

## Work Motivation as a Moderator of Organizational Commitment and Competence on Employee Performance

Rizal Mahantara Nugraha<sup>1</sup>, Mursito Wimbo<sup>2</sup>, M. Ikhsan<sup>3</sup>

<sup>1,2,3</sup> Faculty of Social and Culture, Universitas Gajayana Malang, Indonesia

\*Email: rzlmahantara@gmail.com

ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Organizational Commitment, Competence, Motivation, Performance.</p>	<p><i>This research focuses on the influence of organizational commitment and competence on employee performance by considering the role of work motivation moderation in the ASN environment. The purpose of this study is to find out and analyze the relationship between organizational commitment and competence and employee performance as well as the role of work motivation as a moderator. This research method uses quantitative, by distributing questionnaires to ASN in Klojen District and data analysis using multiple linear regression with moderation after conducting various validity tests and classical assumptions. The results of this study prove that: first, organizational commitment affects employee performance; second, competence affects employee performance; third, work motivation strengthens the influence of organizational commitment on employee performance; and fourth, work motivation strengthens the influence of competence on employee performance. This research has implications for the importance of increasing organizational commitment and competence and paying attention to work motivation to improve employee performance.</i></p>

### INTRODUCTION

Kelurahan is the working area of the lurch as a city regional apparatus. It is led by a lurch with a State Civil Apparatus (ASN, *Aparatur Sipil Negara*) status. Kelurahan is the smallest unit of government at the same level as a village. Unlike villages, urban villages have more limited rights in regulating their territory. The lurch, as the leader of Kelurahan, is inseparable from the performance set by the government above it, namely the District and the City Governments.

Performance is the outcome of work that can be completed by an individual or group of individuals inside an organisation in compliance with their specific roles and duties in order to accomplish organisational goals, all while abiding by the law and moral and ethical standards (Rizwan et al., 2014).

Many variables affect employee performance, including competence and organizational commitment. Dessler (2019) states that competence is the behavior of a person that can be observed and measured to produce the maximum possible work. Meanwhile, organizational commitment is an employee's belief in organizational values (identification), willingness to try his best for the benefit of the organization (job involvement), and desire to remain a member of the organization (loyalty) expressed by an employee towards his organization (Porter et al., 2018).

His research (Arif & Indrawijaya, 2021), (Aprilia et al., 2019) concluded that competence affects performance. Furthermore, his research (Muslim, 2023), (Aminudin et al., 2023) concluded that organizational commitment affects performance.

On the other hand, his research (Dwiyanti et al., 2019) proves that competence does not affect performance. Conversely, his research (Sapitri & Mahayasa, 2022) proves that competence affects performance. Furthermore, his research (Kharisma et al., 2019) proves that organizational commitment does not affect performance.

Conversely, his research (Firmansyah et al., 2021) proves that organizational commitment affects performance. Some of these studies use multiple linear regression analysis tools.

According to (Jogiyanto, 2018), if previous researchers produce conflicting conclusions, both conflicts in significance and conflicts in direction, it is suspected that other variables moderate it. This is what motivates researchers to conduct this research by including work motivation variables as moderators with the consideration that motivation is a person's strength (energy) that can cause a level of persistence and enthusiasm in carrying out an activity, both from within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation). If this work motivation interacts with organizational commitment and competence, it will likely strengthen the influence of organizational commitment and competence on employee performance. Thus, the novelty of this research is that there is a moderating variable in the form of work motivation, and the analysis tool uses moderated multiple linear regression.

Hypothesis 1: Organizational commitment affects performance.

Organizational commitment is the attitude of individuals who believe and are willing to accept the goals and values of the organization, the desire and willingness to strive earnestly for the achievement of organizational goals, and a strong desire to maintain their membership in the organization. Meanwhile, performance is the result of work achieved by a person or team within a certain period based on the work standards set by the company. Thus, if the organizational commitment is exemplary, it will also impact performance. This explanation is supported by his research (Muslim, 2023), (Aminudin et al., 2023), (Fitri & Endratno, 2021), and (Ferijani, n.d.) prove that organizational commitment affects performance.

