

## THE ROLE OF WORK MOTIVATION IN MODERATING INDIVIDUAL FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE

**Diana Sulianti K. Tobing**  
*diana.tobing@unej.ac.id*  
**Markus Apriono**  
**Sudarsih**  
**Nyoman Gede Krishnabudi**  
**Salsabila**  
**University of Jember**

### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui peran motivasi kerja memediasi faktor-faktor individu yang terdiri dari komitmen organisasional, pengembangan karir, dan karakteristik individu dalam mempengaruhi kinerja pegawai dengan motivasi kerja sebagai variabel moderasi pada Badan Usaha Milik Negara Kehutanan Kabupaten Jember. Sampel dalam penelitian ini berjumlah 157 respondents. Data yang digunakan dalam penelitian ini adalah data primer dan data sekunder. Metode penelitian yang digunakan adalah Tes Interaksi atau MRA (Moderated Regression Analysis). Hasil penelitian menunjukkan bahwa komitmen organisasional (X1), pengembangan karir (X2), dan karakteristik individu (X3) secara parsial berpengaruh positif dan signifikan terhadap kinerja pegawai (Y). Motivasi kerja (Z) dapat memoderasi atau memperkuat komitmen organisasional (X1) terhadap kinerja pegawai (Y). Motivasi kerja (Z) dapat memoderasi atau memperkuat pengembangan karir (X2) terhadap kinerja pegawai (Y). Motivasi kerja (Z) dapat memoderasi atau memperkuat karakteristik individu (X3) terhadap kinerja pegawai (Y). Implikasi dari penelitian adalah kemampuan perusahaan menjaga motivasi kerja tetap seimbang dapat mendorong loyalitas kepada perusahaan, serta keinginan memberikan kinerja yang baik bagi perusahaan.*

*Kata kunci: komitmen organisasional, pengembangan karir, individual karakteristik, motivasi kerja, kinerja karyawan.*

### ABSTRACT

The purpose of this study is to ascertain how work motivation, acting as a moderating variable, influences employee performance in the Jember Regency Forestry State-Owned Enterprise by mediating individual factors such as organizational commitment, career development, and individual characteristics. The research sample consisted of 157 respondents. The research utilizes both primary and secondary data. The study methodology employed is the Interaction Test, often known as MRA (Moderated Regression Analysis). The study's findings demonstrate that individual traits (X3), career advancement (X2), and organizational commitment (X1) all significantly and partially improve employee performance (Y). Work motivation (Z) has the potential to either attenuate or enhance the impact of organizational commitment (X1) on employee performance (Y). Work motivation (Z) has the potential to either decrease or enhance the impact of career growth (X2) on employee performance (Y). Work motivation (Z) has the potential to either attenuate or enhance the impact of individual attributes (X3) on employee performance (Y). The research suggests that the firm's capacity to sustain a harmonious work motivation can foster loyalty to the company, as well as a drive to deliver high performance for the company.

Key words: organizational commitment, career development, individual characteristics, work motivation, employee performance.

## INTRODUCTION

The corporation is a multifaceted organization with many objectives. The successful attainment of goals in a corporation necessitates the effective management of several production elements, including capital, raw materials, human resources, natural resources, and technology. Human resources possess the cognitive abilities, emotional capacity, aspirations, expertise, and innovative thinking necessary for a company to accomplish its objectives (Boon et al., 2019; Edwards et al., 2022). Even with access to finance, sufficient raw materials, and advancements in knowledge and technology, companies will still need more human resources to fulfil their objectives.

Rising rivalry in the business world, coupled with the creation of new companies in several industries, necessitates that companies possess high-quality human resources and a solid commitment to enhance employee performance. Performance, as defined by (Sulistiani & Faozanudin, 2022; Wassem et al., 2019), refers to the outcomes accomplished by employees in their work based on specific criteria relevant to their profession. Various elements, including career development, human qualities, work motivation, and organizational commitment, can have an impact on performance outcomes.

The organizational commitment carried out by these employees can be used to direct attitudes in order to achieve success in the company. According to (Kim, 2020; Zalawadia, 2019), organizational commitment is an important attitude because committed employees are expected to be able to show good performance in order to achieve company goals and have a great desire to continue working at the workplace. According to (Loyarte-López et al., 2020; Yoon et al., 2021), career development is an effort made by companies to plan the careers of their employees, including starting from planning, implementing, and supervising careers. Every employee highly expects

career development, which can encourage increased employee performance.

