



Influence Competence And Motivation On Extension Worker Performance Environment With Commitment Work As A Moderating Variable

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ABSTRACT

This study focuses on assessing the impact of competence and motivation on the performance of environmental extension workers while also evaluating work commitment as a moderator. The motivation behind this study stems from the concern of enhancing the performance of a civil servant for an urban environmental management problem. A quantitative method was taken from a survey of 68 extension workers using questionnaires. Data were analyzed using simple linear regression and moderation analysis with SPSS software. The results show a significant uplift in performance of extension workers with a rise in motivation and competence. In addition, work commitment was confirmed to moderate the impact of both competence and motivation on performance. The study was limited in scope due to focusing on a singular agency and a cross-sectional design. Still, the research provides vital information for policymakers in regard to motivating, fostering, and enhancing work commitment and extension role performance. The novel aspect of this study is the moderation of work commitment through a municipal environmental agency.

INTRODUCTION

The role of human resources (HR) is increasingly critical in the achievement of organizational goals, more so in institutions like the Department of Environment in Lubuk City Linggau. HR is instrumental in shaping an organization's ability to respond to change, sustain innovations, and realize long-term goals. Studies have shown that human resources quality is critical in achieving operational success (Imbaruddin et al., 2022). The HR functions effectiveness can be under pressure. An urgent matter in the Lubuk City Linggau Department of Environment is the poor performance of the workforce, which is currently falling short of projected performance benchmarks set for 2024. Concerns arise regarding extension workers'

competencies because these employees, tasked with pivotal functions in environmental stewardship, have poor performance, as evidenced by a high volume of employee grievances. Service delivery is also impaired (Imbaruddin et al., 2022).

Employee effectiveness hinges upon an amalgamation of skills, knowledge, and attitudes, optimally defined as competence ((Siryk et al., 2024). In the context of competitive globalization, there is an emphasis on human resource management and further development on the interpretation of competence (Siryk et al., 2024). Alarming, it has been reported that many extension workers in this department have not participated in relevant training, resulting in gaps in critical skills and knowledge. Organizational goals become increasingly easier to meet when there is a strong motivational framework, coupled with strongly skilled employees. Engagement, as another form of motivation, has been noted to significantly strengthen individual performance, fostering the achievement of organizational goals (Yusriadi, 2021). In this department, motivation levels amongst staff have been reported as low and exhibit signs of professional stagnation (Vandy, 2023). Enhanced performance outcomes are attainable when a department is powered by a motivated workforce (Yusriadi, 2021).

Employee commitment is paramount to maintaining a healthful organization. Higher commitment to the organization usually translates to higher productive focus and efforts towards its goals. In the case of Lubuk City Linggau Department, low employee commitment seems to reflect in delayed execute responsibilities and low participation in organizational initiatives. Strategies to improve commitment should take into account basic principles of organizational communication and a collaborative work culture as essentials. There is still some ambiguity regarding the impact of employee commitment as a moderator in the relationship between competence and motivation, signaling a void in the literature (Angin, 2024). As noted previously, commitment is thought to positively impact performance outcomes that are associated with competence and motivation (Vandy, 2023).

Therefore, the objective of this research is to conduct empirical research on the "The Influence of Competence and Motivation on Extension Worker Performance with Employee Commitment as a Moderating Variable" in the Lubuk City Linggau Department of Environment. This research is essential not only to fill the gaps that are already in the literature but also to enhance human resource policies aimed at public service in the management of environment.

LITERATURE REVIEW

Employee Performance

Performance is essentially understood as what an employee accomplishes in a given period and entails both output and productivity, as well as time management. As a product of human resource, performance can be evaluated in terms of quality, quantity, time, and cooperation (Yohana et al., 2024). Organizations depend and strive for optimal performance, for instance, the Department of Environment of Lubuk City Linggau, in a bid to ensure the set goals are met. Optimal performance is no doubt determined by a number of factors such as, skills, motivation, and commitment to the work at hand (Mekou et al., 2024).