Hypothesis 2: Competence Affects Performance

Competence is an ability or skill a person possesses to carry out a job or task in a particular field according to the position he holds. Meanwhile, performance is the result of work achieved by a person or team within a certain period based on the work standards set by the company. Thus, if the competence is good, it will impact good performance. This explanation is supported by (Arif & Indrawijaya, 2021), (Aprilia et al., 2019)(and Aprilia et al., 2019), proving that competence affects performance.

Hypothesis 3: Work motivation strengthens the effect of organizational commitment on performance

Work motivation is the willingness to perform high levels of effort to achieve organizational goals as required by the effort's ability to satisfy several individual needs. Meanwhile, organizational commitment is the attitude of individuals who believe and want to accept the goals and values of the organization, the desire and willingness to strive earnestly for the achievement of organizational goals, and a strong desire to maintain their membership in the organization. Thus, if good work motivation interacts with exemplary organizational commitment, it will also impact performance.

Hypothesis 4: Work motivation strengthens the effect of competence on performance

Work motivation is the willingness to perform high levels of effort to achieve organizational goals as required by the ability of that effort to satisfy several individual needs. Meanwhile, competence is a person's behavior that can be observed and measured to produce the maximum possible work. Thus, if good work motivation interacts with good competence, it will also impact performance.

Based on this explanation, this study aims to analyze the effect of organizational commitment on employee performance, the effect of competence on employee performance, the role of work motivation in facilitating organizational commitment to employee performance, and the role of competence in facilitating employee performance. The benefits of this research include providing insights for organizational leaders to enhance employee performance through strategic development of organizational commitment, competence, and motivation. The implications of this study suggest that organizations should focus on fostering a supportive work environment that emphasizes the importance of commitment, competence, and motivation to achieve optimal employee performance.

## **METHOD**

This research was conducted at the Kelurahan Office in Klojen District, Malang City, from October 2023 to January 2024. The population of this study is all State Civil Apparatus (ASN) in the Klojen District, totaling 87 people, who were sampled using the saturated sampling technique. Primary data related to the research variables were obtained by sending questionnaires directly to respondents via Google Forms. Furthermore, the data was analyzed using moderated multiple linear regression. However, previously tested validity, reliability, linearity,

model feasibility, and classical assumption tests include multicollinearity, heteroscedasticity, and normality. The hypothesis was tested with a 5% alpha t-test.

The indicators of organizational commitment referred to (Mathis et al., 2019) include (a) proud of the work in this office, (b) prioritizing the interests of this office over personal interests, (c) feeling that there is compatibility with the vision and mission of this office, (d) having a high social status in the community, (e) maintaining the good name of this office outside the workplace. Competency indicators refer to Hutapea and Thoha (2018), including (a) aspects of knowledge, (b) aspects of skills, (c) aspects of attitudes and behavior, (d) aspects of expertise, and (e) aspects of education level. Work motivation indicators refer to (Sinungan, 2019) include (a) the existence of appropriate rewards or awards, (b) the existence of appropriate nature and scope of work, (c) the existence of harmonious relationships between employees, (d) the existence of pleasant work environment conditions, (e) the existence of pleasant job security. Performance indicators referring to Bernadin and Russel (2016) include (a) work quantity, (b) work quality, (c) completion time, and (d) cost efficiency.

**RESULTS AND DISCUSSION**

**Data Analysis Results**

The test results, validity, reliability, linearity, model feasibility, and classical assumptions are presented in Table 1 below.

**Table 1. Test Results: Validity, Reliability, Linearity, Model Feasibility, and Classical Assumptions.**

Test	Test Equipment	Results	Summary
Validity	Pearson Model Correlation	Sig. value < 5%	Valid
Reliability	Cronbach Alpha	The value is > 0.6	Reliable
Linearity	Ramsey Test	Sig. value > 5%	Linear
Model Feasibility	R-Square	The value is 0.78	Worth
Classic assumptions:			
Multicollinearity	VIF	Value < 10	Not violated
Heteroscedasticity	Scatter Plot	Irregular image	Not violated
Normality	Kolmogorov-Smirnov	Sig. value > 5%	Normal

In Table 1, the test results, validity, reliability, linearity, model feasibility, and classical assumptions show that nothing is violated, so the use of moderated linear regression as an analytical tool in this study is feasible.

