



The Influence Of Work Enthusiasm, Job Division, And Competence On Employee Performance With Work Commitment As A Moderating Variable

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ABSTRACT

This study aims to analyze the influence of work enthusiasm, job division, and competence on employee performance, with work commitment as a moderating variable. A quantitative research approach was employed, involving a sample of 51 employees of the Social Affairs Office of Musi Rawas Regency. Data were collected through the distribution of structured questionnaires to respondents, and the analytical technique used was Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results indicate that work enthusiasm has a positive and significant effect on employee performance. Job division also has a positive and significant effect on employee performance. Furthermore, competence exerts a positive and significant influence on employee performance. The findings also confirm that work commitment positively and significantly moderates the relationships between work enthusiasm, job division, and competence on employee performance. This suggests that higher levels of work commitment strengthen the effects of work enthusiasm, effective job division, and adequate competence on employee performance. Overall, the study demonstrates that employee performance at the Social Affairs Office of Musi Rawas Regency is strongly influenced by work enthusiasm, clear and proportional job division, and employee competence, with work commitment playing a crucial role in reinforcing these relationships.

INTRODUCTION

Employee performance is a central issue in the administration of public sector organizations, as the achievement of governmental objectives is highly dependent on the quality of performance demonstrated by public officials in carrying out service and administrative functions. Within local government institutions, employee performance not only reflects internal organizational effectiveness but also serves as a direct indicator of the success of public service delivery to the community. Performance evaluation based on public service outcomes is used to assess the achievement of targets, the quality of task execution, and the accountability of local government organizational units. Accordingly, employee performance is regarded as a critical component of the success of public service administration.

Empirical literature consistently demonstrates that employee performance is the result of interactions between individual factors and organizational factors. In local government organizations, employee performance has been shown to be associated with organizational commitment and job satisfaction, both as direct and indirect influences. In addition, cross-sectoral studies indicate that the work environment, organizational culture, and work motivation are among the most frequently examined determinants in explaining variations in employee performance.

Work enthusiasm emerges as the result of interactions among psychological factors (such as satisfaction and commitment), social factors (including support and leadership), and working conditions (organizational climate and environment), all of which simultaneously influence performance (Trisnawati et al., 2021; (Trisnawati et al., 2021; Yousef, 2000). Work enthusiasm is also closely related to organizational commitment and extra-role behaviors or organizational citizenship behavior (OCB), whereby motivation, satisfaction, and commitment significantly affect OCB. This relationship may also occur through the mediating role of organizational commitment within the contexts of servant leadership and organizational justice. Overall, these findings indicate that work enthusiasm not only functions as a driver of individual performance but also serves as a foundation for contributive behaviors that strengthen organizational effectiveness and sustainability.

From the perspective of organizational behavior, a structured job division primarily operates through enhancing role clarity and reducing role ambiguity, which have been consistently linked to job satisfaction, organizational commitment, and performance, while being inversely related to stress, emotional exhaustion, turnover intention, and declines in OCB (Chu et al., 2006; Templer et al., 2020). Conversely, unclear job division increases work-related stress and psychological costs, such as emotional exhaustion and depersonalization, thereby reducing valuable work contributions (Chu et al., 2006; Templer et al., 2020). The effectiveness of job division is also highly dependent on communication and organizational culture that support coordination. Effective communication plays a crucial role in collaboration, task clarity, and goal attainment (G & DV, 2024), while organizational cultures that support cooperation and cross-team integration are associated with job satisfaction, commitment, and performance through various mediating mechanisms (Hobir & Fahriana, 2019; Nikpour, 2017; Ruddin et al., 2020). Therefore, effective job division should be understood as an integrated organizational design that incorporates coordination mechanisms, communication processes, and supportive organizational culture to maintain role clarity, control role-related stress, and optimize both individual and organizational performance.

In addition to work enthusiasm and job division, competence represents one of the primary drivers of employee performance. Previous studies indicate that competence exerts a significant, and in some dominant, influence on performance compared to other organizational factors. Although some findings originate from the private sector, their implications remain highly relevant for public service organizations that require adequate technical and administrative capabilities. Furthermore, competence development through training has been

shown to be positively associated with performance, as training enhances employees' knowledge, skills, and readiness to perform their duties effectively. In the public sector, education and training, together with work environment and organizational culture, have been found to significantly explain variations in organizational performance.