Another factor that influences employee performance is individual characteristics. According to (Fostervold & Watten, 2024; Park & Park, 2019), individual characteristics are biographical characteristics, personality, perceptions and attitudes that can affect employee performance. Every human being has individual characteristics that differ from one another. The company will get into a fatal problem, especially for superiors, if it is unable to bring the differences in individual characteristics to each employee so that they become one vision and mission for the company's goals. Motivation also needs to be given in a company so that employees can work according to what the company wants. Motivation is a condition within a person that encourages their desire to carry out certain activities in order to achieve goals (Akpapere et al., 2019; Gagné et al., 2022). This goal can be achieved if the company takes a series of specific actions to move a person so that their behaviour can be directed towards genuine efforts, such as responsibility in carrying out work, achievements achieved, self-development and independence of a person in acting so that the goals set can be achieved.

Managers need to understand the determinants of work performance because it is essential to know the level of employees' ability to complete their work. Managers who want extra performance achievements can increase employee work motivation. Lack of motivation can reduce performance when the workload increases. The role of motivation in forestry is essential to analyze because motivated employees tend to work more efficiently and productively. They are more focused on their tasks and tend to complete them more quickly (Balogun et al., 2017; Saluy et al., 2022).

For an organization to be able to survive in business, these companies must make every effort to run all available systems effectively and efficiently. The company's failure to maintain commitment, lack of ca-

reer opportunities and employee involvement in work has a negative impact on employee performance. Research that supports this situation, as discovered by (Hidayati & Rahmawati, 2016; Lubis & Nasution, 2024; Suryanto & Ferry Cahaya, 2023), found that organizational commitment, career development, and job involvement were unable to improve employee performance. This is what is the novelty of this research.

## **THEORETICAL REVIEW**

### **Organizational Commitment**

Organizations are obligated to possess high-quality human resources (HR). Technological and commerce advancements motivate individuals to enhance the quality of their conduct. The absence of commitment in the organization is an indicator of quality improvement. Organizational commitment, as described by (Saadeh & Suifan, 2020; Wang, 2022), refers to the state in which an employee aligns themselves with a specific organization, sharing their aims and maintaining their membership within the company. Based on the research conducted by (Jigjiddorj et al., 2019; Zanakabazar et al., 2023) organizational commitment refers to the employee's steadfast devotion to the organization, demonstrated through their continued presence, active contribution towards achieving organizational objectives and lack of inclination to quit the organization for whatever cause. Commitment to an organization is the feeling of connection and loyalty that individuals have towards their organizations. Organizational commitment can be fostered through the development of an emotional attachment to the firm, encompassing moral support, alignment with the company's values, and a strong internal motivation to contribute to the company's success (Baranchenko et al., 2020; Naz et al., 2020).

According to (Panda & Sahoo, 2021; Sailan Masunka et al., 2022), organizational commitment is influenced by several factors, namely as follows: personal factors are characteristics possessed by individual mem-

bers of the organization, such as espoused values, competencies possessed, motivation to become members of the organization and experience. Internal organizational factors are everything that comes from within the organization that can affect the commitment of an individual, which includes rewards, leaders, colleagues, and organizational policies. External organizational factors are anything that comes from outside the organization that can affect an individual's commitment, such as economic needs, technological advances, increasing age, adding family members, and new products that are more attractive.

### **Career Development**

Career development is a step taken by the company to face the demands of employee duties and to prepare for the future by developing human resources in the company, which is a must and entirely necessary. According to (Setyawati et al., 2022), career development is the readiness of employees to hold job responsibilities in the future. Employee programs will make employees more productive so as to allow organizations or companies to consider employee career development. Meanwhile, according to (Negoiță, 2020), career development is changing.

The stages of career development, according to (Wongsuwan & Na-Nan, 2022), are as follows: early career is the first stage in which a person enters an organization. During the entry stage, employees work to get a realistic picture of the organization and find jobs that best match their skills, experience, preferences, and interests. Mid-career is a stage where each individual will experience a transition or change in their career. In the middle stage, the individual reviews his achievements up to that point and the possibility of achieving personal career and life goals in the future. A career end, a turning point in productivity, or a decline and early retirement can follow a mid-career crisis.