**Hypothesis Testing Results**

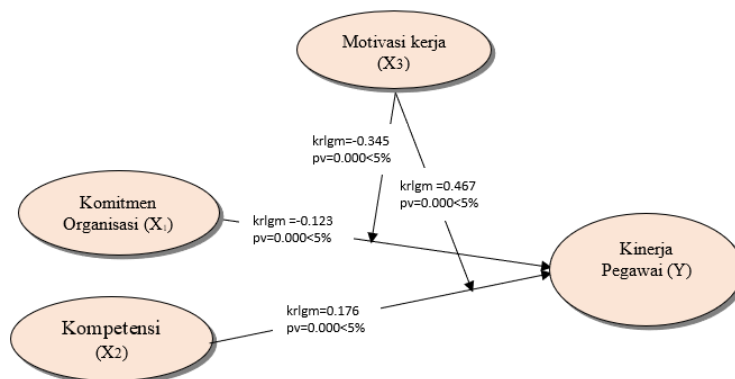
Moderated multiple linear regression analysis is used; the hypothesis test results are presented in Table 2 below.

**Table 2. Summary of Hypothesis Test Results**

Description	Regression coefficient	p-value	Summary
x1= organizational commitment	0.123	0.000 < 5%	hypothesis-1 accepted
x2= competence	0.176	0.000 < 5%	hypothesis-2 accepted
x1*x3= interaction of x1 with x3	0.345	0.000 < 5%	hypothesis-3 accepted
x2*x3= interaction of x2 with x3	0.467	0.000 < 5%	hypothesis-4 accepted

x3= work motivation

Based on Table 2, the results of this study can be described as follows.



**Figure 1: Research Outcome Model**

Description:

Krlgm = moderated multiple linear regression coefficients

Pv = probability value

### **Organizational Commitment Affects Employee Performance**

The results of this study prove that organizational commitment affects employee performance. This means that the higher the organizational commitment, the higher the performance; therefore, the existence of organizational commitment must be increased so that the performance of employees will increase, concerning (Alam, 2019) by doing the following: (1). convey a common goal; everything can only be achieved with a clear goal. Therefore, a company must convey the big goals that will be achieved with employees. Conveying the company's vision and mission will indirectly foster employees' work enthusiasm so that they want to take part in achieving these big goals. (2) Foster a sense of love and pride in the company; employees who have begun to be comfortable with their work environment may have a sense of love for the company where they work. They are willing to work hard to advance the company and feel lost if they leave the company and switch to another place. This can be realized if employees work with a passion so they do not feel burdened by the tasks they receive. (3) Give rewards for achievements; an employee who can work well will feel happy and proud if his work is appreciated. One of the ways that can be chosen to increase employee commitment is by giving rewards for achievements. Company owners often use this strategy to show appreciation for employees' contributions and hard work to the company. Giving rewards is also quite effective in encouraging employees to improve their work performance every month.

### **Competence Has a Significant Positive Effect on Employee Performance**

The results of this study prove that competence affects employee performance. This means that the higher the competence, the higher the performance; therefore, the existence of competence must be improved so that the performance of employees becomes more and more improved, referring to the results of this study (Suhardiono, 2023) by carrying out the following: (1) identify and plan. Identify what employees need regarding knowledge, skills, and attitudes to match current and future job demands. After identifying the needs, create a personal development plan for each employee. This plan should include training, self-directed learning, mentorship, and relevant work experience. (2) Create a training program. Provide formal training, seminars, workshops, or courses relevant to the job's demands. In addition, employees should be encouraged to learn independently by providing access to resources such as books, articles, video tutorials, and online learning platforms. (3) Provide mentorship and coaching. Provide opportunities for employees to learn from individuals with more experience in a particular field. In mentorship, mentors provide guidance, advice, and personal experiences to help employees with career development and a deeper understanding of the work environment. On the other hand, coaching involves a more process-focused approach, where the coach helps employees identify goals, overcome challenges, and develop skills through purposeful dialog, constructive feedback, and action planning to achieve desired results. (4) Job rotation, which allows employees to undergo job rotation. This helps them understand different aspects of the business and develop a broader range of skills. Job rotation for employees is essential in enhancing employees' competencies and perspectives. By providing opportunities to work on various tasks and departments, job rotation can broaden employees' understanding of the company's overall operations, improve cross-functional skills, and promote flexibility and adaptability in the face of change. In addition, job rotation can encourage team collaboration, stimulate innovation through diverse views, and increase employee motivation and satisfaction due to new challenges and continuous learning opportunities.

