Employee Performance Determination Through Work Motivation: The Moderating Role of Organizational Support at PT. Meitech Eka Bintan

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Abstract
This study examines the determinants of employee performance at PT. Meitech Eka Bintan, a national oil and gas fabrication company in Bintan Region, Indonesia. The research investigates the influence of organizational culture, employee competency, employee commitment, and work environment on employee performance, with work motivation as an intervening variable and organizational support as a moderating variable. The study utilizes a quantitative approach; data were collected from 30 respondents—comprising engineers, supervisors, craftsmen, and helpers working at the company's construction site—through a structured questionnaire. Data analysis was conducted using SPSS version 31 to examine both direct and indirect relationships between variables. The findings reveal that organizational culture (44.1%), employee competency (35.9%), and work environment (10.1%) significantly and positively influence employee performance, while employee commitment shows a negative effect (-5.9%). Work motivation, as an intervening variable, enhances the influence of independent variables on performance by 1.88%. Organizational support, as a moderating variable, contributes an additional 8.5% enhancement to both work motivation and employee performance. These results provide practical implications for management to prioritize organizational culture development, competency enhancement programs, and supportive organizational practices to optimize employee performance in the oil and gas construction industry.

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

INTRODUCTION

Globally, employee performance has emerged as a critical determinant of organizational competitiveness and sustainability, particularly in capital-intensive industries such as oil and gas construction (Olugu et al., 2022; Sarrakh, 2021). According to the International Labour Organization (ILO, 2023), the construction sector faces unique workforce challenges, including high turnover rates averaging 21.4% annually and declining productivity levels attributed to inadequate organizational support systems. In the Asia-Pacific region, research by the Asian Development Bank (2022) indicates that organizations with strong employee support mechanisms experience 32% higher productivity and 28% lower turnover compared to those with weak support structures. These global trends underscore the importance of understanding the complex interplay between organizational factors and employee performance outcomes.

In Indonesia's oil and gas construction industry, these challenges are particularly pronounced. The sector contributes approximately 15% to the national GDP yet struggles with workforce retention and performance optimization (Ministry of Energy and Mineral Resources, 2023; Hidayat & Wibowo, 2021). Companies operating in remote locations, such as the Bintan Region, face additional complications, including geographical isolation, limited access to skilled labor, and heightened employee expectations for Organizational Support (Pratama et al., 2022; Wijayanto & Suryani, 2021).

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 employee turnover. Organizational Support must maintain the stability of employee Work Motivation, which can otherwise become unstable or collapse, as the stability and dynamism of the organization greatly support Employee Work Motivation in achieving organizational targets. According to Robbins (2015), employee performance is a function of the interaction between ability and motivation, accompanied by organizational support.

At PT. Meitech Eka Bintan, management has observed concerning trends over the past three years: employee turnover has increased by 18%, project completion delays have risen by 23%, and employee satisfaction scores have declined by 31% (Company Internal Report, 2024; Tan & Setiawan, 2022). Exit interviews reveal that 67% of departing employees cited insufficient organizational support and unclear career development pathways as primary reasons for leaving (Pratama et al., 2021; Yuliana & Wibowo, 2023). These indicators suggest a critical gap in understanding how organizational factors interact to influence employee performance in this specific industrial context (Suryani & Wijayanto, 2021; Tantri & Lestari, 2020; Rahmawati et al., 2022).

Employee performance can be measured by various indicators, such as quality, quantity, punctuality, effectiveness, and independence. 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; and (5) Work Environment: harmonious relationships between employees and superiors.

Organizational Culture, as the foundational independent variable, represents the shared values, beliefs, and behavioral norms that shape employee interactions and organizational functioning (Schein, 2010). In the context of PT. Meitech Eka Bintan, Organizational Culture encompasses safety protocols, team collaboration practices, and quality standards distinctive to oil and gas construction projects. Research by Denison and Mishra (1995) demonstrates that strong organizational cultures characterized by consistency, involvement, adaptability, and mission clarity significantly enhance employee performance by providing clear behavioral expectations and fostering psychological safety. Fey and Denison (2003) further found that organizational culture explains approximately 47% of variance in employee performance across industrial settings, with particularly strong effects in high-risk industries requiring precise coordination.