Effective organizational performance stems from broad-based employee competences that include skillful technical capabilities and relevant interpersonal relations that call for flexibility and problem-solving (Mekou et al., 2024). An individual's performance is a function of personal and organizational factors, including an individual's expertise, organizational elements, work design, and strategic leadership. Notably, as discussed, transformational leadership has a marked indirect impact on employee performance, with engagement as a pivotal factor of mediation (Yohana et al., 2024). This illustrates that performance results are directly tied to an engaged workforce influenced by effective leadership.

Additionally, the self-driven motivation of employees affects their performance, which, in turn, is affected by specific contextual and personal factors, such as their skills, work environment, and support from the organization (Purworusmiardi et al., 2021). As indicated in previous studies, the combination of personal ambitions and business goals along with effective organizational instruments can improve performance (Setiawan & Wahjoedi, 2022). Furthermore, the structure of individual skills through training and career advancement activities is necessary to improve performance in any organization (Kurniawan et al., 2024). Strong organizational leadership should blend all of the above to foster an environment that encourages the commitment and performance of employees.

In conclusion, organizational performance is a complex and multidimensional construct that is affected by individual skills and competencies as well as organizational attributes. Improving all these factors enhances performance, thus ensuring the organization meets its strategic goals.

Competence

Competence is essentially the individual ability of a person to perform a given occupational task by virtue of a combination of skills, knowledge, and attitudes that aligns with the individual's role (Sedyastuti et al., 2021). In the modern context of organizations, and especially in human resources (HR), these competencies are crucial because they deterministically affect the employee's ability to perform the tasks and, in turn, the overall productivity (Rahardjo et al., 2022). The need for human resource competencies is multi-faceted and cannot be underestimate. In the current competitive globalized market, the productivity of organizations is governed by the effectiveness of these human resource competencies (Registre & Saba, 2024); (Giotopoulos et al., 2022)).

Competence encompasses a broad range of characteristics including motives, traits, self-concept, knowledge, and skills. Wibowo's framework is important in the sense that it helps to explain the interdependency of these competencies together with individual performance (Sedyastuti et al., 2021). In addition, Simbolon builds on Wibowo's concept by providing five core competencies: task-specific skills, management skills, action skills, collaborative skills, and adaptive skills. The set of these dimensions strengthens the understanding of individual competencies in different contexts of professional work (Shoja et al., 2022).

Evidence from empirical research indicates a positive correlation between competence and employee performance. Increased employee skills and knowledge translates into greater productivity (Kashive & Khanna, 2022). This connection is not purely academic; knowledge management is known to improve HR performance by allowing employees to share and, in turn, improve knowledge which enhances productivity (Cotter et al., 2023). There is greater understanding by businesses that in a competitive and rapidly changing environment, investment in the development of employee competencies and skills is critical (Napathorn, 2021). An extensive array of agile-competency frameworks along with supporting literature attest to the relationship of competencies with organizational performance. Studies conducted in this area demonstrate a solid foundation of theory and evidence to support the correlation of competence development with corporate performance.

Motivation

Motivation can be an intrinsic or extrinsic driving force that encourages people to perform tasks to the best of their abilities. As Sofiani & Supriatna, (2022) mention, in any organization motivation acts as the foremost energizer that increases effort, enabling achievement of the objectives of that organization. Staff engaged in any form of extension service experience either high or low motivation, which directly influences their enthusiasm and the work performance results. High motivation tends to lead the performance to be optimal,

while low motivation, even in the presence of adequate competence, tends to lead to suboptimal outcomes (Sofiani & Supriatna, 2022).

The degree of motivation possessed by extension workers closely determines their level of success when demonstrating innovation in their respective roles. As noted by Zhang, (2023), extension workers with greater motivation tend to adopt more innovative and creative approaches to guidance, which in turn creates greater value and enhances innovation outcomes. The Self-Determination Theory Li, (2025) suggests that appropriately directed motivation can yield optimal results when coupled with appropriate organizational belonging and attachment. Likewise, the Job Characteristics Model Liang et al., (2022) argues that motivation based on the characteristics of a job performs better when the target possesses a robust commitment to the organization. That level of organizational attachment is usually linked to the presence of a strong work ethic and a favorable attitude toward the collective organizational objectives.