### **Work Motivation Strengthens the Influence of Organizational Commitment on Employee Performance**

The results of this study prove that work motivation strengthens the influence of organizational commitment on employee performance. Therefore, in the future, work motivation needs to be improved to strengthen the influence of competence on employee performance by referring to (Atmini, 2019) by creating opportunities for all employees to develop their skills. Employees will feel appreciated and cared for by managers and leaders if this is done. Why does this occur? This suggests that management is considering the growth of its workforce in addition to the company's success. Employees generally dislike jobs that limit their mental growth despite demanding a lot of work. If they work hard at it, the work will benefit them, but it won't have a beneficial effect on their knowledge, abilities, experience, or insights. What then ought to be done by managers and leaders? We can arrange for cross-functional staff members from several departments to attend a meeting. During this meeting, employees might pick up new skills from their departmental peers. Every employee should, however, make sure that their quarterly performance development plan includes goals they are eager to accomplish.

Another strategy is to set up cross-training programs so that staff members can have a taste of different jobs and responsibilities outside of their regular duties or send staff members to conferences and seminars to widen their perspectives. You must give each employee your whole attention if you want them to be more motivated.

### **Work Motivation Strengthens the Influence of Competence on Employee Performance**

The findings of this study demonstrate that competence enhances the impact on employee performance. Therefore, in the future, work motivation needs to be increased to strengthen the influence of competence on employee performance by referring to (Atmini, 2019) by providing trust and opportunities for employees to take responsibility for their work. Employee motivation is closely linked to the autonomy they have to be creative in their tasks. When employees feel overly controlled and not trusted, they may question their purpose and why they were hired if they lack the freedom to excel. It is essential to recognize that employees desire autonomy and the chance to make decisions about their work. Leaders and management should delegate more tasks and authority, treating employees as capable adults who can handle responsibility. If trust is misused, regular feedback can help employees align with company expectations. Remember, the success of your employees translates to the success of your company. Thus, maintaining and enhancing employee motivation is crucial. Offering employees more input into departmental goals, priorities, and targets, appointing talented individuals as project or team leaders, and encouraging casual discussions between leaders and employees are effective strategies. Ultimately, granting autonomy and opportunities for independence from leaders significantly boosts employee motivation to work harder.

### **CONCLUSION**

The study's findings indicated that employee performance is influenced by organisational commitment in the first place. Better performance is correlated with more organisational commitment. Second, employee performance is influenced by competence; higher performance is associated with greater competence. Third, employee performance is more positively impacted by organisational commitment when job enthusiasm is high. The bigger the impact of organisational commitment on employee performance, the higher the level of work motivation. Fourth, the impact of competence on employee performance is strengthened by work motivation; the more the work drive, the greater the impact of competence on employee performance.

Suggestions for Lurah in Kelurahan in Klojen Subdistrict to improve employee performance need to improve the existence of: first, organizational commitment through indicators: (a) proud of the work in this office, (b) prioritize the interests of this office over personal interests, (c) feel there is compatibility with the vision and mission of this office, (d) have a high social status in the community, (e) maintain the good name of this office outside the workplace. Second, competence is measured through indicators: (a) aspects of knowledge, (b) aspects of skills, (c) aspects of attitudes and behavior, (d) aspects of expertise, and (e) aspects of education level. Third, work motivation through indicators: (a) the existence of appropriate rewards or awards, (b) the existence of appropriate nature and scope of work, (c) the existence of harmonious relationships between employees, (d) the existence of pleasant work environment conditions, (e) the existence of pleasant job security.

