

Work Motivation, Organizational Commitment, and Supervision Effects on Employee Performance in Wajo Regency Inspectorate

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ABSTRACT

Public sector institutions are increasingly required to demonstrate accountability and high performance, yet many regional oversight agencies continue to face declining output despite growing resource allocations. This gap between institutional mandate and actual performance highlights the need to examine internal organizational determinants of effectiveness. This study aimed to analyze the effects of work motivation, organizational commitment, and supervision on employee performance at the Regional Inspectorate Office of Wajo Regency. The research employed a quantitative explanatory design using a census approach, involving all 80 employees as respondents. Primary data were collected through structured questionnaires measured on a five-point Likert scale and analyzed using multiple linear regression after validity, reliability, and classical assumption tests were satisfied. The results showed that work motivation and supervision had positive and significant partial effects on employee performance, whereas organizational commitment did not demonstrate a statistically significant independent effect. Simultaneously, the three variables significantly influenced performance ($F = 40.867$, $p < 0.001$), explaining 61.7% of the variance in employee performance. Work motivation emerged as the strongest predictor, indicating that responsibility, recognition, and goal orientation were central drivers of improved outcomes. This study contributes to performance management literature by integrating psychological and structural factors within a single analytical framework in a regional public oversight context. The findings imply that strengthening motivational practices and enhancing supervisory quality are critical strategies for improving accountability and institutional effectiveness in local government organizations.

1. Introduction

In recent years, public demands for clean, fair, transparent, and accountable governance have continued to increase, including at the regional government level. To respond to these demands, the government is required to implement good governance practices through improved public service performance and robust bureaucratic reforms. One essential element in achieving these

objectives is the optimization of internal government oversight.

In Wajo Regency, the local government has identified bureaucratic reform as one of its top priorities. Consequently, the Regional Inspectorate has been positioned as a leading agency in realizing this vision. A substantial and consistently increasing budget has been allocated to the Inspectorate to support this mandate. Table 1 illustrates the trend in budget allocations from 2021 to 2024.

Table 1. Budget Allocation for the Regional Inspectorate, 2021–2024

No	Year	Budget Allocation	Increase	Percentage Increase
1	2021	Rp.10,277,000,000	—	—
2	2022	Rp.11,572,000,000	Rp.1,295,000,000	13%
3	2023	Rp.13,307,000,000	Rp.1,735,000,000	15%
4	2024	Rp.14,240,000,000	Rp.933,000,000	7%

Source: Regional Inspectorate Office of Wajo Regency (2024)

Despite the increased budget and the relatively large number of employees 80 personnel comprising structural officials, functional auditors, supervisory officials (P2UPD), technical staff, and non-permanent workers the Inspectorate's performance has not met expectations. This mismatch between resource investment and organizational output

is a critical concern, especially for regional leadership, who place high expectations on the Inspectorate to lead bureaucratic reform.

Data from the Inspectorate's Annual Supervisory Work Program highlight a steady decline in the realization of supervisory outputs from 2021 to 2023, as shown in Table 2.

Table 2. Realization of Supervisory Outputs, 2021–2023

No	Year	Targeted Supervision Reports	Reports Completed On-Time	Achievement (%)
1	2021	55	46	84%
2	2022	60	48	80%
3	2023	68	49	72%

Source: Regional Inspectorate Office of Wajo Regency (2024)

The declining performance is alarming and warrants investigation into the underlying factors. A key hypothesis is that employee-related variables such as work motivation, organizational commitment, and supervision significantly influence performance outcomes at the Inspectorate.

Work motivation among employees appears relatively low, as reflected in the suboptimal completion rate of supervisory reports. Contributing factors include limited financial incentives, reduced supervisory activity budgets, and insufficient recognition from superiors. Contemporary motivation theory emphasizes that employee performance is strongly influenced by intrinsic and extrinsic motivational drivers, including fair compensation, recognition, and meaningful work engagement (Ryan & Deci, 2020; Van den Broeck et al., 2021). When these motivational factors are inadequately addressed, employee productivity and accountability tend to decline.

