

Determination of Employee Performance through Work Motivation with Organizational Support as a Moderating Variable

*Determinants of
Employee
Performance*

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ABSTRACT

Employee performance has become a critical concern for organizations seeking to maintain competitiveness and achieve sustainable operational outcomes. In this context, organizational support, workplace conditions, and internal employee factors play an important role in shaping motivation and performance levels within organizations. This research aimed to describe the determination of organizational culture, employee competency, employee commitment, work environment, employee work motivation, organizational support, and employee work performance through employee work motivation as an intervening variable and organizational support as a moderating variable. This research used a questionnaire from 220 respondents. Data analytics will be using SEM-PLS. The results indicate that organizational culture, employee competence, work environment, and work motivation significantly influence employee performance, while employee commitment affects performance indirectly through work motivation. Organizational culture and competence improve performance directly but do not significantly enhance motivation, whereas the work environment strengthens performance both directly and through motivation. Additionally, organizational support contributes directly to employee performance but does not moderate the relationship between motivation and performance. These findings imply that organizations should prioritize strengthening workplace conditions, developing employee competencies, and maintaining supportive organizational practices to improve performance outcomes effectively.

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INTRODUCTION

Organizational support has increasingly been recognized as a critical factor in shaping employee attitudes, motivation, and performance within modern organizations (Abid et al., 2015). In highly competitive business environments, organizations are required not only to achieve operational efficiency but also to maintain sustainable human resource performance through supportive managerial practices and organizational systems. The phenomenon of organizational support plays a significant role in influencing employee work motivation, where employees' organizational commitment can be reflected in workforce dynamics, including employee turnover patterns. Organizational support functions as a stabilizing mechanism that sustains employee motivation, preventing fluctuations that may weaken performance outcomes. The stability and adaptability of organizational systems, therefore, become essential elements in fostering employee motivation and ensuring the achievement of organizational targets. Previous studies emphasize that employee performance emerges from the interaction between individual ability and motivation, strengthened by organizational support mechanisms that facilitate employee engagement and productivity (Al-Hussami et al., 2018; Agus & Selvaraj, 2020; Allen, 2021).

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Employee performance represents a multidimensional construct that can be assessed through indicators such as quality, quantity, punctuality, effectiveness, and independence in completing assigned tasks. Performance outcomes are influenced by both individual and organizational factors, including motivation, organizational culture, career development opportunities, discipline, and the work environment. Motivation acts as an internal driving force shaping employee behavior and effort, while organizational culture provides shared values and norms that guide workplace interactions and decision-making processes. A strong organizational culture has been widely acknowledged as a determinant of organizational effectiveness and employee performance because it aligns employee behavior with organizational goals (Denison & Mishra, 1995; Fey & Denison, 2003). Furthermore, harmonious relationships between employees and supervisors contribute to a supportive work environment that enhances psychological well-being and strengthens motivation (Putri & Hartono, 2023).

From a theoretical perspective, organizational theory serves as the grand theory underpinning this research by emphasizing the organization as an integrated system composed of structures, functions, and coordinated activities aimed at achieving collective objectives. Organizational theory highlights how organizational stability and adaptability influence employee behavior and performance outcomes, rather than focusing solely on individual-level operational activities (Kuh, 2003). Within this broader framework, human resource management theories function as middle-range theories explaining how organizational practices influence employee performance through motivational and behavioral mechanisms. McGregor's Theory X and Theory Y provide contrasting assumptions regarding employee motivation and managerial control, where Theory X views employees as requiring strict supervision and external incentives, while Theory Y assumes employees are inherently motivated, responsible, and capable of self-direction when supported by conducive organizational conditions.

Leadership and ethical organizational practices also play an essential role in strengthening organizational support and motivation. Transformational leadership perspectives emphasize moral values, trust, and employee empowerment as drivers of organizational effectiveness and sustainable performance (Bass & Steidlmeier, 1999). Ethical and participatory leadership approaches encourage employees to contribute actively to organizational goals, thereby reinforcing motivation and engagement. In addition, organizational change and innovation processes supported by adaptive governance structures have been shown to enhance organizational resilience and employee performance outcomes (Berlin & Adam, 2017; Fauzi & Indrawan, 2023).