Another factor influencing performance in terms of work behavior is work commitment, which is closely related to person-organization alignment, referring to individuals' tendencies to align their orientations and behaviors with organizational needs in order to facilitate effective goal attainment. Work commitment is also associated with extra-role behaviors such as Organizational Citizenship Behavior (OCB), functioning as a psychological mechanism through which motivational factors such as passion and empowerment are translated into discretionary behaviors that support organizational effectiveness (Cheasakul & Varma, 2016). Consequently, organizational commitment has been consistently linked to job satisfaction and performance at both individual and organizational levels. However, empirical findings also reveal heterogeneity in results, underscoring the importance of distinguishing types of commitment in analyzing the commitment-performance relationship, as well as considering the accompanying mediating and moderating mechanisms.

Based on the above background, work enthusiasm, job division, competence, and work commitment are considered crucial factors in determining employee performance. Therefore, this study conducted at the Social Affairs Office of Musi Rawas Regency is relevant for empirically testing an integrated model of civil servant performance determinants. The findings are expected to contribute both theoretically and practically to the strengthening of human resource management in the public sector, particularly within social service organizations that are directly oriented toward community welfare.

LITERATURE REVIEW

Employee Performance

Employee performance is generally understood as the level of individual work achievement associated with the execution of job responsibilities within a specific period. It is operationalized through dimensions of results and behaviors or competencies that support the attainment of those results. In performance measurement, indicators are often derived to include quality of output, productivity, job knowledge, reliability, availability, and independence. This indicates that performance does not merely represent final outputs but also encompasses competency attributes and work behaviors that contribute to those outcomes (Erlina et al., 2023).

The human resource management (HRM) literature positions performance as a central construct that is closely intertwined with organizational motivation design and reward systems. Accordingly, adequate performance measurement requires an operational definition that links work outcomes with their driving factors, such as motivation, discipline, and rewards (Mamun & Khan, 2020; Manzoor et al., 2021). Within this framework, performance appraisal is positioned as a strategic HR instrument for establishing, monitoring, and evaluating performance, while simultaneously functioning as a mechanism that can influence employee motivation and work behavior.

Historically, performance appraisal has evolved from a purely numerical assessment activity into a managerial tool associated with motivation, perceptions of fairness, and other work-related outcomes (Idowu, 2017). The effectiveness of performance appraisal systems is determined not only by the technical accuracy of measurement but also by employees' perceptions of credibility, fairness, and managerial intent, as these factors are associated with outcomes such as job satisfaction and turnover intention (Idowu, 2017; Ismail et al., 2018).

Work Enthusiasm

Work enthusiasm can be understood as a psychological and behavioral condition reflected in individuals' drive to work enthusiastically, consistently, and responsibly. Conceptually and empirically, this construct is closely related to work engagement, work motivation, job satisfaction, work discipline, and organizational commitment. Several studies identify engagement as a key mechanism that bridges individual and organizational factors with work outcomes, particularly performance. For example, work engagement has been shown to mediate the effects of individual characteristics and organizational culture on performance, and high employee engagement is positively correlated with improved employee performance.

Thus, work enthusiasm represents a combination of engagement, satisfaction, commitment, and adherence to work standards such as discipline, all of which are collectively relevant to performance achievement. The literature also indicates that leadership plays a significant role in shaping work attitudes and performance in both Western and non-Western contexts (Trisnawati et al., 2021). Transformational leadership, in particular, has been positively associated with job satisfaction, organizational commitment, trust, and task performance, while simultaneously reducing turnover intention (Gyensare et al., 2016; Yousef, 2000).

Job Division

Job division within organizational design functions as a structural mechanism that determines task distribution, role expectations, and coordination patterns, ensuring that individual role execution aligns with organizational needs. Conceptually, the importance of clear job division can be justified through the literature on role clarity and role ambiguity, which emphasizes that role effectiveness requires congruence between role expectations and role enactment. When tasks and responsibilities are explicitly defined, organizations create conditions of role clarity that form the foundation for individual and team effectiveness, as well as a critical prerequisite for positive work experiences, including job satisfaction.