### **Job involvement**

Job involvement, also called work involvement, is also one of the crucial factors in encouraging organizational commitment. According to (Yadav, 2022), job involvement is part of the appreciation of good values at work and the psychological importance of the job for employees. When employees are given the opportunity to contribute ideas and suggestions in making a decision, they will feel included in the work they are doing and psychologically. They also have the same interests as the organization, which can increase their commitment to the organization and employee performance.

Krauss & Orth (2022) formulated that there are three categories of job involvement, namely as follows: a job as the central life interest can be interpreted as a factor of self-esteem. More broadly, this category views a job as central to human life. Job as important as performance in self-esteem. Job is important if performance in self-esteem can be interpreted as how a job impacts and affects the self-esteem of each individual; active participation in the job and active participation in a job are defined as the active participation of individuals in their involvement with work.

### **Employee performance**

According to (Lin & Tsai, 2020), performance is a manifestation of an employee's ability in the form of actual work or is the result of work achieved by employees in carrying out tasks and work originating from organizations or companies. According to (Alosani et al., 2019), performance is a description of the level of achievement of the implementation of an activity in realizing the goals, objectives, vision and mission of an organization. According to (Rivaldo & Nabella, 2023), performance is a result of work achieved by a person in carrying out the tasks assigned to him and how much they can contribute to the organization. Employee performance is influenced by two factors, namely external and internal factors. Internal factors are factors that come from

within employees, which include job satisfaction and organizational commitment. In contrast, external factors are factors that come from outside employees, which include leadership, work security and safety, and organizational culture. According to (Helal, 2022), there are several objectives of performance appraisal, which are as follows: to find out the goals and objectives of management and employees, motivate employees to improve their performance, distribute rewards from organizations or agencies that can be in the form of promotion or fair promotion, and conduct personnel management research.

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### **Work Motivation**

Motivation comes from within people; therefore, organizational leaders need to create conditions in which workers can motivate themselves. According to (Ahmad, 2021), motivation is a process that explains the intensity, direction, and perseverance of an individual to achieve his goals, with the actual goal being the main driving force for someone in trying to get or achieve what he wants, either positively or negatively. According to (Alizadeh, 2016), motivation is defined as a desire in a person that causes the person to act to achieve a goal. Motivation is a condition that drives employees who are directed to achieve organizational goals. According to (Nuryanto et al., 2021), motivation is a condition that moves employees to achieve the goals of their motives. According to (Khan et al., 2020), providing work motivation has several objectives, including building employee morale, increasing work ethic and job satisfaction, increasing employee

morale productivity, and maintaining employee loyalty and stability.

Research Conceptual Framework (Figure 1)

- H<sub>1</sub>: Organizational commitment has a significant effect on employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.
- H<sub>2</sub>: Career development has a significant effect on employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.
- H<sub>3</sub>: Job involvement has a significant effect on employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.
- H<sub>4</sub>: Work motivation moderates organizational commitment to employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.
- H<sub>5</sub>: Work motivation moderates career development on employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.
- H<sub>6</sub>: Work motivation moderates job involvement in employee performance at Perhutani PGT (Gondorukem and Turpentine Factory) Garahan, Jember Regency.

## RESEARCH METHODS

### Research Plan

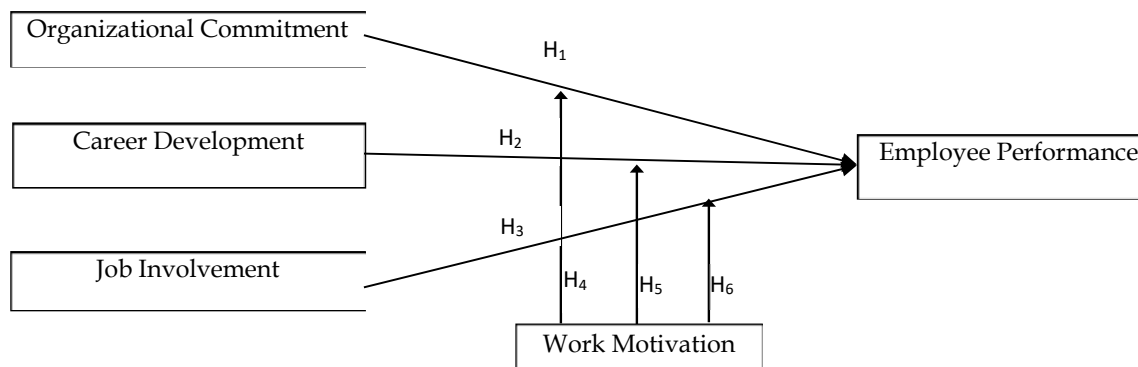
Research design is a systematic and thorough plan that researchers use to address problems and obtain data. It involves formulating hypotheses, operationalizing their implications, conducting analysis, and ultimately obtaining valid data that aligns with the research objectives. The research methodology employed in this study is explanatory research, which aims to elucidate the correlation between two variables (Makri & Neely, 2021).