Complementing these perspectives, Campbell's Performance Framework Theory provides a comprehensive understanding of employee performance by conceptualizing performance as behavior aligned with organizational objectives rather than merely final outcomes. This framework identifies multiple behavioral dimensions, including task proficiency, communication, effort, discipline, teamwork facilitation, supervision, and leadership contributions, all of which collectively determine organizational success. Within PT Meitech Eka Bintan, high employee performance is considered a key driver of organizational efficiency, productivity, and long-term growth, highlighting the importance of managerial support, employee development, and recognition systems in maintaining sustainable performance levels. This research aims to examine the determination of organizational culture, employee competency, employee commitment, work environment, employee work motivation, organizational support, and employee work performance through employee work motivation as an intervening variable and organizational support as a moderating variable.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Factors Influencing Work Motivation

Organizational culture is widely recognized as a fundamental factor shaping employee attitudes and behavior within an organization. According to Henkel et al. (2019), organizational culture represents a set of characteristics that emerge from organizational

activities and influence behavioral patterns as well as the overall personality of the organization. Galanaki (2019) explains that organizational culture develops alongside the evolution of organizational climate, indicating that cultural values and workplace atmosphere continuously influence one another. Empirical research also confirms the importance of culture in shaping employee motivation. Alfani and Lailla (2025) found that organizational culture has a significant positive effect on work motivation, suggesting that shared values, norms, and supportive organizational practices can encourage employees to become more engaged and motivated in their work.

In addition to culture, individual competence, work commitment, and the work environment also play important roles in strengthening employee motivation. Competence significantly influences motivation because employees who perceive themselves as capable tend to show higher confidence, stronger engagement, and greater willingness to achieve work goals. Individuals with strong competencies often experience higher job satisfaction and stronger achievement motivation. Sakiru (2013) argues that competence acts as a key driver of motivation by enhancing self-confidence, shaping positive job perceptions, and encouraging continuous development, while empirical findings by Wijaya et al. (2024) demonstrate that competence has a significant direct effect on work motivation. Similarly, work commitment reflects an employee's willingness to remain within an organization and exert effort to achieve organizational objectives (Aggarwal et al., 2022; Mujiraharjo et al., 2024). Strong commitment can enhance productivity and motivation because employees who feel valued and supported develop stronger loyalty toward their organization (Hartati et al., 2025). Moreover, the work environment significantly shapes employee motivation, as supportive and comfortable conditions improve productivity, satisfaction, and interpersonal relationships in the workplace (Mahfouz et al., 2022; Hutabarat et al., 2023).

H1: Organizational culture has a positive effect on work motivation.

H2: Employee competence has a positive effect on work motivation.

H3: Employee commitment has a positive effect on work motivation.

H4: Work environment has a positive effect on work motivation.

Factors Influencing Employee Performance

Organizational culture is widely regarded as a key internal factor that shapes employee attitudes and supports organizational effectiveness. It reflects shared values, beliefs, and norms that guide behavior and influence how members interpret their work environment. Garmendia (2004) states that organizational culture functions as an internal strength supporting the achievement of organizational performance. Likewise, Gordon and DiTomaso (1992) highlight that every organization possesses distinctive cultural values that shape operational practices and differentiate it from others. Hajiali et al. (2022) further describe organizational culture as collectively accepted beliefs and norms that guide behavior and shape shared interpretations of organizational reality. Research by Wahyudi and Sunarsi (2025) shows that organizational culture positively contributes to improved organizational performance. Employee competence also plays an essential role in determining performance outcomes. Razzaq et al. (2018) define competence as the ability to perform tasks effectively, while Pentury and Sumany (2023) demonstrate that competence significantly influences employee performance. Furthermore, organizations that invest in competency development tend to achieve measurable improvements in overall performance indicators (Kamal, 2025).

Besides culture and competence, organizational commitment and the work environment also contribute to performance enhancement (Halac & Prat, 2016). Melisani et al. (2024) explain organizational commitment through social exchange theory, where employees respond to organizational support with loyalty and increased effort. Empirical findings by Prasetyaningrum et al. (2023) show that higher organizational commitment is associated with stronger organizational performance. Meanwhile, a supportive work environment is crucial for encouraging motivation and productivity. Studies by Robbins

et al. (2019) further confirm that positive physical and psychological work environments improve employee motivation, satisfaction, and productivity. In this context, motivation becomes a key driver of performance. Iriani et al. (2023) emphasize that motivation arises from both internal and external factors that encourage responsibility and work engagement.