Organizational commitment represents another critical determinant of performance.

Weak affective attachment evidenced by minimal interpersonal engagement and limited team-building initiatives reduces employees' emotional connection to the institution. Frequent employee rotations further disrupt continuity and weaken normative and continuance commitment. Recent empirical studies demonstrate that organizational commitment significantly predicts employee performance and organizational effectiveness (Meyer et al., 2022; Karatepe & Olugbade, 2021). However, some contemporary findings suggest that the strength of this relationship may vary depending on institutional context and leadership dynamics, indicating the need for further investigation in public sector supervisory institutions.

Supervision plays a critical role in shaping employee performance within public organizations. During the observed period, the Wajo Regional Inspectorate operated under an acting head who simultaneously held dual responsibilities, resulting in weakened leadership oversight and limited strategic

direction. In addition, the hierarchical review mechanism was not optimally implemented, and employee competency development was constrained by budgetary limitations. These structural and managerial constraints reduced the effectiveness of performance control systems.

From a contemporary performance management perspective, supervision is understood as a systematic control and feedback mechanism designed to ensure accountability and goal alignment ([Merchant & Van der Stede, 2020](#); [DeNisi & Murphy, 2021](#)). Effective supervision not only monitors compliance with standards but also facilitates continuous performance improvement through structured evaluation and corrective feedback. In the public sector context, accountability-based oversight and managerial control systems are essential to sustaining service effectiveness and institutional credibility ([Kim & Holzer, 2020](#); [Bedford & Speklé, 2021](#)).

Thus, weak supervisory structures and limited leadership capacity can undermine organizational performance by reducing clarity, feedback quality, and corrective action mechanisms.

The Wajo Regency Inspectorate holds a strategic mandate in supporting the implementation of good governance principles through internal government supervision. Its functions include: (1) formulating technical supervision policies; (2) conducting performance and financial audits; (3) executing ad-hoc audits at the Regent's request; (4) compiling supervision reports; and (5) supporting administrative and coordination tasks as delegated by the Regent.

However, based on field observations, employee performance remains suboptimal due to low work motivation, weakened organizational commitment, and insufficient supervisory practices. The declining budget for oversight activities and inadequate professional development further compound these issues.

In light of these conditions and the empirical research gap identified in previous studies, this research aims to analyze the influence of work motivation, organizational commitment, and supervision on the performance of employees at the Wajo Regency Regional Inspectorate Office. The study seeks to provide theoretical and practical insights that can help improve institutional performance and contribute to the broader objective of achieving effective and accountable governance.

2. Literature Review

2.1. Human Resource Management

Human Resource Management (HRM) is widely understood as a strategic and systematic approach to managing people within organizations to achieve sustainable performance outcomes. Contemporary HRM literature emphasizes the integration of workforce planning, talent development, performance management, and employee engagement to enhance organizational effectiveness ([Armstrong & Taylor, 2020](#); [Dessler, 2020](#)). Modern perspectives further highlight that employees constitute strategic assets whose competencies, motivation, and commitment must be aligned with organizational objectives and environmental demands ([Collings, McMackin, Nyberg, & Wright, 2021](#)).

Recent studies also underline that effective HRM involves not only recruitment and development but also continuous evaluation, equitable reward systems, and adaptive workforce strategies to respond to changing institutional and labor market conditions ([Boxall & Purcell, 2022](#)). In this view, HRM serves as a critical mechanism for balancing organizational goals, employee needs, and broader societal expectations, thereby promoting productivity, accountability, and long-term sustainability.

