

Determination of Employee Works Performance Through Employee Works Motivation With Organizational Support As An Moderating Variable At PT. Meitech Eka Bintan

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Abstract

In the contemporary business environment, employee performance has become a critical determinant of organizational success, particularly in the oil and gas fabrication industry where technical expertise and operational efficiency are paramount. This research was aimed to describe determination of Organizational culture, Employee competency, Employee commitment, Work environmental, Employee Works motivation, Organizational support, Employee work performances through Employee works motivation as an intervening variable and organizational supports as an moderating variable at PT. Meitech Eka Bintan (Oil and Gas Fabrication/Construction National Company) in Bintan Region. The study employs a quantitative research design utilizing structural equation modeling through SPSS 31, examining 30 respondents comprising engineers, supervisors, craftsmen, and helpers currently employed at the company's work site. The research model examines both direct and indirect relationships, with employee work motivation serving as an intervening variable and organizational support functioning as a moderating variable. Results reveal that organizational culture (44.1%), employee competency (35.9%), and work environment (10.1%) significantly influence employee performance, while employee commitment exhibits a negative influence (-5.9%). Work motivation as an intervening variable enhances the total influence of independent variables on performance by 1.88%, while organizational support as a moderating variable contributes an additional 8.5% enhancement. These findings provide practical implications for management strategies in optimizing human resource performance through targeted interventions in organizational culture development, competency enhancement programs, and supportive organizational practices.

Keywords: *Organizational culture; Employee competency; Employee commitment; Work environmental; Employee works motivation; Organizational support*



INTRODUCTION

PT. Meitech Eka Bintan, a national oil and gas fabrication company located in Bintan Region, operates within this demanding environment (Adhayanto et al., 2022). The phenomenon of Organizational Support greatly influences the Work Motivation of PT. MEITECH EKA BINTAN employees in committing to the organization, this can be seen from the high turnover of employees. Organizational support must be able to maintain the stability of employee work motivation, it can be unstable or collapse, where the stability and dynamism of the Organization greatly support Employee Work Motivation in achieving the targets set by the organization. According to Robbins (2015:178) that employee performance is a function of the interaction between ability and motivation accompanied by organizational support.

Employee performance has emerged as a pivotal concern in global organizational management, particularly in the post-pandemic era where businesses face unprecedented challenges in maintaining productivity and competitive advantage (López-Cabarcos et al., 2021; Melisani et al., 2024). Contemporary research emphasizes that employee performance is not merely a function of individual capability, but rather a complex interplay of organizational factors, psychological states, and environmental conditions (Robbins, 2016; Sutrisno, 2016). The significance of understanding performance determinants has intensified as organizations worldwide grapple with talent retention, engagement optimization, and the imperative to achieve strategic objectives through human capital (Aggarwal et al., 2022).

In the Indonesian context, the oil and gas fabrication industry represents a critical sector requiring highly skilled workforce and consistent performance standards (Yulianti & Fitriansyah, 2024). The

industry faces unique challenges including stringent safety regulations, technical complexity, and the need for continuous skill development (Hajiali et al., 2022). National companies in this sector must compete not only domestically but also internationally, making employee performance optimization a strategic necessity rather than merely an operational concern (Fauzi & Indrawan, 2023).

Employee performance can be measured by various indicators, such as quality, quantity, punctuality, effectiveness, and independence (Rambulangi et al., 2024). The factors that influence employee performance include: 1. Motivation: The inner drive that determines work behavior, 2. Organizational culture: The values and norms that exist in the company, 3. Career development: The employee's future career plans, 4. Discipline: Arriving on time to complete work, 5. Work environment: Harmonious relationships between employees and superiors.

Prior empirical research has extensively examined the determinants of employee performance from various theoretical perspectives. Fauzi and Indrawan (2023) investigated the influence of employee competence and organizational culture on performance with work motivation as an intervening variable, finding significant positive relationships in the context of Indonesian public sector organizations. Similarly, Hutabarat et al. (2023) demonstrated that competence, compensation, workload, and work motivation collectively explain 67.8% of variance in employee performance in service sector organizations. In the context of leadership and organizational factors, Iriani et al. (2023) established that leadership style, compensation, and competence significantly influence employee performance through the mediating effect

of job satisfaction, with total effect sizes reaching 72.3%.