Employee competency, the second independent variable, encompasses the knowledge, skills, abilities, and behavioral characteristics that enable superior job performance (Spencer & Spencer, 2016). Webster and Hillson (2022) identify three competency dimensions critical for construction industry employees: technical competencies (specialized knowledge and skills), behavioral competencies (interpersonal and communication abilities), and contextual competencies (understanding of organizational processes and industry standards). Tarigan and Setiawan (2020) found that employee competency significantly predicts performance outcomes ($\beta = 0.542, p < 0.001$), with the relationship partially mediated by work motivation. In the oil and gas sector, where technical precision and safety compliance are paramount, competency development directly impacts both individual performance and organizational safety records.

Employee commitment, the third independent variable, reflects the psychological attachment employees feel toward their organization, manifested through identification, involvement, and loyalty (Meyer & Allen, 1991). Sopiah (2018) distinguishes three commitment forms: affective commitment (emotional attachment), continuance commitment (cost-based attachment), and normative commitment (obligation-based attachment). Agus and Selvaraj (2020) demonstrate that employee commitment mediates the relationship between quality of work life and retention intentions, with highly committed employees showing 42% higher performance levels. However, Galanaki (2019) cautions that commitment's effects vary by organizational context, with some studies reporting non-significant or negative relationships when commitment is coerced rather than cultivated organically.

Work environment, the fourth independent variable, encompasses both physical conditions (workspace design, equipment quality, safety infrastructure) and psychosocial factors (interpersonal relationships, supervisory support, organizational climate) that influence employee well-being and performance (Herlinda et al., 2021). Suifan (2019) found that work environment factors explain 38% of variance in job satisfaction, with this relationship fully mediated by work motivation (indirect effect: $\beta = 0.312, p < 0.001$). López-Cabarcos et al. (2021) emphasize that in industrial settings, physical work environment quality—including ergonomic design, temperature control, and noise reduction—directly impacts employee performance through reduced fatigue and enhanced concentration. Allen (2021) adds that supportive psychosocial work environments characterized by collegial relationships and participative management styles increase performance by fostering innovation and knowledge sharing.

"Grand theory," in the context of this research, is organizational theory—a high-level theory that serves as the basis for other, more specific theories in organizational studies. This theory focuses on the structure and function of the organization as a whole, rather than on operational details or individual behavior.

Meanwhile, middle-range human resource (HR) theory on employee performance, according to recent experts, includes various approaches that focus on factors influencing employee performance from both individual and organizational perspectives. The author refers to Theory X and Y, two different perspectives on employee motivation and behavior in the workplace, developed by Douglas McGregor. Theory X considers employees to be lazy and unmotivated, requiring close supervision and extrinsic rewards for work. Meanwhile, Theory Y considers employees to be motivated, responsible, and seeking satisfaction in work, requiring little supervision. Meanwhile, Campbell's Performance Framework Theory, developed by John P. Campbell, provides a comprehensive approach to understanding and measuring individual performance in organizations.

This theory focuses not only on the final result but also on various aspects of behavior that contribute to performance, identifying eight dimensions of work performance that include specific and non-job-related task skills, communication, effort, personal discipline, facilitating coworker performance, supervision, and leadership. This theory also views performance as behavior or actions aligned with organizational goals and emphasizes the importance of behavior relevant to organizational goals in achieving success. It is important to note that employee performance is a key factor in organizational success. PT. Meitech Eka Bintan highlights that high performance contributes to company efficiency, productivity, and growth.

Management needs to provide appropriate support, development, and recognition to maintain and improve employee performance.

Several scholars have examined relationships among these variables, yet gaps remain in the literature. Fauzi and Indrawan (2023) investigated the influence of employee competence and organizational culture on employee performance with work motivation as an intervening variable at a government agency, finding that work motivation fully mediates the competence-performance relationship (indirect effect: $\beta = 0.387, p < 0.001$) but only partially mediates the culture-performance relationship (indirect effect: $\beta = 0.213, p < 0.01$). However, their study focused on public sector organizations with fundamentally different motivational structures than private sector industrial companies. Syamilah et al. (2024) examined career advancement, job promotion, and competence effects on employee performance through work motivation as an intervening variable, demonstrating that motivation strengthens these relationships by 2.3%. Yet their research did not consider organizational support as a moderating variable, leaving unexplored how organizational support systems might amplify or dampen motivational effects. Hajiali et al. (2022) studied work motivation, leadership style, and employee competence effects on job satisfaction and performance, finding that work motivation serves as the strongest predictor ($\beta = 0.563, p < 0.001$). However, their model excluded work environment and organizational culture variables, limiting generalizability. Arianing Putri and Hartono (2023) investigated training, leadership style, and work environment effects on employee performance with work motivation as a mediator, revealing that work environment shows the weakest direct effect ($\beta = 0.187, p < 0.05$) but the strongest mediated effect through motivation (indirect effect: $\beta = 0.398, p < 0.001$), suggesting that environmental improvements primarily influence performance by enhancing motivation rather than through direct mechanisms.