2.2. Work Motivation

2.2.1. Definition of Work Motivation

Work motivation refers to the internal and external forces that initiate, direct, and

sustain work-related behavior toward the achievement of organizational goals. Contemporary motivation theory, particularly Self-Determination Theory (SDT), emphasizes that employee performance is influenced by the fulfillment of basic psychological needs autonomy, competence, and relatedness which shape intrinsic and extrinsic motivation ([Ryan & Deci, 2020](#); [Van den Broeck et al., 2021](#)). Motivation in organizational settings is also shaped by expectancy beliefs and perceived rewards, where employees exert effort when they believe it will lead to valued outcomes ([Lloyd & Mertens, 2020](#)).

In this study, work motivation (X1) is conceptualized through four key indicators. First, responsibility, reflecting the willingness of employees to carry out assigned duties and demonstrate accountability for work outcomes. Second, target orientation, referring to employees' drive to achieve performance standards and organizational objectives. Third, life needs fulfillment, representing the influence of economic and security considerations, including salary and job stability, as extrinsic motivators. Fourth, recognition or praise, which reflects the importance of appreciation and acknowledgment from supervisors as a source of motivational reinforcement. These indicators align with contemporary motivational perspectives that emphasize the interaction between intrinsic drivers (responsibility and achievement) and extrinsic incentives (financial security and recognition) in influencing employee performance ([Ryan & Deci, 2020](#); [Van den Broeck et al., 2021](#)).

2.3. Organizational Commitment

Organizational commitment refers to the psychological bond that links employees to their organization and influences their intention to remain and contribute to its goals. Contemporary commitment research conceptualizes it as a multidimensional construct encompassing emotional attachment, cost-based attachment, and moral obligation toward the organization ([Meyer et al., 2022](#);

[Klein et al., 2020](#)). Organizational commitment plays a critical role in shaping employee performance, retention, and alignment with institutional values, particularly within public sector organizations where stability and normative responsibility are emphasized.

In this study, organizational commitment (X2) is measured through three core dimensions. First, affective commitment, which reflects employees' emotional attachment, identification, and involvement in the organization. Second, continuance commitment, which refers to employees' awareness of the perceived costs associated with leaving the organization, including economic and career considerations. Third, normative commitment, which represents a sense of moral obligation and loyalty to remain within the organization. These dimensions align with contemporary organizational behavior research, which confirms that affective commitment is typically the strongest predictor of performance outcomes, while continuance and normative commitment influence retention and stability ([Meyer et al., 2022](#); [Klein et al., 2020](#))

2.4. Supervision

Supervision refers to the systematic process of monitoring, evaluating, and controlling organizational activities to ensure alignment with predetermined goals and performance standards. Contemporary management literature conceptualizes supervision as part of organizational control systems that emphasize accountability, performance monitoring, and corrective feedback mechanisms ([Merchant & Van der Stede, 2020](#); [Otley, 2022](#)). In public sector organizations, supervision plays a critical role in ensuring transparency, compliance, and the effective implementation of policies and programs.

Modern control theory distinguishes supervision based on timing and institutional responsibility. Preventive control mechanisms aim to anticipate and minimize potential deviations before implementation, while

corrective or repressive controls focus on identifying and addressing deviations after activities have occurred ([Merchant & Van der Stede, 2020](#)). Furthermore, supervision may be conducted internally by managerial authorities or externally by independent oversight institutions to strengthen governance and accountability ([Otley, 2022](#)).

In this study, supervision (X3) is operationalized through four key indicators. First, preventive supervision, referring to monitoring activities conducted prior to implementation to prevent errors and ensure procedural compliance. Second, repressive supervision, which involves evaluation and corrective action after activities have been carried out. Third, internal supervision, conducted by organizational superiors or internal control units. Fourth, external supervision, performed by independent oversight bodies or external authorities to ensure objectivity and accountability. These indicators reflect contemporary control and governance perspectives that emphasize performance alignment, risk mitigation, and institutional accountability.