H5: Organizational culture has a positive effect on employee performance.

H6: Employee competence has a positive effect on employee performance.

H7: Employee commitment has a positive effect on employee performance.

H8: Work environment has a positive effect on employee performance.

H9: Work motivation has a positive effect on employee performance.

The Effect of Organizational Culture on Organizational Support

Organizational culture is a fundamental element that shapes how members interpret and respond to their organizational environment. It refers to a set of shared beliefs, values, and norms that guide behavior and influence how individuals understand organizational realities. According to Hajiali et al. (2022), organizational culture consists of collectively accepted assumptions that unconsciously direct employee behavior and shape common interpretations within the workplace. These values influence interactions, decision-making processes, and the way employees align their actions with organizational expectations. Similarly, Robbins et al. (2019) argue that organizational culture differentiates one organization from another through a shared system of meanings, goals, and values that guide the behavior of its members. Through this shared understanding, employees develop a sense of identity and belonging within the organization, which encourages them to internalize organizational values and integrate them into their daily work behavior.

In this context, organizational support is closely connected to the cultural environment established within the organization. Organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Hafidhah & Martono, 2019). This perception emerges when organizations provide assistance during difficulties and offer recognition or appropriate rewards for employees' efforts (Kusuma et al., 2024). When employees perceive strong organizational support, they tend to feel valued and motivated to contribute more effectively to organizational objectives. Empirical evidence also supports this relationship; for example, Salvador et al. (2022) found that organizational culture positively influences perceived organizational support among ship employees. Therefore, a strong organizational culture can encourage supportive practices that enhance employees' sense of belonging and strengthen their perception of organizational support.

H10: Organization culture has a positive effect on organizational support.

Organizational Support as a Mediating and Moderating Variable

Organizational support refers to employees' perceptions regarding how much the organization values their contributions and cares about their well-being. Melisani et al. (2024) explain that organizational support creates reciprocal obligations where employees respond positively to favorable organizational treatment. Garmendia (2004) further notes that perceived organizational support strengthens employee morale, respect, and engagement, which positively influences performance outcomes.

As a moderating variable, organizational support strengthens the relationship between employee-related factors and performance outcomes. When employees perceive strong support through recognition, fairness, and well-being concern, they become more motivated and committed to organizational objectives (Sun, 2019). Organizational culture also contributes to strengthening perceived support by facilitating communication and coordination while fostering positive work climates. High organizational support enhances the effectiveness of motivation and competency by providing psychological

security and encouraging discretionary behaviors such as organizational citizenship behavior (Kao et al., 2023).

Organizational support mediates the relationship between organizational culture and employee performance. Positive organizational culture emphasizing collaboration, open communication, and recognition enhances performance more effectively when employees perceive strong organizational support, such as attention to their needs, adequate resources, and recognition of contributions. This aligns with José et al. (2025) and Vasumathi et al. (2025), showing that perceived organizational support strengthens the impact of culture on actual employee performance. Consequently, organizational support functions as a reinforcing mechanism that amplifies the impact of internal employee factors on performance, ensuring that organizational strategies translate into sustainable performance improvements.

H11: Organizational support has a significant effect on employee performance.

H12: Organizational support moderates the relationship between work motivation and employee performance.

H13: Organizational support mediates the relationship between organizational culture and employee performance.

Work Motivation as Mediating Variable

Work motivation plays a crucial role as an intervening mechanism linking various organizational factors to employee performance. In organizational settings, work motivation often acts as a psychological pathway through which organizational conditions translate into improved performance outcomes (Galanaki, 2019). When employees feel encouraged, supported, and capable of performing their roles, they are more likely to invest greater effort and demonstrate higher productivity. Therefore, motivation not only directly influences employee performance but also functions as a mechanism that channels the effects of organizational factors toward performance improvement.