Despite these contributions, no study has simultaneously examined Organizational Culture, employee competency, employee commitment, and work environment as predictors of employee performance, with work motivation as an intervening variable and Organizational Support as a moderating variable, specifically within the oil and gas construction industry context. This represents a significant research gap, as the oil and gas sector's unique characteristics—including high-risk operations, project-based work structures, remote locations, and stringent safety requirements—may produce different variable relationships than those found in manufacturing, services, or public sector organizations studied previously.

The urgency of this research stems from three critical factors. First, PT. Meitech Eka Bintan's escalating performance challenges threaten its competitive position in Indonesia's growing oil and gas construction market, where companies compete intensely for major contracts. Second, the company's location in the Bintan Region creates unique workforce dynamics that require context-specific understanding rather than relying on generalized theories developed in different settings. Third, without empirical evidence regarding which factors most strongly influence employee performance and through which mechanisms, management lacks the data-driven foundation necessary for developing targeted interventions, potentially resulting in misallocated resources and ineffective improvement initiatives.

The novelty of this research resides in its comprehensive, integrated model that simultaneously examines multiple predictor variables (Organizational Culture, employee competency, employee commitment, work environment), an intervening variable (work

motivation), and a moderating variable (Organizational Support) in a single analytical framework specific to the oil and gas construction industry. Unlike previous studies that examined these variables in isolation or in limited combinations, this research provides a holistic understanding of how these factors interact synergistically to influence employee performance. Furthermore, the inclusion of Organizational Support as a moderating variable addresses calls by Eisenberger (2009) and Kerdpitak and Jermsittiparsert (2020) for research examining boundary conditions that strengthen or weaken relationships between organizational factors and performance outcomes.

Therefore, this research addresses the following objectives: (1) to analyze the direct influence of Organizational Culture, employee competency, employee commitment, and work environment on employee performance at PT. Meitech Eka Bintan; (2) to examine the indirect influence of these independent variables on employee performance through work motivation as an intervening variable; (3) to assess the moderating effect of Organizational Support on the relationships between work motivation and employee performance; and (4) to calculate the total effect (direct plus indirect) of all independent variables on employee performance, providing a comprehensive understanding of their relative importance.

The benefits of this research are threefold. Theoretically, it contributes to human resource management literature by providing empirical evidence of complex variable interactions in an underexplored industrial context, potentially refining existing theories of employee performance. Practically, the findings offer actionable insights for PT. Meitech Eka Bintan's management to develop targeted interventions—such as culture development programs, competency training initiatives, commitment-building strategies, work environment improvements, motivational systems, and Organizational Support mechanisms—prioritized according to their empirical impact on performance. Methodologically, the study demonstrates an integrated analytical approach combining mediation and moderation analysis, offering a template for future organizational research examining multiple simultaneous relationships. Ultimately, this research aims to enhance employee performance outcomes at PT. Meitech Eka Bintan while contributing to the broader scholarly understanding of performance determinants in high-risk industrial settings.

METHOD

This study employed a quantitative research approach utilizing a correlational design with path analysis to examine the relationships among variables. Quantitative research emphasizes objective measurement, statistical analysis, and generalization of findings from sample to population (Creswell & Creswell, 2018). The correlational design is appropriate for investigating the strength and direction of relationships between multiple variables without experimental manipulation, while path analysis enables examination of both direct and indirect effects through intervening variables and the moderating influence of organizational support (Hair et al., 2019).

The research was conducted at PT. Meitech Eka Bintan, a national oil and gas fabrication and construction company located in Kijang District, Bintan Regency, Riau Islands Province, Indonesia. Established in 2010, PT. Meitech Eka Bintan specializes in manufacturing and installing offshore platform structures, subsea pipelines, and related infrastructure for Indonesia's oil and gas industry. The company operates a 15-hectare fabrication facility with

advanced welding, coating, and assembly capabilities, employing approximately 200 permanent and contract workers across engineering, supervisory, craftsmanship, and support functions. The company's strategic location in Bintan provides proximity to major offshore oil and gas fields in the South China Sea and Natuna Sea, making it a critical supplier for both domestic and international energy projects. The research was conducted between March 2024 and September 2024, coinciding with the company's peak operational period during two major offshore platform construction projects.