Additionally, Zhang & Khan, (2024) emphasize that job engagement enhances innovative behavior and that active engagement is critical for the cultivation of individual innovative potential. Motivation within a team context, particularly when self-driven, is fundamental to motivate people to tackle problems in a proactive and original manner. It follows that an organization should provide a motivating work atmosphere to enhance innovation and performance of extension workers. Motivation not only spurs extension personnel to put in greater effort, but also increases their capacity to perform tasks innovatively. Therefore, it is critical for any manager or organizational head to set positive and enabling environments which make it possible for extension workers to perform to their full potential.

Commitment Work

Commitment in the workplace is increasingly recognized as a vital component that influences individual performance and overall organizational effectiveness. Emotional commitment, characterized by an employee's trust and acceptance of organizational objectives, enhances focus and determination towards achieving these goals. A pivotal factor in fostering such commitment is job satisfaction, with empirical evidence suggesting a strong relationship between workplace happiness and organizational commitment (SALAKO & Akingbade, 2025). When employees report high levels of job satisfaction, they are more likely to develop a deep emotional attachment to their organization, underscoring the necessity of creating a positive work environment that promotes happiness ((SALAKO & Akingbade, 2025).

Leadership styles also play a significant role in influencing workplace commitment. Transformational leadership, in particular, has been shown to effectively enhance employee engagement and commitment, as leaders who inspire and support their teams cultivate an atmosphere conducive to trust and collaboration Hayati, (2022), Rasminingsih et al., (2022). This aligns with the assertions of various studies that advocate for leadership approaches that prioritize relational dynamics over transactional ones, thereby creating a culture that nurtures commitment through increased job satisfaction and perceived well-being (Rasminingsih et al., 2022, Kaban & Wimko, 2024). The workplace environment is another critical determinant of organizational commitment. Research indicates that a fun and supportive workplace can lead to enhanced affective commitment among employees, while negative aspects such as harassment and incivility can severely undermine it (Hussain et al., 2023). Furthermore, the presence of workplace friendships has been positively correlated with higher job satisfaction and organizational commitment, illustrating the importance of social support within the workplace. Thus, fostering positive interpersonal relationships appears essential for enhancing employee commitment and, by extension, organizational performance. Moreover, factors such as career development opportunities and perceived organizational justice have also been linked to workplace commitment. Employees who feel they have opportunities for growth and perceive their workplace as fair are more inclined to commit to their organizations Yuesti & Adnyana, (2022). This situation aligns with Social Exchange Theory, which suggests that high-quality work

relationships foster reciprocal obligations that increase commitment levels (Islam & Islam, 2021; Jeon & Choi, 2021).

Despite the generally positive correlation between organizational commitment and performance, past research has yielded inconsistent results regarding the moderating effects of commitment on performance and motivation outcomes (Jeon & Choi, 2021). Therefore, a nuanced understanding of the interplay between trust, commitment, and performance is vital for maximizing employee engagement. Organizations that systematically address the multifaceted factors influencing commitment can better cultivate a committed workforce, which correlates with increased productivity and employee satisfaction. In conclusion, for organizations seeking to enhance commitment, it is paramount to prioritize the development of trust-building strategies and supportive environments. The systematic implementation of policies that address factors influencing commitment notably job satisfaction, effective leadership, and positive workplace culture can foster a sustainable work ethic and enhance overall organizational performance.

METHODS

This research assesses the professional functioning of extension workers at the Department of Environment in Lubuk Linggau City through a quantitative approach using surveys. The population for the study was the extension workers from whom a sample of 68 respondents was selected using saturated sampling techniques. This sampling technique is advantageous in this case as it guarantees the entire population of interest is represented for robust statistical analyses (Suwanto, 2023). The research instrument was a structured questionnaire that underwent a thorough validation and reliability tests, which ascertained that the instrument was designed to accurately measure the intended constructs (Suwanto, 2023).

The gathered information was analyzed using simple linear regression analysis alongside the SPSS program which offers an integrated environment for statistical calculations and model validation (Trisnawaty et al., 2024). The independent variables comprised competence and motivation, while extension workers' performance was the main dependent variable. Additionally, work commitment was included as a moderating variable which, while not the main focus of the study, allowed for a more comprehensive assessment of performance.