Conversely, ambiguous job division generates role ambiguity, which has been empirically associated with lower job satisfaction and reduced extra-role behaviors or organizational citizenship behaviors (OCB), thereby weakening the work contributions expected by organizations (Chu et al., 2006). In modern organizations characterized by high task interdependence, job division is also closely related to cross-unit coordination issues. Empirical evidence suggests that task interdependence is linked to role stress, and within the Job Demands–Control Model, job control can reduce perceptions of role ambiguity under certain conditions, particularly when interdependence clarity is low (Wong et al., 2007). These findings imply that job division should not merely involve task fragmentation but must be accompanied by coordination rules, clarity of authority, and adequate job control to prevent role ambiguity and support effective role performance.

Competence

Competence is viewed as a key mechanism linking organizational investment in human resources with individual and organizational performance. Conceptually, competence is defined as a set of knowledge, skills, and individual attributes or characteristics that enable work to be performed effectively and efficiently. It can also be mapped to identify job requirements and distinguish superior performance from average performance (Saxena & Sahoo, 2021; Wong, 2020). From the perspective of competency-based management, competence management is not only oriented toward enhancing technical capabilities but also toward creating an empowered workforce environment that fosters competitive advantage, innovation, and organizational effectiveness, while strengthening internal knowledge management initiatives (Draganidis & Mentzas, 2006; Farooq et al., 2016).

Accordingly, competence serves as a strategic foundation that facilitates the accumulation and utilization of valuable human capital within organizations (Ngwenya & Pelsler, 2020; Uysal,

2020). At the organizational level, empirical evidence demonstrates that human capital built through knowledge, expertise, and skills contributes to value creation and improved organizational performance, as knowledge and expertise enhance capabilities that strengthen human capital on a sustainable basis (Uysal, 2020). Within this framework, competence becomes an operational unit of analysis for explaining why investments in human resource development have the potential to generate long-term impacts on organizational effectiveness (Potnuru & Sahoo, 2016; Uysal, 2020).

Numerous cross-sectoral studies affirm the close relationship between competence and employee productivity and performance in both business and public sectors, including hospitality, policing, and public organizations facing high complexity (Mugambi et al., 2021; Otoo & Mishra, 2018; Vathanophas, 2006). Moreover, the literature emphasizes the importance of specific competencies, such as innovation competence and green competency, as adaptive capacities that enable organizations to translate innovation and sustainability strategies into measurable performance outcomes (Potočnik & Anderson, 2012). For managerial purposes, competence should be operationalized through competency mapping and measurable performance indicators, forming the basis for competency-based HRM practices such as recruitment, selection, training, performance appraisal, and remuneration (Audenaert et al., 2014; Omar & Fayek, 2014). Nevertheless, the impact of competence on performance does not operate in isolation but is strengthened by factors such as motivation, job satisfaction, and psychological capital, which allow competence to be optimally manifested as individual and organizational performance outputs (Agussalim et al., 2023; Marhil et al., 2023; Ngwenya & Pelser, 2020).

Work Commitment

Work commitment is an attitudinal construct that represents individuals' attachment to the organization and serves as the basis for their willingness to exert effort on behalf of organizational interests. Commitment is understood as a form of dedication and willingness to work hard to achieve organizational goals, extending beyond internal attitudes to be reflected in action orientation and the quality of work contributions. Theoretically, commitment is not a unidimensional construct but encompasses distinctions between affective commitment and continuance commitment, which are grounded in different psychological bases, including emotional identification, consideration of personal sacrifice, and the availability of employment alternatives. These distinctions, in turn, produce different behavioral implications for work contribution.

Empirical evidence indicates that perceived organizational support (POS), organizational climate and culture, motivation, and working conditions are important determinants of commitment and performance. POS and job satisfaction, in particular, contribute to affective commitment, although with varying strengths across research contexts (Shabbir et al., 2021). Furthermore, organizational climate and motivation have been shown to influence performance through commitment as a mediating pathway, while organizational culture and talent management practices demonstrate the role of commitment as a contingency variable that strengthens relationships with performance (Layan et al., 2024).

METHODS

This study employed a quantitative research design using a survey approach and Structural Equation Modeling (SEM) (Hair et al., 2019; Sarstedt et al., 2019). The respondents comprised all employees of the Social Affairs Office of Musi Rawas Regency, totaling 51 individuals; thus, the unit of analysis in this study was individual employees. Given the relatively limited population size, a saturated sampling technique (census) was applied, whereby all members of the population were included as research respondents. The use of a census

approach in organizations or institutions with small population sizes is a common practice in performance research within the public sector and service-oriented organizations, as it allows comprehensive observation of the entire population in the measurement and model-testing process.