### Research design

The type of research used in this study is explanatory research, which explains the relationship between one variable and another (Patel & Patel, 2019). This research was conducted to determine and analyze the effect of organizational commitment, career development, and individual characteristics on employee performance, with work motivation as a moderating variable at The State-owned Forest Enterprise, Jember Regency.

### Population and Sample Population

The population used in this study is 56 employees, where the number is all employees who work at The State-owned Forest Enterprise, Jember Regency.



**Figure 1**  
Conceptual Framework

Source: Processed data

### Sample

The sampling method used in this study is non-probability sampling, namely the total sampling technique (census). According to (Memon et al., 2020), this means that researchers use a sampling technique when all members of the population are used as samples or research is conducted on populations below 100 respondents. The population is employees at The State-owned Forest Enterprise, Jember Regency, number 258 employees. The number of samples in this study was 157 respondents using the Slovin Formula, namely:

$$n = \frac{N}{1 + N e^2}$$

Information:

n = Sample

N = Population

e = 5%

### Data Types and Sources

The type of data used in this study is quantitated qualitative data. The data sources used in this study are primary data and secondary data. Data The primers were obtained from respondents' answers through questionnaires that were distributed to employees. The secondary data obtained from this study are data on the number of employees and organizational structure, as well as other data obtained from articles, books, the Internet, research journals, and others.

### Data Analysis Method

#### Instrument Test

##### Validity test

This validity test uses the Pearson Product Moment method by comparing the calculated r-value with the table r-value, where (df) = n-2 (n is the number of samples), with a significant level of 5%. How to see the r table is according to the result of the calculation df and looks at the significant column 0.05. If r calculates > r table and correlates positively, then the instrument is said to be valid.

### Reliability test

The reliability test in this study used Cronbach's alpha statistical test, where an instrument can be said to be reliable if it has an alpha reliability coefficient of more than 0.60. With the testing criteria, namely the Cronbach Alpha value  $\geq 0.60$ , the data is reliable; if the Cronbach Alpha value is  $\leq 0.60$ , the data is not reliable.

### Data Normality Test

The normality test is essential because, with normally distributed data, the data is considered to be representative of the population (Wang, 2022). Data normality is the main requirement that must be fulfilled in order to produce a good regression model. A good regression model usually has data that is distributed. The normality test is carried out using the Kolmogrov-Smirnov test by setting the degree of confidence ( $\alpha$ ) at 5%.

### Interaction Test/MRA

The interaction test, often referred to as moderated regression analysis (MRA), is a unique application of linear multiple regression where the regression equation contains elements of interaction. According to (Memon et al., 2019), the purpose of this analysis is to find out whether moderating variables will strengthen or weaken the relationship between the independent variable and the dependent variable. In this study, a moderate regression analysis (MRA) test will be used, which uses an analytical approach that maintains sample integrity and provides a basis for controlling the influence of moderator variables.

Model 1 Regression Equation (Multiple Linear Regression Analysis):

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon_1$$

Regression Model 2 (MRA) Equation:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_5X_1Z + \beta_6X_2Z + \beta_7X_3Z + \epsilon_2$$

Information:

$\alpha$ : Constant

$\beta$ : Regression Coefficient

Y: Employee Performance (dependent variable)

- X1: Organizational Commitment (Independent Variable)
- X2: Career Development (Independent Variable)
- X3: Individual Characteristics (Independent Variable)
- Z: Work Motivation (Moderation Variable)
- ε1, ε2: Disruptor or error variables
- X1.Z: Interaction between Organizational Commitment and Work Motivation
- X2.Z: Interaction between Career Development and Work Motivation
- X3.Z: Interaction between Individual Characteristics and Work Motivation

**Hypothesis testing**

The t-test was conducted to test the research hypothesis regarding the effect of each independent variable partially on the dependent variable (Andika & Djameluddin, 2020). The hypothesis test carried out in this study is the t-test, which is tested by comparing the t-count value with the t-table value. The formula used in testing t-count is as follows:

$$t = \frac{bi}{Se(bi)}$$

Formulation of the hypothesis test:

Formulate hypotheses.