2.5. Employee Performance

2.5.1. Definition of Civil Servants

Understanding employee performance begins with clarifying the role and definition of civil servants. According to Law No. 5 of 2014 concerning the State Civil Apparatus (ASN), the role of civil servants has evolved. Previously regarded solely as instruments of the state and government, civil servants are now also recognized as professionals. Article 1, paragraph 1, defines ASN as “professions for civil servants and government employees who work under a contract in government agencies.” Further, Article 8 of the same law reaffirms that ASN employees are positioned as elements of the state apparatus. This redefinition fosters a competitive environment where civil servants are expected to improve their performance to enhance their career trajectories and contribute effectively to organizational goals. Consequently, the

management of civil servants has shifted from a career-based system to a position-based personnel management system.

2.5.2. Definition of Performance

Employee performance refers to the measurable work outcomes achieved by employees in fulfilling assigned tasks in accordance with organizational standards and objectives. Contemporary performance management literature defines performance as the extent to which employees contribute to organizational effectiveness through task execution, behavioral engagement, and goal attainment ([Aguinis, 2021](#); [DeNisi & Murphy, 2021](#)). In public sector organizations, performance is closely associated with accountability, reliability, and service quality, reflecting both individual productivity and institutional effectiveness ([Kim & Holzer, 2020](#)).

Recent research emphasizes that employee performance is influenced by a combination of motivational, organizational, and environmental factors, including leadership support, organizational commitment, supervision systems, compensation fairness, and work environment conditions ([DeNisi & Murphy, 2021](#); [Kim & Holzer, 2020](#)). Rather than focusing solely on output quantity, modern performance perspectives integrate behavioral dimensions such as cooperation, reliability, and commitment as part of comprehensive performance evaluation systems.

In this study, employee performance (Y) is operationalized through six key indicators. First, work quality, referring to the accuracy, precision, and standard compliance of completed tasks. Second, quantity, representing the volume of work achieved within a given period. Third, work commitment, reflecting employees’ dedication and responsibility toward organizational goals. Fourth, reliability, indicating consistency and dependability in task execution. Fifth, attendance, referring to punctuality and presence at work. Sixth, teamwork ability, which captures the capacity to collaborate

effectively with colleagues to achieve shared objectives. These indicators align with contemporary performance management frameworks that combine task performance and contextual performance dimensions in evaluating employee effectiveness ([Aguinis, 2021](#); [DeNisi & Murphy, 2021](#)).

2.6 Conceptual and Theoretical Foundations

Employee performance in public sector organizations is understood as the measurable contribution of employees to institutional effectiveness through both task completion and contextual behavior ([Aguinis, 2021](#); [DeNisi & Murphy, 2021](#)). In this study, employee performance (Y) is conceptualized through work quality, quantity, work commitment, reliability, attendance, and teamwork ability, reflecting contemporary performance management perspectives that integrate productivity and behavioral engagement ([Kim & Holzer, 2020](#)).

Work motivation (X1) serves as a primary driver of employee performance. Self-Determination Theory explains that employee behavior is influenced by intrinsic and extrinsic motivational factors such as responsibility, target orientation, recognition, and fulfillment of economic needs ([Ryan & Deci, 2020](#); [Van den Broeck et al., 2021](#)). Employees who experience higher motivation are more likely to demonstrate improved performance outcomes.

Organizational commitment (X2) represents the psychological attachment of employees to their institution. Contemporary research identifies three dimensions of commitment: affective, continuance, and normative ([Meyer et al., 2022](#); [Klein et al., 2020](#)). Strong affective commitment, in particular, has been consistently associated with higher levels of performance and organizational engagement.

Supervision (X3) functions as a structural control mechanism that ensures alignment between employee activities and organizational standards. Modern management

control perspectives emphasize preventive and corrective supervision, as well as internal and external monitoring systems, to strengthen accountability and performance consistency ([Merchant & Van der Stede, 2020](#); [Otley, 2022](#)).

Conceptually, this study integrates motivation theory, organizational commitment theory, and contemporary control systems perspectives to explain employee performance. Motivation provides the driving force for effort, commitment sustains long-term attachment, and supervision ensures alignment and accountability. Together, these variables form an integrated framework for understanding employee performance in public sector institutions.