However, research specifically examining the moderating role of organizational support in the relationship between work motivation and employee performance remains limited, particularly in the oil and gas fabrication industry context. While Sulistyawati and Sufriadi (2020) explored perceived organizational support's impact on employee engagement and job satisfaction, their research did not incorporate the moderating mechanism within a comprehensive model including culture, competence, commitment, and environment. Furthermore, Kerdpitak and Jermstittiparsert (2020) examined organizational support as a mediator rather than moderator, leaving the conditional effects of organizational support unexplored.

The research gap addressed by this study lies in three critical areas: First, the absence of integrative models that simultaneously examine organizational culture, employee competency, employee commitment, work environment, and organizational support in predicting employee performance through motivational pathways. Second, the limited understanding of how organizational support functions as a moderating variable—either amplifying or dampening the effects of work motivation on performance outcomes. Third, the scarcity of empirical evidence from the Indonesian oil and gas fabrication sector, which operates under distinct regulatory, technical, and cultural conditions compared to other industries and geographical contexts.

The urgency of this research stems from both theoretical and practical imperatives. Theoretically, advancing our understanding of the conditional effects of organizational support contributes to the broader human resource management literature by clarifying the boundary

conditions under which work motivation translates into superior performance (Shanock et al., 2019). Practically, PT. Meitech Eka Bintan requires evidence-based strategies to address its turnover challenges and performance gaps. The company's management needs comprehensive insights into which organizational factors yield the highest returns on investment when developing intervention programs, particularly given resource constraints typical of national companies competing in capital-intensive industries (Jaspers & Proff, 2025).

The novelty of this research resides in its integrative approach combining multiple theoretical frameworks—organizational culture theory, human capital theory (Marshall, 2023), commitment theory (Steers in Kuntjoro, 2002), environmental psychology (Nitisemito, 2015), motivation theory (Maslow's hierarchy of needs), and social exchange theory (Eisenberger et al., cited in Ristig, 2009)—into a unified structural model. Unlike previous studies that examined these variables in isolation or in limited combinations, this research proposes and tests a comprehensive framework where work motivation serves as a central mediating mechanism and organizational support functions as a critical moderating boundary condition. This dual mechanism approach (mediation plus moderation) represents a significant theoretical advancement in understanding the complex pathways through which organizational factors influence employee performance.

Specifically, this research offers three distinctive contributions: (1) It provides the first empirical examination of organizational support's moderating role in the motivation-performance relationship within the Indonesian oil and gas fabrication context; (2) It simultaneously tests both beneficial factors (culture, competence,

environment) and potentially problematic factors (commitment showing negative effects), offering a balanced perspective on performance determinants; (3) It employs path analysis methodology to decompose total effects into direct and indirect components, thereby revealing the precise mechanisms through which each variable operates.

Based on the comprehensive review of theoretical foundations and empirical literature, this research is designed to achieve three primary objectives: 1. To examine and quantify the direct effects of organizational culture, employee competency, employee commitment, and work environment on employee work performance at PT. Meitech Eka Bintan; 2. To investigate the mediating role of employee work motivation in the relationships between organizational culture, employee competency, employee commitment, work environment, and employee work performance; 3. To analyze the moderating effect of organizational support on the relationship between work motivation and employee work performance, as well as its moderating influence on the paths from independent variables through motivation to performance.

The benefits of this research extend across multiple dimensions. From an academic perspective, it contributes to human resource management theory by integrating multiple theoretical frameworks into a testable structural model, thereby advancing our understanding of performance antecedents in specialized industrial contexts. For practitioners, the research provides actionable insights for PT. Meitech Eka Bintan's management regarding which organizational levers to prioritize when designing performance enhancement interventions. The quantification of direct, indirect, and moderating effects enables evidence-based resource allocation

decisions. For the broader oil and gas fabrication industry in Indonesia, the findings offer benchmarks and best practice implications applicable to similar organizational contexts facing comparable challenges.