Several organizational elements can stimulate employee motivation and indirectly influence performance through this mechanism. Organizational culture, for instance, shapes shared values and behavioral norms that influence employee attitudes and engagement at work (Henkel et al., 2019). Wahyudi and Sunarsi (2025) show that supportive organizational cultures significantly enhance work motivation, which subsequently contributes to better performance. Similarly, employee competence increases confidence, job satisfaction, and achievement motivation, enabling individuals to perform tasks more effectively (Sakiru, 2013). Competence has also been shown to directly influence employee performance (Pentury & Sumany, 2023). Research by Wijaya et al. (2024) shows that work motivation positively mediates the relationship between competency, training, and performance. Organizational commitment further strengthens motivation because employees who feel valued tend to reciprocate organizational support with loyalty and greater effort, which is associated with higher performance levels (Prasetyaningrum et al., 2023). In addition, a supportive work environment improves comfort, satisfaction, and interpersonal relationships, which enhance employee motivation and productivity (Mahfouz et al., 2022). Work motivation is expected to mediate the relationships between organizational culture, employee competence, employee commitment, and the work environment with employee performance.

H14: Work motivation mediates the relationship between organizational culture and employee performance.

H15: Work motivation mediates the relationship between employee competence and employee performance.

H16: Work motivation mediates the relationship between employee commitment and employee performance.

H17: Work motivation mediates the relationship between work environment and employee performance.

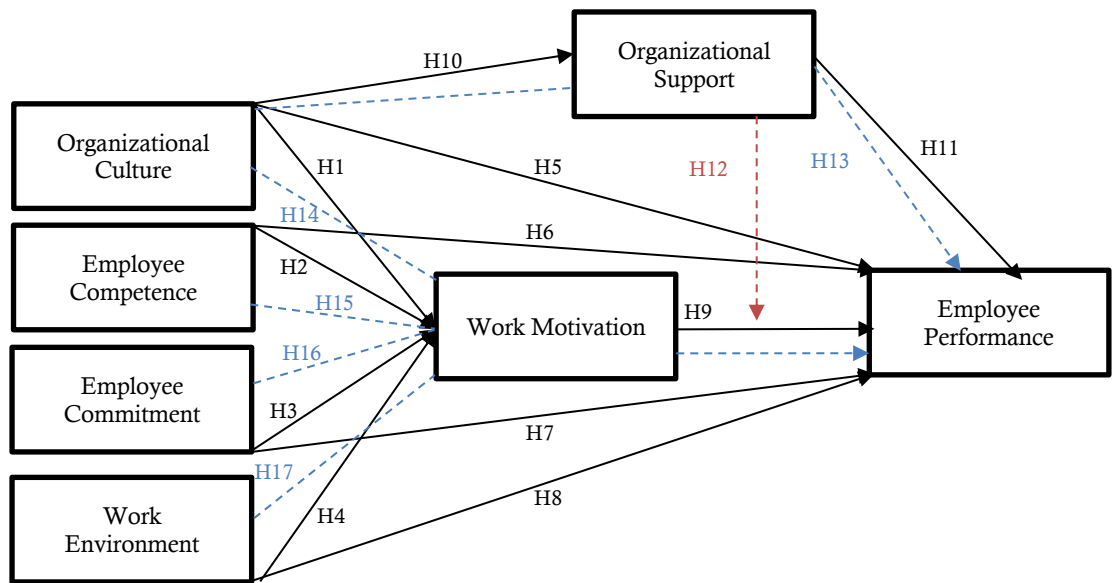


Figure 1. Conceptual Framework

Figure 1 presents the conceptual framework of this study, showing the effects of organizational culture, employee competence, employee commitment, and work environment on work motivation and employee performance. Organizational support is proposed to moderate the relationships between work motivation and employee performance, strengthening the effect of motivation on performance. Additionally, work motivation mediates the effects of organizational culture, employee competence, and work environment on employee performance, highlighting both direct and indirect pathways to overall employee effectiveness.

RESEARCH METHODS

This research applied a quantitative design to analyze the relationships among organizational culture, employee competence, employee commitment, work environment, work motivation, organizational support, and employee performance. The quantitative approach was selected because it allows variables to be measured objectively and enables the statistical examination of causal relationships among constructs through systematic data analysis. The study was carried out at PT. Meitech Eka Bintan, which is in Kijang District, Indonesia.