2.7 Review of Empirical Studies

Recent empirical studies have consistently demonstrated that work motivation, organizational commitment, and supervision are significant predictors of employee performance across both private and public sector contexts. Research grounded in self-determination and performance management frameworks indicates that intrinsic motivation and recognition-based incentives positively influence productivity, engagement, and task completion ([Ryan & Deci, 2020](#); [DeNisi & Murphy, 2021](#)). In public institutions, motivational factors are particularly linked to accountability and service quality outcomes ([Kim & Holzer, 2020](#)).

Similarly, contemporary studies on organizational commitment show that affective commitment is strongly associated with improved job performance and reduced turnover intentions ([Meyer et al., 2022](#); [Klein et al., 2020](#)). However, empirical findings suggest that continuance commitment does not always produce positive performance outcomes, particularly in bureaucratic or highly regulated institutions. This indicates that not all dimensions of commitment contribute equally to performance enhancement.

Supervision and performance control systems have also been widely examined.

Modern governance research highlights that preventive and corrective supervision mechanisms improve performance consistency and reduce operational deviations ([Merchant & Van der Stede, 2020](#); [Otley, 2022](#)). Nonetheless, several studies note that supervision alone is insufficient without complementary motivational and commitment-based mechanisms, suggesting the importance of integrated management approaches.

Despite these advancements, prior research presents several limitations. First, many studies examine motivation, commitment, or supervision independently rather than within an integrated framework. Second, empirical investigations often focus on private sector organizations, leaving public sector supervisory institutions underexplored. Third, limited research addresses the combined influence of psychological and structural variables on employee performance in regional government contexts. These methodological and contextual gaps justify the need for the present study, which integrates motivation, organizational commitment, and supervision within a unified analytical model in a local public institution setting

2.8 Identification of the Research Gap

Although recent empirical studies have examined the influence of work motivation, organizational commitment, and supervision on employee performance, several critical gaps remain. First, most contemporary studies analyze these variables independently or focus on only one or two predictors, resulting in fragmented explanations of employee performance. Limited research integrates psychological factors (motivation and commitment) with structural control mechanisms (supervision) within a unified analytical framework. This fragmentation restricts a comprehensive understanding of how individual and institutional factors interact in shaping performance outcomes.

Second, the majority of recent empirical investigations have been conducted in private

sector organizations or corporate settings ([DeNisi & Murphy, 2021](#); [Meyer et al., 2022](#)). Comparatively fewer studies explore these relationships within public sector supervisory institutions, particularly in regional government contexts where bureaucratic structures, accountability mechanisms, and governance dynamics differ significantly from private organizations. Consequently, the applicability of existing findings to public oversight bodies remains underexplored.

Third, while contemporary governance research emphasizes performance accountability and control systems ([Merchant & Van der Stede, 2020](#); [Otley, 2022](#)), limited empirical work explicitly connects supervision types preventive, repressive, internal, and external with employee performance indicators such as quality, reliability, attendance, and teamwork. The interaction between supervisory mechanisms and motivational or commitment-based drivers also remains insufficiently examined.

Therefore, this study addresses these conceptual and contextual gaps by integrating work motivation, organizational commitment, and supervision within a single analytical model to explain employee performance in a regional public sector institution. By situating the analysis within the Wajo Regency Regional Inspectorate Office, this research contributes empirical evidence from a decentralized governance context, thereby extending contemporary performance management and organizational behavior literature.

2.9 Development of the Conceptual Framework

This study explores the influence of three independent variables organizational commitment (X_1), supervision (X_2), and work motivation (X_3) on the dependent variable, employee performance (Y). The conceptual model is illustrated in Figure 2.1.