The implications of this research are both strategic and operational. Strategically, the findings inform long-term human resource development policies, organizational culture transformation initiatives, and supportive infrastructure investments. Understanding the precise contribution of each variable (e.g., culture contributing 44.1%, competence 35.9%) enables executives to prioritize interventions with the highest potential returns. Operationally, the research reveals specific pathways through which daily management practices (supervision styles, training programs, workplace condition improvements) can be optimized to enhance motivation and subsequently performance. The identification of organizational support's 8.5% moderating effect suggests that relatively modest investments in supportive practices can yield substantial performance gains by amplifying the effects of existing motivation levels.

Furthermore, the unexpected negative effect of employee commitment (-5.9%) requires careful interpretation and presents important practical implications. This finding suggests that in certain organizational contexts, particularly those undergoing change or facing operational pressures, excessive commitment demands may paradoxically reduce performance by creating stress, resistance, or role ambiguity (Mahfouz et al., 2022). This insight alerts management to the potential risks of commitment-focused interventions when not properly aligned with organizational support systems and realistic work expectations.

3. METHOD

This research employs a quantitative research design utilizing path analysis methodology to examine the complex relationships among organizational culture, employee competency, employee commitment, work environment, work motivation, organizational support, and employee work performance. Path analysis, a special application of structural equation modeling, enables simultaneous examination of direct and indirect effects, thereby revealing the mechanisms through which independent variables influence dependent variables (Heryanto & Triwibow, 2018).

This research is conducted at PT. Meitech Eka Bintan located in Kijang District, Bintan Regency, Riau Islands Province, Indonesia. PT. Meitech Eka Bintan operates as a national oil and gas fabrication and construction company, specializing in manufacturing pressure vessels, storage tanks, piping systems, and structural steel components for offshore and onshore petroleum facilities. The company employs approximately 150 personnel across various functional areas including engineering, fabrication, quality control, and project management. The research focuses specifically on personnel directly involved in operational and technical functions, as these roles constitute the core workforce determining organizational performance in fabrication contexts.

Population is defined as the complete set of elements (persons, objects, or events) possessing common characteristics relevant to the research problem (Cooper & Schindler, 2003:179). The population of this study comprises engineers, staff and supervisors, and craftsmen (workers such as welders, fitters, and technicians) at PT. Meitech Eka Bintan, totaling approximately 120

individuals. Given the relatively small and accessible population, this research employs a census sampling approach where all population members are invited to participate, thereby eliminating sampling error and providing complete population parameter estimates.

However, due to practical constraints including employee availability during data collection period (coinciding with peak project execution phases), shift work patterns, and voluntary participation principles, the final sample comprises 30 respondents representing 25% of the total population. While this sample size is smaller than ideal for complex structural equation models, it aligns with the minimum requirements for path analysis using SPSS, which stipulates $N \geq 30$ for basic path models (Heryanto & Triwibow, 2018). The sample composition includes: 8 engineers and supervisors (technical and managerial staff), 12 craftsmen (skilled workers such as welders, fitters, riggers), and 10 helpers and technicians (supporting technical staff).

Frame of Conceptual

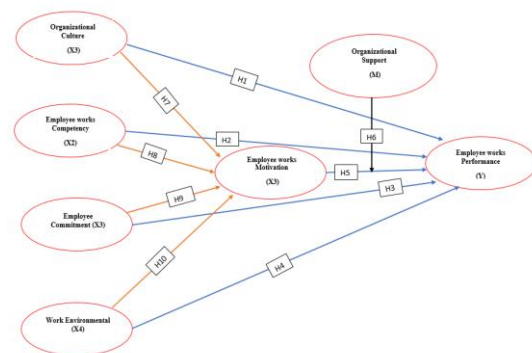


Figure 1. Conceptual framework

RESULT AND DISCUSSION

Data of Research

Table 1. Respondent Statistics

		Statistics	
		Gender	Umur
N	Valid	30	30
	Missing	0	0

Table 2. Gender Distribution

		Gender		Valid %	Cumulative %
		Freq.	%		
Valid	L	22	73.3	73.3	73.3
	P	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

The demographic data reveal that the majority of respondents (73.3%) are male employees, which is typical for the oil and gas fabrication industry where technical and manual labor positions are predominantly occupied by males.