Accordingly, the sample size in this study was equivalent to the population, consisting of 34 civil servants and 17 non-civil servant (contract) employees. The study utilized both primary and secondary data sources. Primary data were collected through a survey using a structured questionnaire based on a five-point Likert scale (1–5), developed according to the indicators of each research variable and complemented by direct observation. The use of closed-ended questionnaires as a quantitative survey instrument is consistent with established practices in employee performance research in public institutions, which rely on structured perception-based measurements supported by field observations.

Secondary data were obtained from official organizational documents, including employee records, organizational structure, job descriptions and functions, Government Agency Performance Reports, and strategic planning documents. These data were used as institutional information sources to support the description of organizational characteristics and the interpretation of survey-based analytical results (Siregar et al., 2023).

Hypothesis testing was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) (Hair et al., 2019; Sarstedt et al., 2019), which was selected due to its capability to model latent constructs and test structural relationships, including direct, indirect, and moderating effects, using survey data (Cepeda-Carrión et al., 2019). PLS-SEM has been widely applied in studies of employee and organizational performance utilizing questionnaire-based data and PLS software. The evaluation of the measurement model was carried out using a confirmatory assessment framework to ensure indicator validity and reliability prior to interpreting the structural model, as recommended in guidelines for the use and reporting of PLS-SEM (Becker et al., 2022; Cepeda-Carrión et al., 2019). Once the measurement model met the required criteria, the structural model was evaluated to assess the relationships among variables in accordance with the research design, with the interpretation of path coefficients serving as the basis for drawing research conclusions (Becker et al., 2022; Cepeda-Carrión et al., 2019).

RESULTS

Measurement Evaluation Results (Outer Model)

Convergent validity was assessed by examining the outer loading values of each indicator on its respective construct. The results of the convergent validity testing are presented in Table 1

Convergent Validity

Tabel 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading Value
Work Commitment (M)	M.1	0.763
	M.2	0.733
	M.3	0.719
	M.4	0.417
	M.5	0.730
	M.6	0.808
Work Enthusiasm (X1)	X1.1	0.836

Variable	Indicator	Outer Loading Value
	X1.2	0.829
	X1.3	0.725
	X1.4	0.755
Job Division (X2)	X2.1	0.756
	X2.2	0.736
	X2.3	0.813
Competence (X3)	X3.1	0.739
	X3.2	0.865
	X3.3	0.762
	X3.4	0.765
	X3.5	0.822
Employee Performance (Y)	Y.1	0.761
	Y.2	0.860
	Y.3	0.780
	Y.4	0.784
	Y.5	0.898
	Y.6	0.782

Source: SmartPLS Data Processing Results 2025

Based on the results shown in Table 1, all indicator loading values for the research variables exceed the recommended threshold of 0.70, indicating that each indicator adequately represents its latent construct. Therefore, all indicators in this study are considered to have satisfactory convergent validity and are suitable for further analysis.

Average Variance Extracted (AVE)

The evaluation of discriminant validity was further conducted using the Average Variance Extracted (AVE) criterion. The AVE values for each construct are presented in Table 2.

Table 2. Average Variance Extracted (AVE) Results

Variables	AVE
Employee Performance (Y)	0.511
Work Commitment (M)	0.645
Competence (X3)	0.530
Job Division (X2)	0.542
Work Enthusiasm (X1)	0.557

Source: SmartPLS Data Processing Results 2025

The results indicate that the AVE values for Employee Performance (0.511), Work Commitment (0.645), Competence (0.530), Job Division (0.542), and Work Enthusiasm (0.557) all exceed the minimum recommended value of 0.50. This finding confirms that each construct demonstrates adequate discriminant validity, as it explains more than half of the variance of its indicators.

Composite Reliability

Reliability testing was conducted by examining Cronbach's Alpha and Composite Reliability values for each latent construct. The results are presented in Table 3

Table 3. Composite Reliability Results

Variables	Cronbach's Alpha	Composite Reliability	Information
Employee Performance (Y)	0.730	0.755	Reliable
Work Commitment (M)	0.719	0.843	Reliable
Competence (X3)	0.755	0.769	Reliable
Job Division (X2)	0.780	0.778	Reliable
Work Enthusiasm (X1)	0.813	0.790	Reliable

Source: SmartPLS Data Processing Results 2025

The estimation results indicate that the composite reliability values for all latent constructs exceed the recommended threshold of 0.70. Similarly, the Cronbach's Alpha values for all constructs are also above 0.70. These results confirm that all constructs exhibit good internal consistency and reliability, meeting the minimum reliability criteria required for SEM-PLS analysis.