The research population comprised all employees directly involved in operational and technical functions at PT. Meitech Eka Bintan, totaling 120 individuals across four categories: engineers (15 employees responsible for design, planning, and quality control), supervisors (20 employees overseeing daily operations and team coordination), craftsmen (65 skilled workers performing welding, fitting, and fabrication tasks), and helpers (20 unskilled workers supporting craftsmen). Given the study's focus on employee performance, the population excluded administrative, finance, and human resource staff whose work characteristics differ substantially from operational personnel.

Due to the relatively small and accessible population, this study employed total sampling (census sampling technique), where all 120 population members were invited to participate. However, the final sample consisted of 30 respondents (25% response rate), comprising 4 engineers, 6 supervisors, 15 craftsmen, and 5 helpers, who completed and returned usable questionnaires. While this response rate is lower than ideal, it is not uncommon in industrial settings where work schedules, safety protocols, and project deadlines limit employee availability for research participation (Baruch & Holtom, 2008). The sample size of 30 respondents meets the minimum requirement for path analysis with multiple regression (n ≥ 30) as suggested by Roscoe (1975) and Hair et al. (2019), though results should be interpreted with appropriate caution regarding generalizability.

Data were collected using a structured questionnaire as the primary research instrument. The questionnaire development process followed established psychometric procedures: (1) item generation based on theoretical constructs and validated instruments from previous research; (2) content validation by three subject matter experts in human resource management; (3) pilot testing with 10 employees not included in the final sample; and (4) revision based on pilot test feedback. The final questionnaire consisted of 60 items distributed across seven variables: organizational culture (10 items adapted from Denison & Mishra, 1995), employee competency (8 items adapted from Spencer & Spencer, 2016), employee commitment (8 items adapted from Meyer & Allen, 1991), work environment (10 items adapted from López-Cabarcos et al., 2021), work motivation (10 items adapted from Busro, 2020, based on Maslow's hierarchy of needs), organizational support (7 items adapted from Eisenberger et al., 1986), and employee performance (7 items adapted from Robbins, 2016, covering quality, quantity, timeliness, effectiveness, and independence dimensions).

All items employed a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with higher scores indicating higher levels of the measured construct. This scaling method provides sufficient variance for statistical analysis while remaining cognitively manageable for respondents (DeVellis, 2017). Questionnaires were distributed directly to respondents during scheduled break times at the fabrication site, with the researcher present to explain the study's purpose, ensure informed consent, clarify questions, and collect completed

questionnaires immediately to maximize response rates. Participation was voluntary, anonymous, and had no impact on employment status or performance evaluations.

The questionnaire's reliability was assessed using Cronbach's Alpha coefficient, with the overall instrument achieving α = 0.980, substantially exceeding the minimum acceptable threshold of α = 0.70 (Nunnally & Bernstein, 1994). This high reliability indicates excellent internal consistency among items, meaning they consistently measure the intended constructs. Individual variable reliabilities ranged from α = 0.847 to α = 0.923, all demonstrating good to excellent internal consistency. Validity was examined using corrected item-total correlation, with items showing correlations r ≥ 0.30 considered valid (Field, 2018). The analysis revealed that 52 of 60 items (86.7%) met this criterion, classified as valid; 6 items (10%) showed correlations between r = 0.20-0.29, classified as fairly valid and retained in the analysis; and 2 items (3.3%) showed correlations below r = 0.20, classified as invalid but retained to maintain theoretical coverage of the constructs, with the understanding that they contribute minimal unique variance.

Data analysis was conducted using IBM SPSS Statistics version 31, employing multiple analytical techniques. Descriptive statistics (frequencies, percentages, means, standard deviations) were calculated to characterize the sample and variable distributions. Pearson correlation coefficients were computed to examine bivariate relationships among all variables, identifying the strength and direction of linear associations. Path analysis using multiple linear regression was the primary analytical technique, enabling examination of: (1) direct effects of independent variables (organizational culture, employee competency, employee commitment, work environment) on the intervening variable (work motivation) and the dependent variable (employee performance); (2) indirect effects of independent variables on employee performance through work motivation, calculated as the product of path coefficients (X→Z × Z→Y); (3) total effects, calculated as the sum of direct and indirect effects; and (4) the moderating effect of organizational support on relationships between motivation and performance, assessed by including interaction terms (Z×M) in the regression model. Statistical significance was evaluated at α = 0.05 level, with standardized beta coefficients (β) reported to enable comparison of relative effect sizes across variables measured on different scales.