The investigation also carried out the classical assumption tests, including normality and linearity tests, which are needed to confirm the suitability of the regression model used (Harati & Delfmann, 2024). These tests ensure that the data sets are appropriate for regression analysis which increases the trustworthiness of the research outcomes. The classic tests are crucial for confirming that the relationships established are genuine and not the result of data irregularities or some form of data noise (Rosyidi et al., 2021). In this way, the research is organized on a methodologically sound basis which increases the scientific credibility of the findings that were subjected to the analyses.

RESULTS

Table 1. Results Simple Linear Regression

No	Variables	Model	Coefficient (B)	R / R ²	Conclusion
1	Competence → Extension Worker Performance	Simple Linear Regression	0.468	R=0.514 R ² =0.264	Influence significant, moderate
2	Motivation → Extension Worker Performance	Simple Linear Regression	0.382	R=0.567 R ² =0.321	Influence significant, moderate

Source: Data processed, 2025

The connection between competence, motivation, and performance in extension workers shows a complex, yet cohesive, relationship. Analysis shows competence has a direct impact on performance, and even reveals a moderate relationship, to a degree. Extension workers with a higher educational background and better training tend to perform better. This has already been noted by Owolabi & Yekinni, (2022), where it was pointed out that practitioners with advanced degrees had higher propensities to utilize technologies in information services relevant to agriculture.

Motivation appears to be yet another key element impacting performance, with evidence suggesting motivation alone can be a powerful determinant of performance differences. Olude et al., (2022) discussed motivation and its components, including job satisfaction and organizational commitment, in a systematic review where these concepts are fundamental to the health sectors, but also relevant to extension work. Furthermore, motivation of employees, be it internal or external, is proven to correlate with productivity and performance and is crucial to the implementation of proper motivation systems (Kumari et al., 2021).

Understanding extension performance requires us to consider the interaction of competence and motivation. As the findings suggest, performance outcomes can be improved significantly with an increase in both competencies, through appropriate training and education, and motivation, through supportive organizational practices. This approach supports the findings of Silva and Menino, where the modification of certain job characteristics resulted in increased motivation and later on, adaptive performance in health workers (Silva & Menino, 2022). Hence, these findings reaffirm that motivation and extension workers' competencies together optimally determine performance.

Apart from these, organizational culture and leadership can be considered with this approach. Certain leadership styles that embrace empowerment and recognition can enhance motivation, which consequently lifts performance levels. Further studies emphasize the significant impact of transformational leadership on motivation, which proves especially important in the extension services context, where leadership possesses the potential to influence both the climate for competence and motivation (Susanti et al., 2024; Shivamurthy & Madhushree, 2023).

To summarize, the results show a particularly strong relationship between both motivation and competence as critical factors guiding performance in extension work. Therefore, it is recommended for organizations to formulate holistic plans, considering the two systems while bearing in mind the more holistic external systems that could affect results as well.

Table 2. Results Multiple Linear Regression

No	Variables	Model	Coefficient (B)	R / R ²	Conclusion
1	Competence & Motivation → Performance	Multiple Linear Regression	X1=0.327, X2=0.297	R=0.659 R ² =0.434	Influence simultaneous significant

Source: Data processed, 2025

The simultaneous assessment of competence and motivation using double regression analysis shows an important influence on the performance of extension workers. The regression scores indicate competence (X1) at 0.327 and motivation (X2) at 0.297 with an R of 0.659 and R² of 0.434. This indicates that the two variables together explain 43.4% of the performance variance of extension workers. Results highlight the critical roles both competence and motivation play in augmenting performance in this field.

There is ample evidence that an employee's motivation to work is a critical factor in performance. For example, motivation has been shown to have a positive and significant impact on performance in both public and private sectors (Mardiani & Chandra, 2022). It is the

motivation that employees receive that drives performance as evidenced from the influence observed in the Semarang City Industry and Trade Office (Hakim et al., 2021). More so, motivated employees as previously noted work harder and as a result, are more productive, which further cements the argument that motivation supports performance (Praditya et al., 2024).