In this study, the population represents the entire group of individuals relevant to the research objectives. The population consisted of 220 employees of PT. Meitech Eka Bintan, including engineers, staff, and supervisors, as well as craftsmen such as welders, fitters, and technicians. Since the population size was relatively manageable, the research applied a census approach by involving all employees as respondents. Data collection was conducted using a structured questionnaire distributed directly to the employees. The instrument utilized a five-point Likert scale ranging from strongly agree (5), agree (4), quite agree (3), disagree (2), to strongly disagree (1), allowing respondents to systematically express their perceptions regarding the measured variables.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1 as the analysis software. The evaluation process included both the measurement model (outer model) and the structural model (inner model). Convergent validity of the measurement model was assessed using the Average Variance Extracted (AVE), while reliability was examined through Cronbach's Alpha (CA) and other construct reliability indicators. In addition, the model fit was

evaluated using the Standardized Root Mean Square Residual (SRMR), and the overall adequacy of the model was assessed through the Goodness of Fit (GoF) index.

Furthermore, the structural model was evaluated to determine the model's explanatory and predictive capabilities. The coefficient of determination (R^2) was used to assess the explanatory power of endogenous variables, while predictive relevance (Q^2) measured the model's predictive accuracy. Effect size (f^2) analysis was also conducted to identify the magnitude of the influence of exogenous variables on endogenous constructs. These analytical procedures were applied to ensure the validity, reliability, and robustness of the research model in explaining employee performance within the organizational setting.

RESULTS

Table 1 displays the outcomes of the convergent validity assessment based on the Average Variance Extracted (AVE) criterion. The results indicate that all constructs obtain AVE values exceeding the recommended cutoff of 0.50, demonstrating that each variable is capable of explaining more than half of the variance in its indicators. The AVE values for organizational culture amount to 0.625, employee competence 0.662, employee commitment 0.664, work environment 0.607, work motivation 0.627, organizational support 0.717, and employee performance 0.641, all of which meet the validity requirement. Moreover, the overall mean AVE of 0.649 further indicates that the measurement model possesses solid convergent validity, suggesting that the indicators employed effectively capture and represent their respective latent constructs.

Table 1. AVE and Cronbach's Alpha

Variable	AVE	Cronbach's Alpha
Organizational Culture	0.625	0.881
Employee Competence	0.662	0.745
Employee Commitment	0.664	0.899
Work Environment	0.607	0.907
Work Motivation	0.627	0.851
Organizational Support	0.717	0.802
Employee Performance	0.641	0.906
Average AVE	0.649	

Table 1 reports the reliability testing results based on Cronbach's Alpha. The findings show that every construct achieves a Cronbach's Alpha value higher than the recommended minimum of 0.70, which indicates satisfactory internal consistency among the indicators. The reliability coefficients for organizational culture are 0.881, employee competency 0.745, employee commitment 0.899, work environment 0.907, work motivation 0.851, organizational support 0.802, and employee performance 0.906, all of which meet the reliability criteria. These outcomes demonstrate that the instruments applied in this research consistently measure the intended constructs and can therefore be considered dependable for subsequent analysis.

Table 2. Model Fit Evaluation (SRMR)

Test	Information
Model Fit Index	SRMR
Saturated Model	0.065
Estimated Model	0.067
Threshold	< 0.10
Parameter Value	0.082
Interpretation	Fit

Table 2 illustrates the model fit evaluation using the Standardized Root Mean Square Residual (SRMR) index. The SRMR value of the saturated model is 0.065, while the estimated model records a value of 0.067, both of which are below the acceptable cutoff of 0.10. In addition, the overall parameter value of 0.082 also remains under the recommended threshold, indicating an adequate model fit. Consequently, the structural

model proposed in this study sufficiently reflects the empirical data and is appropriate for proceeding with hypothesis testing.

Table 3. R² and Q² Test

Endogenous Variable	R-Square	R-Square Adjusted	Q ² Value	Q ² Criteria
Work Motivation	0.195	0.180	0.437	Q ² > 0.35
Employee Performance	0.493	0.476	0.306	0.15 ≤ Q ² ≤ 0.35
Average R ²	0.343	-		

Table 3 presents the coefficient of determination (R²) results for the endogenous variables in the model. Work motivation has an R-square value of 0.195 and an adjusted R-square of 0.180, indicating that 19.5% of the variance in work motivation is explained by its predictor variables. This suggests a moderate explanatory power.

Employee performance shows an R-square value of 0.493 and an adjusted R-square of 0.476, meaning that 49.3% of the variance in employee performance is explained by the variables included in the model. This reflects a relatively strong explanatory power. The average R² value of 0.343 indicates that the structural model has a moderate level of predictive accuracy.