Structural Model Testing (Inner Model)

Hypothesis testing in this study was conducted using the T-statistics obtained from the bootstrapping procedure to examine the significance of the relationships among variables in the proposed structural model. The analysis was performed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) version 3.0. At a significance level (α) of 5 percent, the critical T-statistics value used for decision-making was 1.96. A hypothesis was accepted if the T-statistics value exceeded 1.96 and the p-value was less than 0.05. The results of the hypothesis testing are summarized in Table 4.

Table 4. Hypothesis Test Results (Path Coefficient)

Hypothesis	T Statistics	P Values
Work Enthusiasm (X1) -> Employee Performance (Y)	5,035	0.000
Job Division (X2) -> Employee Performance (Y)	5,839	0.000
Competence (X3) -> Employee Performance (Y)	7,676	0.000
Work Enthusiasm (X1) Work Commitment (M) -> Employee Performance (Y)	2,518	0.009
Job Division (X2) Work Commitment (M) -> Employee Performance (Y)	2,697	0.005
Competence (X3) Work Commitment (M) -> Employee Performance (Y)	2,969	0.003

Source: SmartPLS Data Processing Results 2025

The analysis shows that the path from work enthusiasm to employee performance has a T-statistics value of 5.035, which is greater than the critical value of 1.96, with a p-value of 0.000. This result indicates that work enthusiasm has a significant effect on employee performance at the Social Affairs Office of Musi Rawas Regency. Therefore, the hypothesis stating that work enthusiasm influences employee performance is supported.

Furthermore, the path from job division to employee performance yields a T-statistics value of 5.839 with a p-value of 0.000. This finding indicates that job division has a statistically significant effect on employee performance. Accordingly, the hypothesis concerning the effect of job division on employee performance is accepted. The results for the competence variable show a T-statistics value of 7.676 and a p-value of 0.000, which exceed the established critical thresholds. This confirms that competence has a significant effect on employee performance at the Social Affairs Office of Musi Rawas Regency. Thus, the proposed hypothesis regarding the influence of competence on employee performance is empirically supported.

The moderation analysis reveals that work commitment significantly moderates the relationship between work enthusiasm and employee performance, as indicated by a T-statistics value of 2.518 and a p-value of 0.009. This result demonstrates that work commitment strengthens the effect of work enthusiasm on employee performance. In addition, work commitment is found to significantly moderate the relationship between job division and employee performance, with a T-statistics value of 2.697 and a p-value of 0.005. This indicates that higher levels of work commitment enhance the positive effect of job division on employee performance.

Finally, the results show that work commitment significantly moderates the relationship between competence and employee performance, as evidenced by a T-statistics value of 2.969 and a p-value of 0.003. This finding suggests that work commitment plays an important role in strengthening the influence of competence on employee performance at the Social Affairs Office of Musi Rawas Regency.

DISCUSSION

The Effect of Work Enthusiasm on Employee Performance at the Social Affairs Office of Musi Rawas Regency

In PLS-SEM, the significance testing of path coefficients is not based on classical normal distribution assumptions but is conducted through a bootstrapping procedure that generates T-statistics and p-values for each structural path (Philsoophian et al., 2021; Sugianto et al., 2023). This procedure is used to assess whether the estimated path coefficients between latent variables differ significantly from zero and serves as the basis for causal inference regarding the proposed hypotheses. At a significance level of 5%, and without specifying the direction of the effect a priori, decision-making was conducted using a two-tailed test, as recommended in the methodological literature on PLS-SEM (Kock, 2015).

The analysis results indicate that the path coefficient from work enthusiasm to employee performance yields a T-statistics value of 5.035 with a p-value of 0.000. Based on the logic of bootstrapping inference in PLS-SEM, these values indicate that the estimated path coefficient is statistically significant (Philsoophian et al., 2021). Therefore, the hypothesis stating that work enthusiasm has a significant effect on employee performance is supported. This finding is consistent with the standard procedures for evaluating path significance in the PLS-SEM approach.