H<sub>0</sub>, shows that there is no significant influence between organizational commitment, career development, and individual characteristics on employee performance variables. So, the organizational commitment, career development, and individual characteristics have a partial influence on employee performance variables.

Determine the significant value (α = 5%).

This study used a significant value (α) of 5%, meaning that the error rate tolerated by

researchers was 5% and the degree of confidence in this study was 95%. These researchers are still considering other variables that affect the dependent variable that are not included in this study.

Basic decision-making:

a) If the calculated value ≥ ttable and the significant level is 5%, then H<sub>0</sub> is rejected. So, there is no partially significant influence between the independent variable and the dependent variable. b) If the calculated value is ≤ ttable and the significant level is 5%, then H<sub>a</sub> is accepted. So, there is a partially significant influence between the independent variable and the dependent variable.

**ANALYSIS AND DISCUSSION**

**Validity Test**

Based on the data in table 1, each indicator of organizational commitment (X1), career development (X2), individual characteristics (X3), work motivation (Z), and employee performance (Y) shows that the value of r is calculated to be > r. This finding shows that all indicators of each variable are valid and can be used as a research tool.

**Reliability Test**

Based on table 2, Cronbach's alpha (α) scores on each indicator of organizational commitment (X1), career development (X2), individual characteristics (X3), work motivation (Z), and employee performance (Y) show that the resulting value is more significant than 0.60, so it can be concluded that each question indicator in the questionnaire is said to be reliable.

**Table 1**  
**Validity Test**

Variable	Indicator	Recalculate	Rtable	Sig.	Description
Organizational Commitment (X1)	X1.1	0,813	0,2632	000	Valid
	X1.2	0,626	0,2632	000	Valid
	X1.3	0,810	0,2632	000	Valid

Variable	Indicator	Recalculate	Rtable	Sig.	Description
Career Development (X2)	X2.1	0,703	0,2632	000	Valid
	X2.2	0,691	0,2632	000	Valid
	X2.3	0,616	0,2632	000	Valid
	X2.4	0,787	0,2632	000	Valid
Job Involvement (X3)	X3.1	0.30	0,68	000	Valid
	X3.2	0.30	0,52	000	Valid
	X3.3	0.30	0,63	000	Valid
	X3.4	0.30	0,63	000	Valid
	X3.5	0.30	0,68	000	Valid
Work Motivation (Z)	Z.1	0,728	0,2632	000	Valid
	Z.2	0,754	0,2632	000	Valid
	Z.3	0,574	0,2632	000	Valid
	Z.4	0,729	0,2632	000	Valid
Employee Performance (Y)	Y.1	0,617	0,2632	000	Valid
	Y.2	0,543	0,2632	000	Valid
	Y.3	0,524	0,2632	000	Valid
	Y.4	0,582	0,2632	000	Valid
	Y.5	0,672	0,2632	000	Valid
	Y.6	0,625	0,2632	000	Valid

Source: Results of data processing, 202

**Table 2**  
**Reliability Test**

Variable	Cronbach's Alpha	Reliability standards	Description
Organizational Commitment	0,617	0,60	Reliable
Career Development	0,656	0,60	Reliable
Job Involvement	0,648	0,60	Reliable
Employee Performance	0,627	0,60	Reliable
Work Motivation	0,647	0,60	Reliable

Source: Results of data processing, 2023

#### Data normality

Table 3 shows that the value of Asymp. Sig is 0.200. This value is greater than the significance value of 0.05, so it can be concluded that the data in this study are normally distributed.

#### Interaction Test/MRA

Based on table 4. for the first interaction test, it can be explained that organizational commitment (X1) and employee performance (Y) have a significant influence. The data shows a significant result of 0.002, where the result is less than ( $<$ )  $\alpha = 0.05$ . The second interaction test, namely between career development (X2) and employee perfor-

mance (Y), has a significant influence from the significant result of 0.003, where the result is less than ( $<$ )  $\alpha = 0.05$ . The third interaction test, namely between individual characteristics (X3) and employee performance (Y), has a significant influence. The data indicates a significant result of 0.001, where the result is less than ( $<$ )  $\alpha = 0.05$ . The fourth interaction test, namely work motivation (Z), can moderate or strengthen the relationship between organizational commitment (X1) and employee performance (Y). It shows a significant result of 0.043, where the result is less than ( $<$ )  $\alpha = 0.05$ . The fifth interaction test, namely work motivation (Z), can moderate or strengthen the