### **REFERENCES**

- Alam, C. (2019). *Membangun Komitmen Karyawan*. <https://www.citraalam.id/post/5-langkah-membangun-komitmen-karyawan>
- Aminudin, A., Budiarti, Y., & Indarto, I. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening Pada Tenaga Penjualan. *AKSES: Jurnal Ekonomi Dan Bisnis*, 18(2).
- Aprilia, N., Sasmita, J., & Suarman, S. (2019). Pengaruh Kompetensi Dan Komunikasi Terhadap Kinerja Karyawan Pada PT. Citraciti Pasific Pekanbaru Dengan Motivasi Sebagai Variabel Intervening. *Jurnal Tepak Manajemen Bisnis*, 11(4), 742–753.
- Arif, M., & Indrawijaya, S. (2021). Kompetensi Dan Komunikasi Organisasi Terhadap Kinerja Pegawai Yang Dimediasi Oleh Motivasi Kerja (Studi Pada Dinas Penanaman Modal Dan Perizinan Terpadu Satu Pintu (Dpm-Ptsp) Provinsi Jambi). *Jurnal Manajemen Terapan Dan Keuangan*, 10(02), 315–328.
- Atmini, W. (2019). *Cara Meningkatkan Motivasi Karyawan*. [Www.Studilmu.Com. https://www.studilmu.com/blogs/details/7-cara-untuk-meningkatkan-motivasi-karyawan](https://www.studilmu.com/blogs/details/7-cara-untuk-meningkatkan-motivasi-karyawan)
- Dessler, G. (2019). *Manajemen Personalita: Teknik dan Konsep Modern*. Erlangga.
- Dwiyanti, N. K. A., Heryanda, K. K., & Susila, G. P. A. J. (2019). Pengaruh kompetensi dan motivasi kerja terhadap kinerja karyawan. *Bisma: Jurnal Manajemen*, 5(2), 121–130.
- Ferijani, A. (n.d.). *The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company)*.

- Firmansyah, A., Yusuf, B. P., & Setiawam, E. (2021). The Influence of Electronic Word of Mouth and Website Quality on Consumer Buying Interests in Toyota Calya Cars in the South Tangerang Region. *Jurnal Ekobis Dewantara*, 4(2), 100–107.
- Fitri, I. K., & Endratno, H. (2021). Pengaruh komitmen organisasi dan kepuasan kerja terhadap kinerja karyawan dengan organizational citizenship behavior sebagai variabel intervening: studi pada karyawan Hotel Bahari, Kabupaten Tegal. *Derivatif: Jurnal Manajemen*, 15(2), 276–293.
- Jogiyanto, H. M. (2018). Metodologi Penelitian Bisnis: salah kaprah dan pengalaman-pengalaman. *Yogyakarta: BPFE*.
- Kharisma, M., Prasilowati, S. L., & Ayuningtyas, E. A. (2019). Pengaruh budaya organisasi dan kepuasan kerja terhadap kinerja karyawan dengan komitmen organisasi sebagai variabel intervening. *Jurnal Pengembangan Wiraswasta*, 21(2), 135–150.
- Mathis, R. L. dan Jackson, J. H. (2019). *Human Resources Management*. Salemba Empat.
- Muslim, M. (2023). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan OCB (Organizational Citizenship Behavior) Sebagai Variabel Intervening. *Manajemen Inovasi Bisnis Dan Strategi*, 1(1), 98–111.
- Porter, L. W., Bigley, G. A., & Steers, R. M. (2018). *Motivation and work behavior*.
- Rizwan, M., Tariq, M., Hassan, R., & Sultan, A. (2014). A comparative analysis of the factors effecting the employee motivation and employee performance in Pakistan. *International Journal of Human Resource Studies*, 4(3), 35.
- Sapitri, N. P. D. E., & Mahayasa, I. G. A. (2022). Pengaruh kompetensi dan karakteristik pekerjaan terhadap kinerja pegawai. *Warmadewa Management and Business Journal (WMBJ)*, 4(1), 1–12.
- Sinungan, M. (2019). Produktivitas: apa dan bagaimana. (No Title).
- Suhardiono, A. (2023). *Meningkatkan Kompetensi Pegawai*. Vcube.Co.Id. <https://vcube.co.id/10-cara-meningkatkan-kompetensi-pegawai/>