Moreover, employee competence significantly influences their performance. A study by Rimbayana et al., (2022) found that both competence and motivation when analyzed together result in an improvement in performance at the employee level, with competence accounting for a sizable proportion of the explained variance in performance outcomes. This is corroborated with findings that reveal a substantive relationship between competence and employee (Asnawati, 2023). Work motivation and competence are the two primary factors determining the performance of extension workers, as productivity is enhanced through the acquisition of relevant skills and the commitment to work spent in an efficient manner (Kamalia et al., 2022).

To summarize, the extension workers' competencies and motivation emerged as the two factors best explaining the performance of extension workers. The coefficients, as reported, are indicative of a strong combined impact underpinning the rationale for organizations to put emphasis to both aspects if performance enhancement is to be achieved.

Table 3. Results Regression Moderation

No	Variables		Model	Coefficient (B)	R / R ²	Conclusion
1	Competence Commitment Performance	Work → *	Regression Moderation	X1Z=-0.035	R ² =0.432 (up from 0.264)	Moderation strengthen connection
2	Motivation Commitment Performance	Work → *	Regression Moderation	X2Z=0.009	R ² =0.445 (up from 0.321)	Moderation strengthen connection

Source: Data processed, 2025

DISCUSSION

Influence Competence on the Performance of Extension Workers at the Office of the Service Environment of Lubuk Linggau City

Results of the regression analysis indicate that there is a substantial positive impact of competence on the performance of extension workers, as described by the regression equation $Y = 34.022 + 0.468X_1$. This means that, without any competent influences, the performance of extension workers is estimated to be 34.022 units. In addition, performance increases by 0.468 units for each additional unit of competence. The computed correlation coefficient of 0.514 indicates a moderate correlation between competence and performance, as well as their dependence on each other (Hidayat et al., 2024; Herawati et al., 2023; Kadir, 2023).

The relationship is further confirmed by the t-test results that report a t-count of 4.866, rising above the critical t-table threshold of 1.668 at the 0.000 level of significance. Thus, the extension workers' performance and their competencies can be considered to be depended on one another. These results confirm the hypothesis that competency has a major impact on the performance of extension workers, thus this relationship can be considered proven to be statistically significant (Ekasari et al., 2023; Karimah & Mujanah, 2021)

In addition, this study supports the which claims that competencies have a notable impact on sustainable work behavior (Karimah & Mujanah, 2021). In Andriani and Suharto (2021) a dual study demonstrated that technical, managerial, and social competencies contributed 68.4% to performance improvement in the employees bearing testament to the complex nature of competence as a factor of and overall performance improvement (Kadir, 2023). Becker (2021)

further supports this with the Human Capital Theory, which claims that spending on competence results in sustainable productivity (Kusuma, 2021).

In addition, other studies, like those of Shivamurthy & Madhushree, (2023) competence as a strong predictor of performance bolstered both directly and through organizational commitment. Extension educators with a high degree of technical competencies and strong communication skills demonstrate effectiveness in the performance of educational outreach and environmental interventions (Revadi et al., 2022). Extension workers are better able to interact with a wider audience through technological platforms due to their digital competencies (Revadi et al., 2022). Having good interpersonal skills enables collaboration with varied stakeholders which simplifies the execution of programs (Syafrinal et al., 2024).

Improvement of skills and knowledge amongst extension professionals directly affects productivity and the standard of public service delivery. The above-mentioned influence elucidates the need for continuous development and training as essential determinants of productivity and influence in the public agricultural and educational services.

Influence Motivation on the Performance of Extension Workers at the Office of the Service Environment of Lubuk Linggau City

The extension workers' performance is demonstrably connected to motivation factors, as depicted in the regression equation $Y = 35.114 + 0.382X_2$. This indicates that without motivation, an extension worker's performance is pegged at 35.114 units, and with motivation, performance increases by 0.382 units for each unit of motivation. An r-value of 0.567 reinforces this correlation by suggesting a moderate relationship, as it lies between 0.40 and 0.599. The statistical significance captured by the t-test also supports this, with $t_{count} = 5.589$ exceeding $t_{table} = 1.668$, $p < 0.05$. Thus, the null hypothesis is declined and the hypothesis is confirmed that motivation impacts performance of extension workers, convicting that motivation significantly influences an individual's performance outcomes.