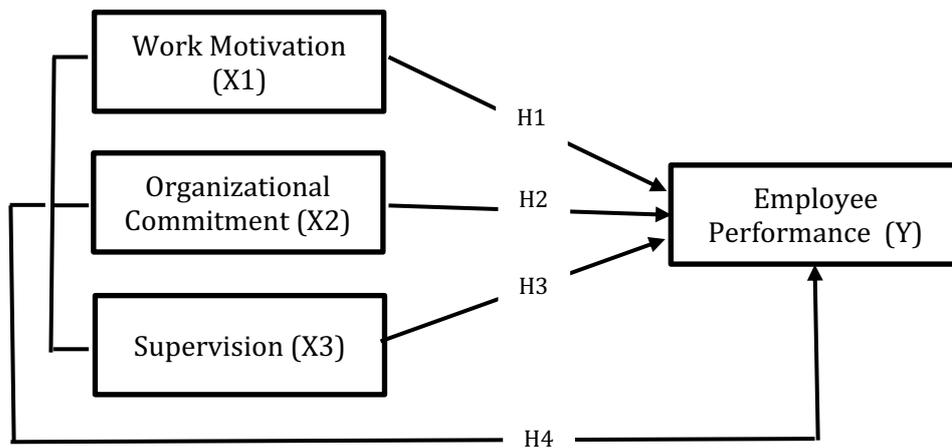


Fig. 1. Conceptual Framework of the study.

2.10 Hypotheses or Research Propositions

Based on contemporary motivation theory, employee performance is strongly influenced by intrinsic and extrinsic motivational drivers. Self-Determination Theory posits that employees who experience responsibility, recognition, and goal orientation demonstrate higher engagement and productivity (Ryan & Deci, 2020). Empirical research further confirms that motivated employees are more likely to achieve performance targets and maintain work quality (DeNisi & Murphy, 2021). Therefore, work motivation is expected to positively influence employee performance.

H1: Work motivation (X1) has a positive and significant effect on employee performance (Y).

Organizational commitment has also been identified as a key determinant of performance outcomes. Employees with strong affective commitment tend to exhibit higher involvement, reliability, and collaboration, while continuance and normative commitment contribute to stability and retention (Meyer et al., 2022; Klein et al., 2020). In public institutions, commitment strengthens alignment with organizational goals and enhances accountability. Thus, higher organizational commitment is expected to improve employee performance.

H2: Organizational commitment (X2) has a positive and significant effect on employee performance (Y).

Supervision functions as a structural control mechanism that ensures employees adhere to organizational standards and performance expectations. Contemporary management control literature emphasizes that preventive and corrective supervision enhances discipline, reduces deviations, and improves performance consistency (Merchant & Van der Stede, 2020; Otley, 2022). Effective internal and external supervision mechanisms are therefore expected to positively influence employee performance.

H3: Supervision (X3) has a positive and significant effect on employee performance (Y).

Furthermore, employee performance in public institutions is shaped by the interaction of psychological drivers and structural governance mechanisms. Motivation provides the internal drive, commitment sustains long-term attachment, and supervision ensures accountability and alignment. When these variables operate simultaneously, they are expected to produce stronger performance outcomes.

H4: Work motivation (X1), organizational commitment (X2), and supervision (X3) simultaneously have a positive and significant effect on employee performance (Y).

3. Research Methods

3.1 Research Design

This study employs a quantitative explanatory research design to examine the influence of work motivation, organizational commitment, and supervision on employee performance. The research adopts a causal approach to test the hypothesized relationships among variables using statistical analysis. Data were collected through structured questionnaires distributed to employees, and the responses were analyzed to determine both partial and simultaneous effects of the independent variables (X1, X2, X3) on the dependent variable (Y). This design enables objective measurement and empirical verification of the proposed theoretical model.

3.2 Research Context and Setting

The research was conducted at the Wajo Regency Regional Inspectorate Office, a public sector supervisory institution responsible for internal government oversight and accountability. This institution was selected due to its strategic role in ensuring

transparency, performance compliance, and governance integrity at the regional level. Examining employee performance within this context provides relevant insights into how motivational, commitment-based, and supervisory factors operate in a public sector oversight environment.