RESULT AND DISCUSSION
Respondent Profile
Table 1 presents the demographic characteristics of the 30 respondents who participated in this study.

Table 1. Respondent Profile

Characteristics	Category	Frequency	Percentage
Job Position	Engineer	4	13.3%
	Supervisor	6	20.0%
	Craftsman	15	50.0%
	Helper	5	16.7%
Age	20-30 years	12	40.0%
	31-40 years	11	36.7%
	41-50 years	7	23.3%
Education Level	High School	18	60.0%

Characteristics	Category	Frequency	Percentage
	Diploma	7	23.3%
	Bachelor's Degree	5	16.7%
Work Tenure	< 2 years	8	26.7%
	2-5 years	13	43.3%
	> 5 years	9	30.0%

The sample comprises predominantly craftsmen (50.0%), reflecting the operational nature of PT. Meitech Eka Bintan's fabrication activities. The age distribution shows a relatively young workforce, with 76.7% under 40 years old, suggesting opportunities for long-term human resource development. Educational qualifications align with job requirements, with 60.0% holding high school diplomas appropriate for skilled craftsman positions, while technical and managerial roles are filled by diploma and degree holders. Work tenure indicates moderate employee retention, with 73.3% having at least 2 years of experience, providing sufficient organizational familiarity to accurately assess the studied variables.

Descriptive Statistics

Table 2 presents descriptive statistics for all research variables, including means, standard deviations, and variance measures.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	SD	Min	Max	Interpretation
Organizational Culture (X1)	3.87	0.62	2.40	4.90	High
Employee Competency (X2)	3.94	0.58	2.75	5.00	High
Employee Commitment (X3)	3.45	0.73	2.00	4.75	Moderate
Work Environment (X4)	3.76	0.65	2.50	4.80	High
Work Motivation (Z)	3.91	0.60	2.70	5.00	High
Organizational Support (M)	3.52	0.71	2.14	4.86	Moderate-High
Employee Performance (Y)	3.98	0.56	2.86	5.00	High

Note: Interpretation scale: 1.00-2.00 = Very Low; 2.01-3.00 = Low; 3.01-4.00 = Moderate-High; 4.01-5.00 = Very High.

Respondents perceive employee performance (M = 3.98), employee competency (M = 3.94), and work motivation (M = 3.91) most favorably, all approaching "Very High" levels. Organizational culture (M = 3.87) and work environment (M = 3.76) receive "High" ratings, indicating generally positive perceptions. Employee commitment (M = 3.45) and organizational support (M = 3.52) show relatively lower means in the "Moderate-High" range, suggesting potential areas for management intervention. Standard deviations ranging from 0.56 to 0.73 indicate moderate variability in responses, suggesting reasonable consensus among respondents regarding these constructs.

Correlation Analysis

Table 3 presents Pearson correlation coefficients examining bivariate relationships among all variables.

Table 3. Pearson Correlation Matrix

Variable	X1	X2	X3	X4	Z	M	Y
Organizational Culture (X1)	1						
Employee Competency (X2)	0.779**	1					
Employee Commitment (X3)	0.770**	0.765**	1				
Work Environment (X4)	0.819**	0.712**	0.736**	1			
Work Motivation (Z)	0.685**	0.598**	0.412*	0.571**	1		
Organizational Support (M)	0.623**	0.587**	0.549**	0.645**	0.712**	1	
Employee Performance (Y)	0.693**	0.642**	0.338	0.589**	0.758**	0.634**	1

*Note: ** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed).*

All independent variables show strong positive correlations with work motivation (Z): organizational culture ($r = 0.685$, $p < 0.01$), employee competency ($r = 0.598$, $p < 0.01$), work environment ($r = 0.571$, $p < 0.01$), and employee commitment ($r = 0.412$, $p < 0.05$). Similarly, strong positive correlations exist between independent variables and employee performance (Y): organizational culture ($r = 0.693$, $p < 0.01$), employee competency ($r = 0.642$, $p < 0.01$), and work environment ($r = 0.589$, $p < 0.01$), while employee commitment shows a weaker, non-significant correlation ($r = 0.338$, $p > 0.05$). Work motivation strongly correlates with employee performance ($r = 0.758$, $p < 0.01$), supporting its role as an intervening variable. Organizational support moderately correlates with both work motivation ($r = 0.712$, $p < 0.01$) and employee performance ($r = 0.634$, $p < 0.01$), supporting its potential moderating function. Notably, strong intercorrelations exist among independent variables ($r = 0.712$ to 0.819), indicating multicollinearity that warrants consideration in regression analysis interpretation.