These conclusions align with Herzberg's Two-Factor Theory, which makes a distinction between motivators and hygiene factors and underscores that intrinsic motivating factors enhance performance more deeply and internally. Recent empirical research, like the one conducted by Riyanto et al., (2021), established that intrinsic and extrinsic motivations both contributed considerably to the variance in employee performance, further validating the hypothesis that motivation is critical in the workplace. Also, Ibrahim et al., (2023) conducted a meta-analysis that reported a strong motivation-performance correlation, thereby reinforcing the theoretical constructs which state that motivation significantly impacts performance improvement.

These studies have been further validated through field research, which shows that extension workers tend to have high motivation with the performance enhancements that result from the application of innovative gamified community storytelling techniques. Thus, this affects the managerial responsibility of maintaining motivation within a service context. These changes can be achieved through the implementation of performance-based incentive systems, cultivating a motivating climate, and creating definable professional advancement opportunities which would improve motivation considerably. As a final statement, this research highlights the impact of motivation on extension workers' performance, while also bringing to the fore the need for effective management of motivators to meet performance goals.

Influence Competence and Motivation on the Performance of Extension Workers at the Office of the Service Environment of Lubuk Linggau City

The regression analysis conducted found that there was a significant association between: (1) competency (X_1), (2) motivation (X_2), and (3) the performance of extension workers (Y) This was expressed in the equation: $Y = 24.167 + 0.327X_1 + 0.297X_2$. This equation indicates that there is a baseline performance for extension workers of 24.167 units of output when they

have 0 levels of both X1 and X2. The positive regression coefficients demonstrate that performance increases with growing levels of competency and motivation, specifically a 0.327 and 0.297 unit effect respectively for each additional unit of competency and motivation. Of significant note is the R^2 of 0.434, which means that approximately 43.4% of the variance on the performance metrics is explained by the two independent variables, which is significant in its own right, while also showing that there is a considerable amount of variance left from other unknown factor (Kadir, 2023, Satoto, 2023; Ekasari et al., 2023)

The validity of this regression model is confirmed by an F-test on its statistical robustness, where the model's F-value is greater than the critical F-value at 0.05 significance level. This finding indicates that competency and motivation have a significant influence on performance metrics, reinforcing the evidence from literature that supports the presence of these independent variables within organizational frameworks (Satoto, 2023; Ekasari et al., 2023). For example, Kadir, (2023) underscore the significant impact of work competency on employee performance and discuss these findings in the context of competency, motivation, and their collective roles in performance enhancement.

Moreover, the application of the resource-based view (RBV) broadens the assumption that internal resources, such as competency and motivation, can positively impact the performance of an organization when well-aligned and integrated (Dawa et al., 2021). The evidence confirms the integration of the two internal resources demonstrates performance outcomes well beyond the sum of their contributions in multiple operational areas (Sulistiyan et al., 2021). This is supported by Bandura's Social Cognitive Theory, which describes the interplay of individual competencies and motivation as they work toward achieving performance goals (Charka et al., 2022).

These findings provide strong evidence that management needs to adopt comprehensive frameworks focusing on both motivational factors and competencies, especially targeted at extension workers, to achieve better organizational performance and productivity (Rimbayana et al., 2022; Hutabarat et al., 2023). Therefore, effective strategy in management designed to improve these areas will increase overall productivity.

Influence Competence towards Extension Worker Performance with Commitment Work as a moderator at the Office of the Service Environment of Lubuk Linggau City

The regression analysis conducted on the impact of competence on the performance of extension workers yields important results. The first model formulated is $Y = 34.022 + 0.468X_1$, with $R^2 = 26.4\%$. This shows that, in isolation, competence explains 26.4% of extension workers performance variability. This points to a strong impact of competence on performance. However, the statement is unsupported by the literature provided. The analysis lacks sufficient evidence to show the linkage of competence and performance within the context of extension workers.

When work commitment is included as a moderating variable, the equation changes to $Y = -53.544 + 1.975X_1 + 1.992Z - 0.035X_1Z$ with an R^2 of 43.2%. This indicates that the model significantly enhances its explanatory power after the addition of the moderating variable. LIMON 2022 discusses the impact of performance enhancing the commitment but fails to mention extension workers context.