GoF (Goodness of Fit Index)

$$\text{GoF Value} = \sqrt{(\text{AVE} \times \text{average R}^2)} = \sqrt{(0.649 \times 0.343)} = 0.472$$

Table 3 presents the Q² results used to assess the predictive relevance of the structural model. Employee performance has a Q² value of 0.437, which is greater than 0.35, indicating strong predictive relevance. This suggests that the model has a high capability to predict variations in employee performance. Meanwhile, work motivation shows a Q² value of 0.306, which falls within the range of 0.15 to 0.35, indicating moderate predictive relevance. These findings demonstrate that the model possesses satisfactory predictive power, particularly for employee performance.

Table 4. F² test

Variable	Organizational Support	Work Motivation	Employee Performance
Organizational Support		0.011	0.037
Organizational Culture	0.164	0.011	0.001
Employee Competence		0.009	0.033
Employee Commitment		0.038	0.002
Work Environment		0.033	0.016
Work Motivation		-	0.108

Table 4 presents the f² effect size results, which indicate the magnitude of each variable's contribution to the endogenous variables in the structural model. First, organizational culture shows a moderate effect on organizational support with an f² value of 0.164. This indicates that organizational culture meaningfully explains variations in organizational support. However, its influence on work motivation and employee performance, with a value of 0.001, is categorized as very weak or negligible. This means that while culture strengthens perceived organizational support, it does not directly drive motivation or performance in a substantial way. Second, employee competence has a very weak effect on work motivation, with a value of 0.009, and a small effect on employee performance, with a value of 0.033. This suggests that competence contributes slightly to performance improvement but plays almost no role in increasing motivation. Similarly, employee commitment has a small effect on work motivation, with a value of 0.038, but almost no direct effect on employee performance with a value of 0.002, indicating that employee loyalty does not automatically translate into higher productivity.

Third, the work environment shows small effects on both work motivation, with a value of 0.033, and employee performance, with a value of 0.016. Although

improvements in the work environment may slightly enhance motivation and performance, their overall contribution remains limited. In addition, organizational support has a very weak effect on work motivation, with a value of 0.011, and a small effect on employee performance with a value of 0.037, meaning perceived support contributes to performance but is not a dominant predictor. Work motivation demonstrates the strongest effect on employee performance with a value of 0.108, which falls into the small-to-moderate category based on Cohen's criteria. Compared to other predictors, work motivation provides the largest contribution in explaining employee performance. This indicates that work motivation plays a central role in the model and may function as a mediating variable influencing performance outcomes. Thus, the f^2 results show that most variables have weak to small effect sizes, with work motivation emerging as the most influential predictor of employee performance in this study.

Table 5. Hypothesis Testing

Path Relationship	Original Sample	Sample Mean	Std. Dev	t-statistics	p-values
Organizational Culture → Organizational Support	0.375	0.379	0.060	6.226	0.000
Organizational Culture → Work Motivation	0.109	0.112	0.073	1.478	0.140
Organizational Culture → Employee Performance	0.215	0.216	0.064	3.379	0.001
Employee Competence → Work Motivation	0.098	0.099	0.069	1.418	0.156
Employee Competence → Employee Performance	0.181	0.181	0.055	3.273	0.001
Employee Commitment → Work Motivation	0.200	0.198	0.071	2.823	0.005
Employee Commitment → Employee Performance	0.016	0.018	0.062	0.255	0.799
Work Environment → Work Motivation	0.192	0.194	0.078	2.468	0.014
Work Environment → Employee Performance	0.345	0.346	0.052	6.651	0.000
Work Motivation → Employee Performance	0.270	0.270	0.055	4.872	0.000
Organizational Support → Employee Performance	0.167	0.167	0.057	2.916	0.004
Organizational Support × Work Motivation → Employee Performance	0.064	0.067	0.034	1.870	0.062

Table 5 presents the results of hypothesis testing using the PLS-SEM method, including path coefficients, t-statistics, and p-values for each relationship in the structural model. Organizational culture on organizational support shows a path coefficient of 0.375, with a t-statistic of 6.226 and a p-value of 0.000. Because the t-statistics exceed 1.967 and the p-value is below 0.05, this relationship is positive and statistically significant. This indicates that a stronger organizational culture significantly increases organizational support. Organizational culture on work motivation has a coefficient of 0.109, with a t-statistic of 1.478 and a p-value of 0.140. Since the t-statistic is below 1.967 and the p-value is above 0.05, this relationship is not statistically significant. Thus, organizational culture does not directly influence work motivation.