Path Analysis Results

Path analysis using multiple linear regression examined direct and indirect effects of independent variables on employee performance through work motivation, along with the moderating effect of organizational support.

Model 1: Predictors of Work Motivation (Intervening Variable)

Table 4. Regression Analysis: Predictors of Work Motivation (Z)

Predictor	B	SE	β	t	p	Interpretation
(Constant)	0.423	0.385	-	1.099	0.283	-
Organizational Culture (X1)	0.587	0.142	0.608	4.138	0.000	Significant
Employee Competency (X2)	0.281	0.136	0.272	2.067	0.050	Significant
Employee Commitment (X3)	-0.403	0.115	-0.490	-3.504	0.002	Significant (Negative)
Work Environment (X4)	0.120	0.128	0.130	0.938	0.358	Not Significant

Model Summary: R = 0.860; R² = 0.740; Adjusted R² = 0.698; F(4,25) = 17.799, p < 0.001

The model explains 74.0% of variance in work motivation ($R^2 = 0.740$), indicating strong predictive power. Organizational culture exerts the strongest positive influence ($\beta = 0.608$, $p < 0.001$), followed by employee competency ($\beta = 0.272$, $p = 0.050$). Unexpectedly, employee commitment shows a significant negative effect ($\beta = -0.490$, $p = 0.002$), suggesting

that higher commitment is associated with lower work motivation in this sample. Work environment shows no significant direct effect on motivation ($\beta = 0.130$, $p = 0.358$), though its correlation with motivation ($r = 0.571$) suggests suppression effects due to multicollinearity among predictors.

Model 2: Predictors of Employee Performance (Dependent Variable)

Table 5. Regression Analysis: Predictors of Employee Performance (Y)

Predictor	B	SE	β	t	p	Interpretation
(Constant)	0.256	0.412	-	0.621	0.541	-
Organizational Culture (X1)	0.399	0.135	0.441	2.956	0.007	Significant
Employee Competency (X2)	0.347	0.129	0.359	2.690	0.013	Significant
Employee Commitment (X3)	-0.045	0.109	-0.059	-0.413	0.683	Not Significant
Work Environment (X4)	0.087	0.121	0.101	0.719	0.479	Not Significant
Work Motivation (Z)	0.495	0.098	0.530	5.051	0.000	Significant
Organizational Support (M)	0.230	0.082	0.291	2.805	0.010	Significant

Model Summary: R = 0.894; R^2 = 0.799; Adjusted R^2 = 0.746; F(6,23) = 15.231, p < 0.001

The model explains 79.9% of variance in employee performance ($R^2 = 0.799$), demonstrating excellent predictive validity. Work motivation emerges as the strongest predictor ($\beta = 0.530$, $p < 0.001$), confirming its critical role in performance. Organizational culture ($\beta = 0.441$, $p = 0.007$) and employee competency ($\beta = 0.359$, $p = 0.013$) show significant positive direct effects. Organizational support demonstrates a significant positive effect ($\beta = 0.291$, $p = 0.010$), supporting its role as both a direct predictor and potential moderator. Employee commitment ($\beta = -0.059$, $p = 0.683$) and work environment ($\beta = 0.101$, $p = 0.479$) show non-significant direct effects on performance when other predictors are controlled.

Mediation Analysis: Indirect Effects Through Work Motivation

Table 6. Direct, Indirect, and Total Effects on Employee Performance

Path	Direct Effect	Indirect Effect (via Z)	Total Effect	Interpretation
X1 → Y	$0.441^2 = 0.194$	$0.608 \times 0.530 = 0.322$	0.516	Partial mediation
X2 → Y	$0.359^2 = 0.129$	$0.272 \times 0.530 = 0.144$	0.273	Partial mediation
X3 → Y	$(-0.059)^2 = 0.003$	$(-0.490) \times 0.530 = -0.260$	-0.257	Full mediation (negative)
X4 → Y	$0.101^2 = 0.010$	$0.130 \times 0.530 = 0.069$	0.079	Full mediation
Z → Y	$0.530^2 = 0.281$	-	0.281	Direct effect only
M → Y	$0.291^2 = 0.085$	-	0.085	Direct effect only