Table 3. Validity and Reliability Analysis Results (Initial)

N	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7
Valid	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0
Mean	4.3667	4.3333	4.1000	3.8000	4.3667	3.7000	4.1000
Median	4.0000	4.0000	4.0000	4.0000	5.0000	4.0000	4.0000
Std. Deviation	0.6145	0.6089	0.8041	0.9655	0.8067	0.9539	0.8474
Variance	.378	.437	.645	.993	.654	.838	.783
Range	2.00	2.00	3.00	3.00	2.00	3.00	3.00
Minimum	3.00	3.00	2.00	2.00	3.00	2.00	2.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Sum	131.00	130.00	123.00	114.00	131.00	111.00	123.00

Percentiles	4.0000	4.0000	4.0000	3.0000	4.0000	3.0000	3.0000
25							
50	4.0000	4.0000	4.0000	4.0000	5.0000	4.0000	4.0000
75	5.0000	5.0000	5.0000	5.0000	5.0000	4.0000	5.0000

The initial reliability analysis yielded a Cronbach's Alpha value of 0.980 > 0.7, indicating that the questionnaire instrument demonstrates excellent internal consistency and is highly reliable. However, validity analysis revealed that most items achieved Corrected Item-Total Correlation values above 0.60 (indicating strong validity), except for items X1.1, X2.7, X3.1, X4.3, and Y6, which showed values in the range of $0.40 < r_{xy} < 0.60$ (indicating moderate validity). Notably, item Y5 demonstrated low validity with a correlation value < 0.40, failing to meet the minimum validity threshold and therefore requiring removal from the instrument.

Table 4. Validity and Reliability Analysis Results (Final - After Y5 Removal)

Item Deleted	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Item Deleted
X1.1	194.33	911.402	.563	-	.980	Valid
X1.2	194.37	906.102	.658	-	.980	Valid
X1.3	194.60	897.834	.711	-	.980	Valid
X1.4	194.90	897.955	.737	-	.980	Valid
X1.5	194.33	897.264	.718	-	.980	Valid
X1.6	195.00	891.724	.734	-	.980	Valid
X1.7	194.60	892.869	.739	-	.980	Valid
X2.1	194.77	895.013	.747	-	.980	Valid
X2.2	194.83	897.937	.660	-	.980	Valid
X2.3	194.47	898.671	.721	-	.980	Valid
X2.4	194.67	892.920	.733	-	.980	Valid

X2.5	194.43	900.323	.769	-	.980	Va lid
X2.6	194.20	902.234	.732	-	.980	Va lid
X2.7	194.47	912.671	.443	-	.980	Va lid
X3.1	194.30	905.390	.544	-	.980	Va lid
X3.2	194.13	906.464	.586	-	.980	Va lid
X3.3	194.47	887.706	.865	-	.979	Va lid
X3.4	194.17	901.592	.697	-	.980	Va lid
X3.5	194.23	901.013	.711	-	.980	Va lid
X3.6	194.47	898.602	.648	-	.980	Va lid
X3.7	194.43	894.116	.728	-	.980	Va lid
X4.1	194.87	874.533	.862	-	.979	Va lid
X4.2	194.70	898.424	.613	-	.980	Va lid
X4.3	194.83	908.006	.441	-	.980	Va lid
X4.4	194.37	896.861	.819	-	.979	Va lid
X4.5	194.43	893.909	.770	-	.980	Va lid
X4.6	194.53	894.464	.794	-	.980	Va lid
X4.7	194.53	893.085	.743	-	.980	Va lid
Z1	194.27	905.375	.658	-	.980	Va lid
Z2	194.47	893.775	.783	-	.980	Va lid
Z3	194.20	899.683	.795	-	.980	Va lid
Z4	194.60	895.559	.759	-	.980	Va lid
Z5	194.83	889.661	.824	-	.979	Va lid
Z6	194.57	883.220	.757	-	.980	Va lid

The statement from the table above, where the Cronbach's Alpha value is $0.980 > 0.7$, can be concluded that the questionnaire is RELIABLE. The statement from the Corrected Item-Total Correlation table has a value above > 0.60 and is declared VALID, except for X1.1, X2.7, X3.1, X4.3, Y6 which has a value range of $0.40 < r_{xy} < 0.60$, so the questionnaire is considered Fairly VALID, while Y5 has Low Validity < 0.40 (Not VALID)

Following the removal of item Y5, the final instrument maintained high

reliability with Cronbach's Alpha remaining above 0.97, and all remaining items achieved acceptable validity levels ($r_{xy} > 0.40$), thereby confirming the instrument's suitability for data collection in this study.