relationship between career development (X2) and employee performance (Y). So, the significant result is 0.002, where the result is less than ( $<$ )  $\alpha = 0.05$ . The sixth interaction test, namely between work motivation (Z), can moderate or strengthen the relationship between individual characteristics (X1) and employee performance (Y). This finding can be seen from the significant result of 0.039, where the result is less than ( $<$ )  $\alpha = 0.05$ .

**DISCUSSION**

**The effect of organizational commitment on employee performance**

According to the findings from analyzing the data in table 4, it is evident that

there is a strong and positive correlation between organizational commitment and employee performance at both the Gondorukem and Turpentine Garahan Factories. These findings are supported by the statistical analysis, as indicated by the significance value of 0.002, which is below the threshold of 0.05. Additionally, the coefficient value of 0.708 suggests that for every unit rise in organizational commitment, there is a corresponding increase of 0.708 in employee performance. The calculation in table 4 of the t-test reveals a count value of 3.251, which exceeds the table value of 2.00758. Additionally, the significance value of 0.002 is smaller than the predetermined significance level of 0.05.

**Table 3**  
**Data Normality**

		Unstandardized Residual
N		157
Normal Parameters, <sup>b</sup>	Mean	.0000000
	Std. Deviation	1.79099100
Most Extreme Differences	Absolute	.089
	Positive	.056
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Results of data processing, 2023.

**Table 4**  
**Interaction Test/MRA**

Equation 1	Beta	Sig.	( $\alpha$ )	Description
X1 → Y	0,708	0,002	0,05	Significant
X2 → Y	-0,598	0,003	0,05	Significant
X3 → Y	0,520	0,001	0,05	Significant
Equation 2	Beta	Sig.	( $\alpha$ )	Description
X1 → Y				
↑ Z	0,218	0,043	0,05	Significant (Moderating)
X2 → Y				
↑ Z	0,420	0,002	0,05	Significant (Moderating)
X3 → Y				
↑ Z	0,176	0,039	0,05	Significant (Moderating)

Source: Results of data processing, 2023.

These findings indicate that the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted. Consequently, it can be inferred that with solid organizational commitment, there will be an enhancement in employee performance at the Gondorukem and Turpentine Garahan Factories.

The calculation in table 4 of the t-test, which shows a count of 3.251 is more significant than table 2.00758 and a significance value smaller than the predetermined significance level ( $0.002 < 0.05$ ), means that  $H_0$  is rejected and  $H_1$  is accepted, meaning that with exemplary organizational commitment, it will improve employee. The results of this study are in line with research conducted (Setrojoyo et al., 2023)

#### **The effect of career development on employee performance**

Based on the results of data processing in table 4, it appears that career development has a negative and significant effect on employee performance at the Gondorukem and Turpentine Garahan Factories. This data can be seen from the significance value of 0.003, which is smaller than 0.05, and the coefficient value of -0.598, meaning that every increase in career development by 1 unit will reduce employee performance by -0.598. The calculation in table 4.16 of the t-test shows that the count of -3.124 is greater than t table 2.00758, and the significance value is smaller than the predetermined significance level ( $0.003 < 0.05$ ), so  $H_0$  is rejected, and  $H_2$  is accepted. So, the relationship shown by the regression coefficient is negative or reversed, which can be interpreted as indicating that the increasing value of career development, namely the unfairness in providing equal job opportunities to all employees for promotion and the lack of clear information about promotion, will reduce employees. If it is associated with the phenomenon that occurs, it will certainly reduce the value of employee performance if the phenomenon increases. The results of this study are different from

previous research conducted by (Iskamto, 2022), showing that career development has a significant positive effect on employee performance. The results of this study are in line with research conducted by (Efenji & Idajor, 2023).

#### **The effect of job involvement on employee performance**

The results obtained using multiple linear regression analysis tests in this study showed that job involvement had a significant adverse effect on turnover intention. This finding is based on the tests that have been carried out in table 4, where the significance value based on job involvement is  $0.00 \leq 0.05$  ( $\alpha$  value). The value states that the  $H_1$  of the study is acceptable. The finding supports another research by (Jyoti et al., 2021) which states that job involvement has a significant effect on organizational commitment. The results of this study are in line with research conducted by (Thaib & Lusiana, 2019).