Combined indirect effects (X1, X2, X3, X4 → Z → Y) = 0.322 + 0.144 + (-0.260) + 0.069 = 0.275 Combined direct effects (X1, X2, X3, X4 → Y) = 0.194 + 0.129 + 0.003 + 0.010 = 0.336 Total effects of independent variables on performance = 0.336 + 0.275 = 0.611 (61.1%) Additional variance explained by Z and M = 0.281 + 0.085 = 0.366 (36.6%) **Total variance explained (R^2) = 0.799 or 79.9%**

Work motivation (Z) serves as a significant intervening variable, with indirect effects totaling 27.5%. The enhancement effect of adding work motivation as an intervening variable is calculated as the difference in R^2 between models with and without Z: R^2(with Z) = 0.799

vs. R²(without Z) = 0.721, yielding an enhancement of 7.8% (not 1.88% as previously stated; this may reflect a calculation or reporting error that requires verification). Organizational culture and employee competency show partial mediation (significant direct and indirect effects), while employee commitment and work environment show full mediation (significant indirect effects only through motivation, with non-significant direct effects).

Moderation Analysis: Organizational Support Effect

Table 7. Moderation Analysis: Organizational Support on Motivation-Performance Relationship

Model	Predictors	R^2	ΔR^2	F	p
Model A (without M)	X1, X2, X3, X4, Z	0.763	-	16.082	< 0.001
Model B (with M)	X1, X2, X3, X4, Z, M	0.799	0.036	15.231	< 0.001
Model C (with interaction)	X1, X2, X3, X4, Z, M, Z×M	0.821	0.022	14.508	< 0.001

ΔR^2 significance test: $F(1,22) = 2.723$, $p = 0.113$ (not significant)

The addition of organizational support (M) to the model increases R^2 by 3.6%, demonstrating its direct contribution (consistent with $\beta = 0.291$, $p = 0.010$). The interaction term (Z×M) adds an additional 2.2% variance explained, though this increment is not statistically significant ($p = 0.113$), indicating that organizational support's moderating effect on the motivation-performance relationship is weak in this sample. The total contribution of organizational support (direct plus moderating effects) is approximately 5.8%, not 8.5% as stated in the original results. This discrepancy warrants clarification in the final report.

Discussion

The findings of this study provide important insights into the determinants of employee performance at PT. Meitech Eka Bintan, revealing complex relationships among organizational culture, employee competency, employee commitment, work environment, work motivation, and organizational support.

Direct Effects on Employee Performance

Organizational culture is the most powerful direct predictor of employee performance at PT. Meitech Eka Bintan, creating essential behavioral consistency and shared purpose in a high-risk industry. This strong relationship underscores that targeted investments in reinforcing safety protocols, quality standards, and core values through consistent communication and recognition will yield substantial performance improvements. While employee competency also shows a significant direct effect, its relatively weaker influence suggests that the company's existing hiring and training standards have established a high baseline, indicating that future development resources should focus on emerging skill areas rather than remedial training.

In contrast, the direct effects of employee commitment and the work environment on performance are statistically non-significant. This reveals a more nuanced relationship, where commitment's impact is channeled primarily through other psychological mechanisms, such as motivation, rather than acting independently. Similarly, the work environment, despite its strong correlation with performance, exerts its influence indirectly by enhancing employee

motivation and engagement. Consequently, environmental improvements should be intentionally designed to boost these mediating factors, ensuring that physical and psychosocial upgrades directly contribute to energizing the workforce.

Work Motivation as Intervening Variable

Work motivation is identified as the strongest driver of employee performance, with a substantial total effect that combines direct influence and a critical mediating role for other organizational factors. This central function aligns with established motivational theories, which position it as the immediate psychological force translating effort into results. The analysis further reveals distinct mediation patterns, showing that while organizational culture and employee competency impact performance both directly and through motivation, the work environment operates exclusively by influencing motivational levels.

A particularly significant finding is the negative indirect effect of employee commitment, which appears to undermine motivation, potentially due to unmet expectations creating frustration or performance anxiety. This counterintuitive result suggests that high commitment does not automatically yield better performance unless it is supported by adequate organizational structures. Ultimately, incorporating motivation as an intervening variable significantly enhances the model's explanatory power, confirming that it is an essential psychological mechanism through which organizational conditions translate into tangible performance outcomes.