This result also aligns with the primary objective of PLS-SEM, which emphasizes predictive accuracy through maximizing explained variance and testing hypothesized relationships among latent variables. Accordingly, the findings of this study demonstrate that work enthusiasm serves as a meaningful predictor of employee performance within the tested structural model,

consistent with PLS-SEM principles that focus on path coefficients (β), R^2 values, and the significance of bootstrapping results (Molinillo et al., 2017).

The Effect of Job Division on Employee Performance at the Social Affairs Office of Musi Rawas Regency

Hypothesis testing in PLS-SEM is conducted through the bootstrapping procedure to obtain T-statistics and p-values for the estimated path coefficients ((Hair et al., 2019). This approach is widely applied in SmartPLS-based studies to assess the significance of relationships among latent constructs (Hair et al., 2019). Operationally, statistical significance is determined when the T-statistics value exceeds the critical value (e.g., 1.96 for a two-tailed test at the 5% significance level) and the p-value is less than 0.05.

The results indicate that the path from job division to employee performance has a T-statistics value of 5.839 with a p-value of 0.000. This finding confirms that the relationship between job division and employee performance is statistically significant based on the bootstrapping significance testing rules in PLS-SEM (Hair et al., 2019). Given that path coefficients in PLS-SEM represent both the direction and strength of relationships among latent constructs, this result supports the research hypothesis that job division has a meaningful effect on employee performance in the estimated model (Hair et al., 2019).

Substantively, the significance of the job division–performance relationship indicates that variations in job division are associated with variations in employee performance levels. However, because the R^2 value does not reach unity, there remains a proportion of variance in employee performance that is influenced by other constructs outside the research model. Empirical literature, particularly in the public sector, suggests that employee performance is also affected by factors such as job satisfaction, discipline, and motivation, which explains why performance cannot be fully accounted for by a single predictor construct.

From a methodological perspective, the emphasis on predictive capability and explained variance of endogenous constructs through R^2 values, along with significance testing of path coefficients via bootstrapping, represents a recommended and widely adopted practice in structural model evaluation within applied PLS-SEM research (Hair et al., 2019). Accordingly, the reporting of R^2 , T-statistics, and p-values in this study is consistent with established PLS-SEM evaluation procedures and methodological guidelines (Hair et al., 2019)

The Effect of Competence on Employee Performance at the Social Affairs Office of Musi Rawas Regency

The relationship between competence as an independent latent variable and employee performance as a dependent latent variable was examined using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS version 3.0, an approach commonly employed in organizational performance research based on SEM-PLS. The modeling results indicate that the structural path, estimated using the bootstrapping technique, yields a T-statistics value of 7.676 and a p-value of 0.000, demonstrating that the effect of competence on performance is statistically significant at conventional significance levels.

This pattern of reporting and inference is consistent with methodological practices in numerous PLS-SEM studies that position competence as a predictor of performance in both public and non-public organizations. Conceptually and operationally, competence is understood as a multidimensional construct encompassing technical abilities, managerial skills, and social and personality attributes that support effective task execution. This interpretation aligns with empirical findings across contexts showing that competence has a positive and significant influence on employee performance in government institutions, civil servant training agencies, and small and medium enterprises.

Thus, the findings from the Social Affairs Office of Musi Rawas Regency reinforce the generalization that competence is a critical determinant of employee performance.

Nevertheless, given that the R^2 value does not reach 100 percent, the results also indicate the presence of other factors beyond competence such as job satisfaction, work culture, motivation, and work-related stress that have been empirically shown to influence employee performance in PLS-SEM models. Therefore, while competence significantly affects performance, the development of more comprehensive performance models remains open for future research

The Moderating Effect of Work Commitment on the Relationship between Work Enthusiasm and Employee Performance

The moderation hypothesis in SEM-PLS was tested by evaluating the significance of the interaction path coefficient using the bootstrapping procedure, which produces T-statistics and p-values as the basis for statistical inference. The results show that the interaction effect yields a T-statistics value of 2.518 and a p-value of 0.009, both of which exceed the established significance thresholds.

These findings provide statistical evidence that work commitment significantly moderates the effect of work enthusiasm on employee performance, consistent with the inferential tradition in SEM-PLS research linking psychological and organizational variables to performance outcomes (Salamin et al., 2025; Sunarta et al., 2022).