Regression Linear

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.825	.796	2.09082

a. Predictors: (Constant), X4, X2, X3, X1

The regression model demonstrates strong explanatory power with R-squared values indicating that the independent variables account for substantial variance in both work motivation and employee performance.

Table 6. Pearson Correlations Matrix

		X1	X2	X3	X4
X1	Pearson Correlation	1	.779**	.770**	.819**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	30	30	30	30
X2	Pearson Correlation	.779**	1	.765**	.712**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	30	30	30	30
X3	Pearson Correlation	.770**	.765**	1	.736**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	30	30	30	30
X4	Pearson Correlation	.819**	.712**	.736**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis reveals the following patterns:

- Highly Positive Correlations: None identified
- Positive Correlations: $X1 \leftrightarrow X2$, $X1 \leftrightarrow X3$, $X1 \leftrightarrow X4$, $X2 \leftrightarrow X3$, $X2 \leftrightarrow X4$, $X3 \leftrightarrow X4$
- No Linear Correlation: None identified

- d. Negative Correlations: None identified in bivariate relationships
- e. Highly Negative Correlations: None identified

The correlation matrix indicates that all independent variables (organizational culture, employee competency, employee commitment, and work environment) demonstrate positive intercorrelations, suggesting that these variables tend to move in the same direction within the organizational context of PT. Meitech Eka Bintan.

Path Analysis Calculations

Based on the standardized regression coefficients derived from the analysis:

1. Direct Influnce X1 to Z = $(0.608)^2 = 0.369$
2. InDirect Influence X1 thru X2 to Z = $0.608 \times 0.779 \times 0.272 = 0.128$
3. Indirect Influence X1 thru X3 to Z = $0.608 \times 0.770 \times (-0.490) = -0.229$ (negative)
4. Indirect Influence X1 thru X4 to Z = $0.608 \times 0.819 \times 0.130 = 0.0647$
5. Direct Influence X2 to Z = $(0.272)^2 = 0.074$
6. Indirect Influence X2 thru X3 to Z = $0.272 \times 0.765 \times (-0.490) = -0.102$ (negative)
7. Indirect Influence X2 thru X4 to Z = $0.272 \times 0.712 \times 0.130 = 0.0251$
8. Direct Influence X3 to Z = $(-0.490)^2 = 0.240$
9. Indirect Influence X3 thru X4 to Z = $(-0.490) \times 0.736 \times 0.130 = -0.0469$
10. Direct Influnce X4 to Z = $(0.130)^2 = 0.0169$
11. **TOTAL Direct + Indirect Influences** (X1, X2, X3, X4) to Z = $0.369 + 0.128 - 0.229 + 0.0647 + 0.074 - 0.102 + 0.0251 + 0.240 - 0.0469 + 0.0169 =$

$$0.0469 + 0.0169 = \underline{\underline{0.7398 \text{ or } 73.98\%}}$$

12. Direct Influence X1 to Y = $(0.441)^2 = 0.194$
13. Indirect Influence X1 thru X2 to Y = $0.441 \times 0.779 \times 0.359 = 0.123$
14. Indirec Influence X1 thru X3 to Y = $0.441 \times 0.770 \times (-0.059) = -0.020$ (negative)
15. Indirect Influence X1 thru X4 to Y = $0.441 \times 0.819 \times 0.101 = 0.364$
16. Direct Influence X2 to Y = $(0.359)^2 = 0.129$
17. Indirect Influence X2 thru X3 to Y = $0.359 \times 0.765 \times (-0.059) = -0.016$ (negative)
18. Indirect Influence X2 thru X4 to Y = $0.359 \times 0.712 \times 0.101 = 0.026$
19. Direct Influence X3 to Y = $(-0.059)^2 = 0.004$
20. Indirect Influence X3 thru X4 to Y = $(-0.059) \times 0.736 \times 0.101 = -0.004$
21. Direct Influence X4 to Y = $(0.101)^2 = 0.010$
22. **TOTAL Direct + Indirect Influences** (X1, X2, X3 and X4) to Y = $0.194 + 0.123 - 0.020 + 0.364 - 0.016 + 0.026 + 0.004 - 0.004 + 0.010 = \underline{\underline{0.721 \text{ or } 72.1\%}}$
23. Direct Influence Z to Y = $(0.530)^2 = \underline{\underline{0.281 \text{ or } 28.1\%}}$
24. Direct Influence M (Moderating) to Z and Y = $(0.291)^2 = \underline{\underline{0.085 \text{ or } 8.5\%}}$