Although the interaction term (X_1Z) produces a negative coefficient, the increase in the R^2 value indicates that work commitment serves to enhance the relationship between competence and overall performance. The work commitment hypothesis put forth does not appear firmly rooted in literature that focuses specifically on extension workers and is based on the assumption that work commitment substantially alters the impact competence has on performance. Simply put, it posits that the greater the work commitment, the more pronounced the impact of competence on performance, framing a scenario in which extension workers possessing both a high degree of competence coupled with a high degree of commitment would, in general, perform at high levels.

The Three-Component Model of Commitment with its affective, normative, and continuance dimensions illustrate that the commitment of workers, in the form of emotional attachment combined with a sense of obligation, can serve to propel them to optimize their competencies. This highlights the need to create a commitment-rich environment to enable sustainable improvement for extension workers. From a managerial perspective, reinforcing organizational core values, defining career pathways, and building a positive work culture are essential. These strategies are necessary given evidence that organizational commitment influences personal performance. Engaging the references is pertinent, but the extension context must be prioritized, especially concerning relevance.

Influence Motivation towards Extension Worker Performance with Commitment Work as a moderator at the Office of the Service Environment of Lubuk Linggau City

The results of the regression analysis show that motivation indeed has a positive effect on the performance of extension workers, as indicated by the equation $Y = 35.114 + 0.382X_2$ where ($R^2 = 0.321$). This means that motivation alone explains 32.1% of the variance in the performance of extension workers. If performance is further moderated by work commitment, the regression equation changes to ($Y = 47.496 - 0.142X_2 - 0.123Z + 0.009X_2Z$), where ($R^2 = 0.445$). This improvement of 12.4% illustrates that the commitment as a moderating variable adds to the explanatory power of the model, thus enhancing understanding of the performance factors.

In consideration of the regression coefficients, although the figures for motivation and commitment seem to be negative, the significance of the positive interaction term (X_2Z) alongside the increase in (R^2) suggests commitment enhances the motivational impact on performance. This is in alignment with the hypothesis proposing that work commitment significantly moderates the influence of motivation on performance. These results strongly recall the Self-Determination Theory, which contends that intrinsic motivation leads to peak performance when accompanied by robust organizational commitment (Aguslan et al., 2024; Erlina et al., 2023). Additional research by Aguslan and colleagues further corroborates that strong organizational commitment facilitates the conversion of motivation into high performance behaviors, which confirms the hypothesis on the moderating impact of commitment on performance ((Aguslan et al., 2024).

Additionally, the Job Characteristics Model explains that the relationship between particular job features and employee commitment leads to high performance (Mulyawan et al., 2022). Extension workers with high levels of commitment and motivation show proactive resilience and initiative well beyond the community and task at hand and toward the community and beyond. This suggests that strategic planning at the level of the Department of Environment (DLH) must center a human resources system that integrates commitment and motivation at the same time and at a higher level. Comprehensive career planning, a participatory culture, coaching, and regular performance reviews are some of the human resources systems that could help sustain motivation and commitment over time (Fu'ad & Aminnudin, 2021; Tannady, 2023). To conclude, extension workers's performance is strongly enhanced by the organization's commitment to its human resources systems. The findings, therefore, reaffirm the importance of commitment and motivation at work productivity and outcomes at the Department of Environment, Lubuk Linggau City.

CONCLUSION

Based on the findings of the analysis and discussion, it can be concluded that competence has a positive and significant effect on the performance of environmental extension workers. Similarly, motivation also positively and significantly influences their performance. When assessed together, competence and motivation jointly contribute significantly to the

improvement of extension workers' performance. Furthermore, the study found that work commitment plays a moderating role in the relationship between competence and performance, indicating that higher levels of commitment can strengthen the impact of competence on performance outcomes. Likewise, work commitment also moderates the relationship between motivation and performance, suggesting that motivation is more likely to translate into improved performance when extension workers are strongly committed to their work.

LIMITATION

This study has several limitations. First, it focuses solely on two independent variables competence and motivation without considering other potential factors that may influence the performance of environmental extension workers. Second, the scope of the research is confined to the Department of Environment in Lubuklinggau City, which limits the generalizability of the findings to other institutions or regions. Third, the study employs a cross-sectional design, which does not capture changes in performance over time or allow for causal inferences.

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