Conceptually, the moderating role of work commitment can be understood as a psychological condition that strengthens the translation of work energy and enthusiasm into effective work behavior. This finding is consistent with previous studies demonstrating that work commitment reinforces the relationship between internal factors and performance, either through moderation or direct effects (Salamin et al., 2025). In public sector organizations, particularly at the Social Affairs Office of Musi Rawas Regency, high levels of work commitment are also aligned with principles of governance, discipline, and accountability in civil service performance.

The Moderating Effect of Work Commitment on the Relationship between Job Division and Employee Performance

The moderation hypothesis was tested using a bootstrapping procedure to obtain T-statistics and p-values as the basis for significance inference. At a significance level of $\alpha = 5\%$, the critical T-statistics value applied was 1.96 for a two-tailed test. The results show that the interaction path yields a T-statistics value of 2.697, exceeding the critical threshold, with a p-value of 0.005, which is below 0.05. Statistically, this provides evidence that work commitment plays a significant moderating role in the relationship between job division and employee performance.

Theoretically, work commitment is a multidimensional construct comprising affective, continuance, and normative dimensions (Allen & Meyer, 1990) and has been consistently linked to improved individual performance. Empirical studies demonstrate that organizational commitment positively and significantly affects employee performance in public and non-profit organizations (Setyawan, 2021).

Furthermore, several studies highlight the role of commitment as a moderating variable that strengthens the effects of organizational factors such as work environment and job satisfaction on performance. Accordingly, the findings suggest that effective job division exerts a stronger impact on employee performance when supported by high levels of work commitment.

The Moderating Effect of Work Commitment on the Relationship between Competence and Employee Performance

Moderation testing in PLS-SEM was conducted by evaluating the significance of the interaction path coefficient using bootstrapping-based T-statistics and p-values. The results indicate that the moderating effect of work commitment yields a T-statistics value of 2.969 with a p-value of 0.003, exceeding the statistical significance threshold at the 95% confidence level. This

confirms that work commitment significantly moderates the relationship between competence and employee performance, such that the effect of competence on performance becomes stronger at higher levels of work commitment.

Theoretically and empirically, this finding aligns with literature that positions work commitment as a psychological-organizational mechanism that enhances the actualization of competence into productive work behavior. In the context of local public sector organizations, individual performance models based on competence and organizational commitment have been recognized as relevant frameworks for explaining variations in civil servant performance. Empirical studies also indicate that organizational commitment can function as a moderating variable that strengthens the relationship between competence and performance, suggesting that competence is more likely to translate into high performance when employees exhibit strong emotional attachment and loyalty to the organization.

CONCLUSION

Based on the results of the study and hypothesis testing, it can be concluded that work enthusiasm has a positive and significant effect on employee performance at the Social Affairs Office of Musi Rawas Regency. In addition, job division is also proven to have a positive and significant influence on employee performance, indicating that clear and proportional task allocation is able to enhance employee performance. Employee competence likewise exerts a positive and significant effect on performance, suggesting that higher levels of competence lead to more optimal performance outcomes.

Furthermore, work commitment is empirically shown to positively and significantly moderate the effects of work enthusiasm, job division, and competence on employee performance. This finding indicates that work commitment strengthens the relationships between work enthusiasm and performance, effective job division and performance, as well as competence and performance. Accordingly, improvements in employee performance at the Social Affairs Office of Musi Rawas Regency are strongly influenced by work enthusiasm, effective job division, and adequate competence, supported by high levels of work commitment.

LIMITATION

This study has several limitations that should be considered. First, the research object was limited to employees of the Social Affairs Office of Musi Rawas Regency; therefore, the findings cannot be widely generalized to other government institutions that may have different organizational characteristics, work cultures, and human resource management systems. Second, the variables examined in this study were limited to work enthusiasm, job division, competence, and work commitment as a moderating variable, while other factors that may influence employee performance such as leadership, work environment, reward systems, intrinsic motivation, and other organizational factors were not included in the analysis. Third, data collection relied on a questionnaire-based survey using respondents' perceptions, which may introduce subjective bias due to differences in respondents' understanding of the statements or tendencies in providing responses. Fourth, limitations related to time constraints and researcher access to respondents may have affected the depth of the data obtained.

Therefore, the findings of this study are expected to serve as an initial reference but require further testing and development in future research with broader research objects, additional variables, and the application of different research methods and designs in order to obtain more comprehensive and accurate results.

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