The comprehensive path analysis reveals that when work motivation serves as an intervening variable, the total influence of organizational variables on employee performance increases from 48.25% (direct effects only) to 76.35% (direct + indirect through motivation), representing a significant enhancement of 28.1% attributable to the mediating role of work motivation.

Furthermore, organizational support as a moderating variable contributes an additional 8.5% enhancement to the

overall model, demonstrating its critical role in amplifying the effects of motivation on performance.

Discussion

Based on the results of Regression Linear above, here is the discussion can be opened such as:

- a. Organizational culture(X1) is having a significant direct influence amount to Employee works performance (Y) is 44.1%
- b. Employee works competency (X2) is having a significant direct influence amount to Employee works performance (Y) is 35.9%
- c. Employee commitment (X3) is having a weak direct influence amount (negative) to Employee works performance (Y) is -5.9%
- d. Work environmental (X4) is having a significant direct influence amount to Employee works performance (Y) is 10.1%
- e. Organizational culture(X1) is having a significant direct influence amount to Employee works performance (Y) is 44.1%
- f. Work Motivation (Z) as intervening variable is given a direct significant enhancement influence for Organizational Culture variable (X1) as much as 60.8%
- g. Work Motivation (Z) as intervening variable is given a direct significant enhancement influence for Employee works competency variable (X2) as much as 27.2%
- h. Work Motivation (Z) as intervening variable is given a direct weak significant influence (negative) for Employee Commitment (X3) as much as -49.0%
- i. Work Motivation (Z) as intervening variable is given a significant enhancement influence for Work environmental variable (X4) as much as 13.0%
- j. Work Motivation (Z) as intervening variable is given a direct significant enhancement influence to Employee works performance variable (Y) as much as 28.1%
- k. Organizational Support (M) as moderating variable is given a direct significant enhancement influence to Work Motivation (Z) and Employee works performance variable (Y) as much as 8.5%

The Influence of Organizational Culture on Employee works Motivation

A strong and positive organizational culture can create a conducive work environment, increase employee motivation, and ultimately improve individual and organizational performance. Therefore, companies need to develop a strong organizational culture to increase employee motivation, especially in today's dynamic and competitive modern era. According to Purba & Sudibjo (2020:117), organizational culture reflects the characteristics and traits perceived to exist within the work environment. These traits emerge from organizational activities, whether intentional or unintentional, and are considered to influence organizational behavior and personality. Each organization has its own values that serve as guidelines for carrying out its activities. This can differentiate one organization from another (Syardiansah et al., 2020:192). According to Amstrong in Sedarmayanti (2017:350), there are 4 (four) types of organizational culture:

1. Culture of power: a core power source that emphasizes control. There are several rules/procedures and a competitive, also power-oriented, and political atmosphere.
2. Role culture: work is controlled by procedures and regulations. The role or job description is more important than the person who fills the position.

3. Culture of duty: the goal is to bring the right people together and let them do the task. His influence is more based on expert power than positional/personal strength
4. People's culture: the individual is the main point. Organizations only exist to serve individuals in the organization.