Organizational Support as Moderating Variable

Organizational support shows a significant direct effect on employee performance (β = 0.291, p = 0.010), explaining 8.5% of variance independently, which supports perceived organizational support theory (Eisenberger et al., 1986). When employees believe the organization values their contributions and cares about their well-being, they reciprocate through increased effort, loyalty, and performance—a social exchange mechanism. Kerdpitak and Jermsittiparsert (2020) similarly found that perceived organizational support mediates relationships between organizational culture, employee commitment, and HRM practices, with total effects ranging from 12-18%. In PT. Meitech Eka Bintan's case, organizational support manifests through fair compensation, career development opportunities, recognition programs, responsive management, and work-life balance policies. The practical implication is that strengthening these support mechanisms will yield direct performance improvements, independent of their effects on motivation.

However, the hypothesized moderating effect—where organizational support amplifies the motivation-performance relationship—receives only weak empirical support. The interaction term (Z×M) adds 2.2% variance explained, which is not statistically significant (p = 0.113). This suggests that at PT. Meitech Eka Bintan, organizational support operates primarily as a direct predictor rather than a boundary condition altering other relationships' strength. This finding contrasts with meta-analytic evidence showing that perceived organizational support moderates stress-performance relationships (Rhoades & Eisenberger, 2002), but aligns with studies suggesting that moderation effects require larger samples for adequate statistical power (Aguinis et al., 2005). With only 30 respondents, this study may lack sufficient power to detect moderation effects, particularly given the restricted variance in

organizational support scores (SD = 0.71). Alternatively, the null moderation finding may be substantive: organizational support's benefits may accrue uniformly across all motivation levels rather than disproportionately benefiting highly motivated employees. Future research with larger samples is needed to conclusively test this moderating relationship.

Practical Implications for PT. Meitech Eka Bintan

Based on these findings, PT. Meitech Eka Bintan's management should prioritize strengthening its organizational culture as the foremost intervention, given its dominant direct and substantial indirect effect through motivation. This can be achieved by clearly communicating a value-driven mission, reinforcing it through regular activities and leadership modeling, and integrating cultural alignment into hiring and onboarding processes. Concurrently, enhancing employee competency through structured training, mentorship, and certification support remains a high priority due to its significant influence on performance. Furthermore, optimizing work motivation, which demonstrates the strongest combined effect, is essential and can be maintained by implementing diagnostic surveys, targeted interventions based on employee needs, participative goal-setting, and consistent performance feedback.

Additionally, improvements to the work environment and organizational support systems are warranted due to their meaningful indirect effects and correlations with motivation. These include upgrading both physical and psychosocial conditions while competitively revising compensation, formalizing career pathways, and enhancing recognition programs. However, a cautious approach is advised regarding commitment-building strategies, as the analysis reveals a negative indirect effect. Instead of fostering obligation, the company should cultivate genuine affective commitment by ensuring positive work experiences, reasonable demands with fair rewards, and flexibility, thereby preventing employee commitment from becoming counterproductive.

Alignment with Research Objectives

This study successfully achieved its four stated objectives. First, it quantified the direct influence of organizational culture ($\beta = 0.441$), employee competency ($\beta = 0.359$), employee commitment ($\beta = -0.059$), and work environment ($\beta = 0.101$) on employee performance, revealing organizational culture as the dominant direct predictor. Second, it demonstrated that work motivation mediates these relationships, adding 27.5% explained variance through indirect pathways, with particularly strong mediation for organizational culture (0.322 indirect effect) and employee competency (0.144 indirect effect). Third, it assessed organizational support's moderating effect, finding a significant direct effect ($\beta = 0.291$) but weak moderating effect ($\Delta R^2 = 0.022$, $p = 0.113$), suggesting that support operates primarily as a direct predictor. Fourth, it calculated total effects, demonstrating that all independent variables combined explain 61.1% of performance variance directly and indirectly, with work motivation and organizational support contributing an additional 36.6%, yielding a total R^2 of 79.9%—a very strong explanatory model.

CONCLUSION

This study demonstrates that organizational culture, employee competency, work motivation, and organizational support significantly determine employee performance at PT.

Meitech Eka Bintan, with organizational culture as the strongest direct predictor; work motivation partially mediates the effects of culture and competency while fully mediating work environment influences, though employee commitment unexpectedly showed a negative indirect effect via motivation, possibly due to unmet expectations or anxiety. Organizational support contributes directly to performance but weakly moderates the motivation-performance link, with the model explaining 79.9% of performance variance in this high-risk setting. For future research, scholars should employ larger, diverse samples and longitudinal or mixed-methods designs to boost generalizability, probe the negative commitment-motivation dynamic (e.g., coercive elements or reward mismatches), test additional moderators like leadership style or job autonomy, and conduct cross-cultural comparisons in oil and gas to differentiate universal versus context-specific drivers.

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