Organizational culture on employee performance shows a coefficient of 0.215, with a t-statistic of 3.379 and a p-value of 0.001. This confirms a positive, significant effect, indicating that improvements in organizational culture contribute to better employee performance. Employee competence on work motivation has a coefficient of 0.098 with a p-value of 0.156, indicating no significant effect. However, employee competence on employee performance has a coefficient of 0.181 with a p-value of 0.001, showing a positive and significant influence. This means competence directly improves performance but does not significantly increase motivation.

Employee commitment to work motivation shows a coefficient of 0.200 with a p-value of 0.005, indicating a positive and significant effect. In contrast, employee commitment to employee performance has a coefficient of 0.016 with a p-value of 0.799, which is not significant. This means commitment increases motivation but does not directly improve performance. Work environment on work motivation has a coefficient of 0.192 with a p-value of 0.014, indicating a significant positive effect. Work environment on employee performance shows a coefficient of 0.345 with a p-value of 0.000, representing one of the strongest significant relationships in the model. Work motivation on employee performance has a coefficient of 0.270 with a p-value of 0.000, confirming that work motivation significantly enhances employee performance and is a key predictor in the model.

Regarding moderation effects, organizational support to employee performance, with a coefficient of 0.167 and a p-value of 0.004, indicates a significant strengthening role. However, organizational support moderates the relationship between work motivation and employee performance with a coefficient of 0.064 and a p-value of 0.062, which is not statistically significant. Thus, the results indicate that employee performance is significantly influenced by organizational culture, employee competence, work environment, and especially work motivation. Meanwhile, work motivation is significantly influenced by employee commitment and work environment, but not by organizational culture or employee competence. Organizational support plays a significant moderating role in strengthening performance outcomes, although it does not significantly moderate the role of work motivation.

Table 6. Indirect Effects

Indirect Relationship	Indirect Effects
Organizational Culture → Organizational Support → Employee Performance	0.081
Organizational Culture → Work Motivation → Employee Performance	0.033
Employee Competence → Work Motivation → Employee Performance	0.029
Employee Commitment → Work Motivation → Employee Performance	0.038
Work Environment → Work Motivation → Employee Performance	0.051

Table 6 reports the results of the specific indirect effects, highlighting the mediating roles of work motivation and organizational support in the relationships between several independent variables and employee performance. The analysis shows that organizational culture indirectly affects employee performance through work motivation (0.033) and through organizational support (0.081). The stronger indirect effect through organizational support indicates that organizational culture contributes more significantly to employee performance when it strengthens employees' perceptions of organizational support.

Furthermore, employee competence also exerts an indirect influence on employee performance through work motivation (0.029), suggesting that higher competence levels enhance performance by increasing employees' motivational drive. A similar pattern appears in the relationship between employee commitment and performance, where commitment indirectly affects performance through work motivation (0.038). This finding implies that employees with stronger commitment tend to experience greater motivation, which subsequently leads to improved performance outcomes. In addition, the work environment shows an indirect impact on employee performance via work motivation (0.051), indicating that a supportive and conducive workplace can enhance motivation and ultimately improve performance. These results demonstrate that work motivation serves as a key mediating mechanism connecting organizational culture, competence, employee commitment, and work environment with employee performance, while organizational support also plays an important mediating role in linking organizational culture to employee performance.

DISCUSSION

The findings show that organizational culture does not significantly influence work motivation at PT. Meitech Eka Bintan. This result suggests that the existing culture may function more as a formal organizational guideline rather than a psychological factor that stimulates employee motivation. Similar results have been reported in previous studies by Henkel et al. (2019) and Galanaki (2019), indicating that organizational culture does not always translate directly into motivational outcomes, particularly when cultural values are perceived as routine or procedural rather than empowering. Nevertheless, organizational culture demonstrates a positive and significant direct effect on employee performance, indicating that shared norms and behavioral expectations can shape employee discipline and work behavior in achieving organizational goals. This finding aligns with prior studies by Gordon and DiTomaso (1992) and Wahyudi and Sunarsi (2025) shows that a strong organizational culture can directly improve performance by guiding employee behavior and reinforcing operational standards. In terms of mediation, organizational culture shows a limited indirect effect through work motivation, but a stronger pathway through organizational support, suggesting that culture improves performance when it strengthens employees' perceptions that the organization values and supports them (Hafidhah & Martono, 2019; Salvador et al., 2022).