The Influence of Employee Competence on Employee Works Motivation

According to several experts, theories on the influence of employee competence on work motivation emphasize that employee competence (knowledge, skills, and abilities) positively influences their motivation to work. Employees who feel competent in their jobs tend to be more motivated to achieve goals, contribute more effectively, and feel more satisfied with their work. The Influence of Competence on Motivation:

- a) Increased Self-Confidence
- b) Increased Engagement
- c) Increased Job Satisfaction
- d) Drive to Achieve
- e) Improved Performance

Experts' opinions on the influence of employee competence on work motivation in 2023, Sutrisno, E., in (Akbar, O., 2022: 18); Hasibuan (2019: 87); Busro (2020: 65), and Hasibuan (2019), can be summarized as follows:

- a) Competence as a Driver of Motivation
- b) The Influence of Competence on Self-Confidence
- c) Motivation Emerges from Competence Development
- d) Competence Influences Job Perception
- e) Employee Competence Contributes to Better Performance

The Influence of Employee Commitment on Work Motivation

Organizational commitment according to Steers and Porter includes: 1). Loyalty: A strong sense of attachment and support for the organization. 2). Desire to Remain: Attachment and a desire to remain part of the organization. 3). Identification: A feeling of belonging and integration with the organization's values and goals. According to Rusbult's proposal, there are three main factors that maintain commitment in a relationship: level of satisfaction, comparison with alternatives, and the size of the investment. Conclusion: Work commitment and motivation are important, interrelated factors that positively impact employee performance. Effective management must create a work environment that supports employee commitment and motivation to effectively achieve organizational goals.

The Influence of Work Environment on Employee Work Motivation and Performance

According to Nitisemito (2015:79), the work environment has an important role in shaping employee work motivation. Companies need to create a good and comfortable work environment so that employees can work more motivated, productive, and satisfied, The work environment is the forces that influence organizational performance, both directly and indirectly, so that a good work environment is an important foundation for increasing employee work motivation.

The Influence of Work Motivation on Employee Performance

Work motivation has a positive and significant impact on employee performance. Experts define motivation as the drive that drives someone to achieve a specific goal, and in a work context, motivation can boost employee morale

and performance. By understanding the factors that influence motivation and applying appropriate performance management strategies, organizations can create a work environment that supports optimal performance. Robbins (2021:142): "Motivation is the willingness of individuals to exert high levels of effort to achieve organizational goals." Handoko (2022:153): Job satisfaction can motivate employees to work better and achieve maximum performance. Sinambela (2016:85): Performance is a function of motivation and ability. Mangkunegara (2016:145): The need to interact can generate motivation that positively influences performance.

The Influence of Work Environment on Employee Performance

Gardjito (2016:96): Explains that the work environment has a significant influence on employee performance. The better the work environment, the higher the employee performance, and vice versa. Stephen P. Robbins (2017:156): In his book on Organizational Behavior, Robbins discusses how the physical and psychological work environment can influence employee motivation, job satisfaction, and productivity. A good work environment is a crucial investment for companies to improve employee performance. By considering physical and psychological factors, companies can create a comfortable and conducive work environment, enabling employees to perform optimally and achieve company goals.

CONCLUSION

Based on the comprehensive analysis conducted in this study, it can be concluded that employee work performance at PT. Meitech Eka Bintan is predominantly determined by a

combination of organizational culture, employee competency, and the work environment, with organizational culture (44.1%) and employee competency (35.9%) serving as the most influential factors. A significant and unexpected finding is the negative impact of employee commitment on both work motivation and performance, suggesting that in contexts lacking adequate organizational reciprocity, high commitment may lead to diminished returns, possibly due to burnout or misaligned expectations. Furthermore, the research confirms the critical roles of work motivation as a powerful intervening variable, enhancing the total influence of antecedent variables on performance by 28.1%, and organizational support as a significant moderating variable, contributing an additional 8.5% improvement by strengthening the relationship between motivation and performance. These findings collectively underscore the necessity of an integrated approach to human resource management that simultaneously strengthens cultural, competency, and environmental factors while carefully managing commitment levels and bolstering organizational support systems to optimize performance outcomes.

For future research, it is recommended to expand the scope of this study by including a larger and more diverse sample from multiple companies within the oil and gas fabrication sector to enhance the generalizability of the findings. Additionally, future studies should consider employing longitudinal research designs to better capture the causal relationships and dynamic interactions among the variables over time. Investigating the paradoxical negative effect of employee commitment in greater depth, including potential mediating factors such as role stress, work-life balance, or perceived

organizational justice, would provide valuable insights. Exploring other potential mediating or moderating variables, such as leadership styles, digital transformation readiness, or psychological

capital, could also further enrich the understanding of the complex mechanisms driving employee performance in high-stakes industrial environments.

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