizational Culture will increase Intrinsic Motivation, and this Intrinsic Motivation will then drive improved performance. The indirect effect coefficient is 0.209.

c. The Effect of Workload on Employee Performance through Intrinsic Motivation
The test results also prove that Intrinsic Motivation significantly mediates the effect of Workload on employee performance. The statistical evidence is a T-statistic of 3.422 (greater than 1.64) and a P-value of 0.000 (less than 0.05). This indicates that the positive influence of Workload on employee performance is also mediated by Intrinsic Motivation. In other words, a high workload will increase intrinsic motivation, and this intrinsic motivation will then drive improved performance. The indirect effect coefficient is 0.109.

5. CONCLUSIONS AND SUGGESTIONS

Based on the overall findings and implications of the research, it can be concluded that sustainable employee performance improvement is strongly influenced by the synergy between a supportive organizational culture, intrinsic motivation management, responsible leadership, and optimal workload management. A collaborative and value-oriented organizational culture can

strengthen employees' intrinsic motivation, while responsible leadership plays a crucial role in creating a conducive, ethical, and goal-oriented work environment. Intrinsic motivation has been shown to be a key driver in encouraging employees to contribute optimally, and therefore needs to be managed through autonomy, recognition, career development, and continuous learning. On the other hand, a properly managed workload can serve as a positive challenge that enhances engagement and performance, provided it remains at an optimal level and is supported by clear and transparent internal communication. Therefore, continuous evaluation and monitoring of managerial policies and practices are crucial for companies to adapt their strategies, maintain employee motivation, and ensure optimal organizational performance.

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