Furthermore, employee competence significantly improves employee performance, confirming that technical capability and professional expertise are key determinants of work outcomes. This finding supports previous research stating that competence enables employees to perform tasks effectively and achieve higher performance levels (Razzaq et al., 2018; Pentury & Sumany, 2023; Kamal, 2025). However, competence does not significantly affect work motivation, indicating that in operational contexts, skills may directly influence productivity without necessarily altering motivational levels. Employee commitment significantly influences work motivation but does not directly affect performance, suggesting that commitment enhances performance primarily through a motivational mechanism. This finding is consistent with social exchange theory, where employees who feel emotionally attached to the organization tend to exert greater effort through increased motivation (Rawashdeh & Tamimi, 2019; Melisani et al., 2024).

The work environment shows a significant positive effect on both work motivation and employee performance, confirming that supportive physical and psychological conditions enhance employee satisfaction, motivation, and productivity (Mahfouz et al., 2022; Hutabarat et al., 2023). Work motivation significantly improves employee performance, highlighting its role as a central psychological mechanism linking organizational factors to performance outcomes (Iriani et al., 2023). Organizational support significantly strengthens employee performance, indicating that employees who perceive strong support from the organization tend to demonstrate higher performance. However, organizational support does not significantly moderate the relationship between work motivation and performance, suggesting that the motivational impact on performance remains relatively stable regardless of perceived support. The results indicate that employee performance at PT. Meitech Eka Bintan is primarily driven by organizational culture, competence, work environment, and work motivation, while indirect influences occur mainly through motivational mechanisms and perceived organizational support, which reinforce the relationships between organizational factors and employee performance.

The results of the indirect effect analysis indicate that the relationships among variables operate not only through direct pathways but also through mediating mechanisms, particularly work motivation and perceived organizational support. Organizational culture appears to enhance employee performance more effectively when its influence is transmitted through organizational support rather than through work motivation, suggesting that employees' perceptions of organizational care and support serve as a key mechanism in shaping performance outcomes. This finding supports prior research emphasizing that mediation analysis helps explain how an independent variable influences an outcome through an intervening variable, thereby revealing underlying

causal mechanisms (Iriani et al., 2023). Furthermore, several variables, such as employee commitment and work environment, demonstrate indirect effects through work motivation, indicating that these factors contribute to performance by strengthening employees' internal drive and psychological engagement. This is consistent with previous studies highlighting motivation as a crucial mediator linking organizational conditions to performance outcomes. However, not all variables exhibit strong indirect pathways; employee competence, for instance, tends to influence performance more directly rather than through motivational processes. These findings confirm that indirect effects, defined as the influence transmitted through mediating variables, play an important role in explaining employee performance, although their magnitude varies across different organizational factors.

CONCLUSION

This study finds that employee performance is directly influenced by organizational culture, employee competence, work environment, and work motivation. Organizational culture significantly improves performance but does not significantly enhance work motivation, indicating that culture operates as a behavioral control mechanism rather than a psychological driver. Employee competence directly strengthens performance but does not affect motivation, suggesting that technical capability plays a dominant role in a highly standardized industrial setting. The work environment demonstrates both strong direct and indirect effects on performance through work motivation, highlighting its strategic importance. Employee commitment does not directly influence performance. However, it significantly improves performance through work motivation, confirming the mediating role of motivation. Organizational support influences employee performance directly but does not moderate the relationship between work motivation and performance.

The findings imply that management should prioritize strengthening the work environment and sustaining a performance-oriented culture while maintaining technical competency standards. Enhancing motivational strategies remains important, particularly in translating employee commitment into improved outcomes. However, this study is limited to a single company within a heavy industrial context, which may restrict generalizability to other sectors. Future research should examine similar models across different industries, incorporate longitudinal designs to observe dynamic changes over time, and explore additional moderating variables such as leadership style or job satisfaction to provide a more comprehensive understanding of performance determinants.

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