#### **The effect of work motivation on organizational commitment to employee performance**

Based on the results of data processing in table 4, the interaction test or moderated regression analysis (MRA) shows that work motivation is able to moderate the relationship between organizational commitment and employee performance. This data can be seen from the significance value of 0.043, which is smaller than the accuracy value ( $\alpha$ ) of 0.05, and the coefficient value of 0.218, which is positive, so  $H_4$  is accepted. Work motivation can moderate the organization's commitment to employee performance. Based on the results of respondents' answers in the questionnaire sheet, employees consider that they already have a high organizational commitment to the company, such as loyalty to continue working in the company and the desire to have a long career in the company. This finding can be encouraged because of the work motivation that the company gives to employees. The results

of this study are in line with research conducted by (Chrisnanto & Riyanto, 2020).

### **The Effect of Work Motivation Moderating Career Development on Employee Performance**

Based on the results of data processing in table 4, the interaction test or moderated regression analysis (MRA) shows that work motivation is able to moderate the relationship between career development and employee performance. The data can be seen from the significance value of 0.002, which is smaller than the accuracy value ( $\alpha$ ) of 0.05, and the coefficient value of 0.420, which is positive, so  $H_5$  is accepted. In other words, work motivation can moderate career development for employee performance. Based on the results of respondents' answers on the questionnaire sheet, employees assessed that they felt they wanted to continue to develop their careers in the company and needed attention from superiors regarding career development program opportunities carried out by the company (Suartina & Sadiartha, 2019).

### **The Effect of Work Motivation Moderating Job Involvement on Employee Performance**

Based on the results of data processing in Table 4, the interaction test or moderated regression analysis (MRA) shows that work motivation is able to moderate the relationship of individual characteristics to employee performance. The significance value is 0.039, which is smaller than the accuracy value ( $\alpha$ ) of 0.05 and the coefficient value of 0.176, which is positive, so  $H_6$  is accepted. Work motivation can moderate job involvement and employee performance. Based on the results of respondents' answers on the questionnaire sheet, the majority of employees considered that they had individual characteristics such as always upholding the values of togetherness with colleagues and felt that the abilities possessed could make it easier for them to complete the tasks given. The results of this study are in line with

research conducted by (Khaitan & Norton, 2019).

### **CONCLUSION AND SUGGESTIONS**

Organizational commitment exerts a favourable and substantial impact on employee performance. These findings indicate that promoting solid organizational commitment can be beneficial in terms of educating employees about the importance of demonstrating loyalty through responsible and conscientious work, ultimately leading to enhanced performance and the attainment of business objectives.

The impact of career development on employee performance is both detrimental and substantial. These results suggest that career development increases when it is linked to two factors: a lack of clear information about open promotion and the unfairness of providing equal job opportunities for promotion to all employees. If the value grows, it will have a negative impact on employee performance.

These results suggest that job involvement increases when it is linked to two factors: the lack of clear information about open promotion and the unfairness of providing equal job opportunities for promotion to all employees. If it is appreciated, it will diminish employee performance.

Job involvement has a positive and significant effect on the performance of employees. The results of this study mean that the high number of employee job involvements indicates a high level of organizational commitment.

Work motivation moderates the organization's commitment to the performance of employees. These results can be interpreted as indicating that the motivation of work carried out by the company for employees can encourage employees to give their loyalty to the company, and there is a desire for a long career in the company so that it can provide good performance for the company.

Work motivation moderates career development towards the performance of. These results can be interpreted as saying

that the better the work motivation provided to employees, the stronger the desire of employees to improve their careers so that they can better provide good performance for the company.

Work motivation moderates individual characteristics of employee performance. These results can be interpreted as indicating that work motivation, such as working conditions or environmental conditions, can improve job involvement. This condition will undoubtedly affect employee performance, which, in the end, is likely to help the company achieve its goals.

The importance of motivation, which can mitigate the impact of organizational commitment and job involvement on employee performance, highlights the significance of appreciating employees and granting them autonomy in their work. However, motivation alone cannot attenuate the impact of professional growth on employee performance. Therefore, managers should implement mentoring, ongoing training, and leadership development programs as activities that can assist in this regard. Furthermore, it offers prospects for work rotation and internal company advancements.

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