3.3 Population and Sample / Research Participants

Population and sampling are fundamental components in quantitative research design, as they determine the scope and generalizability of the findings (Creswell & Creswell, 2021). The population of this study consists of all employees of the Wajo Regency Regional Inspectorate Office, totaling 80 individuals. These employees represent various structural and functional positions and serve as key respondents in providing information related to work motivation, organizational commitment, supervision, and employee performance.

The distribution of employees is presented in Table 3.1.

Table 3.1

Number of Employees at the Wajo Regency Regional Inspectorate Office

No	Position Category	Number of Employees
1	Structural Positions	9
2	Functional Inspectorate Officers	24
3	Functional Government Supervisory Officers (PPUPD)	23
4	Administrative Staff	9
5	Non-Permanent Employees	15
	Total	80

Source: Personnel Subdivision of the Wajo Regency Regional Inspectorate Office

Given the relatively small population size, this study employed a census (total sampling) technique, in which all members of the population were included as research respondents. Total sampling is appropriate when the population size is manageable and the researcher intends to obtain comprehensive data without excluding any subgroup (Creswell & Creswell, 2021; Etikan & Bala, 2020). Therefore, the sample size in this

study is identical to the population, consisting of 80 employees.

3.4 Data Sources and Data Collection

This study utilizes two types of data sources: primary and secondary data.

Primary data were obtained directly from respondents through structured questionnaires distributed to all employees of the Wajo Regency Regional Inspectorate Office.

The questionnaire collected information related to work motivation, organizational commitment, supervision, and employee performance.

Secondary data were obtained from institutional documents, personnel records, and official reports provided by the Regional Inspectorate Office. Additional supporting information was gathered from relevant academic literature and recent empirical studies to strengthen the theoretical foundation of the research.

3.5 Measurement of Variables and Research Instruments

The variables in this study were measured using a structured questionnaire developed based on established theoretical frameworks and recent empirical literature. All items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express their level of agreement with each statement.

Work motivation (X1) was measured using four indicators: responsibility, target orientation, fulfillment of life needs, and recognition/praise.

Organizational commitment (X2) was measured through three dimensions: affective commitment, continuance commitment, and normative commitment. Supervision (X3) was operationalized using four indicators: preventive supervision, repressive supervision, internal supervision, and external supervision. Employee performance (Y) was measured through six indicators: work quality, quantity, work commitment, reliability, attendance, and teamwork ability.

The research instrument was tested for validity and reliability prior to hypothesis testing to ensure measurement accuracy and consistency. Validity was assessed using item-total correlation analysis, while reliability was evaluated using Cronbach's Alpha coefficient to confirm internal consistency of the measurement scales.

3.6 Data Analysis Techniques

The data were analyzed using descriptive statistics and multiple linear regression analysis to examine the partial and simultaneous effects of work motivation (X1), organizational commitment (X2), and supervision (X3) on employee performance (Y). Descriptive analysis was used to provide an overview of respondents' perceptions, while inferential analysis was conducted to test the proposed hypotheses.

Prior to regression analysis, classical assumption tests were performed, including normality, multicollinearity, and heteroscedasticity tests, to ensure the validity of the regression model. Hypothesis testing was conducted using t-tests to examine partial effects and an F-test to assess the simultaneous influence of independent variables. The coefficient of determination (R^2) was used to measure the explanatory power of the model. Statistical analysis was performed using SPSS software.

3.7 Validity, Reliability, and Trustworthiness

To ensure the accuracy and consistency of the measurement instruments, validity and reliability tests were conducted prior to hypothesis testing. Construct validity was assessed using item-total correlation analysis, where each questionnaire item was considered valid if the correlation coefficient exceeded the minimum acceptable threshold.

Reliability was evaluated using Cronbach's Alpha coefficient to measure internal consistency. A Cronbach's Alpha value of 0.70 or higher was considered acceptable, indicating that the instrument reliably measures the intended constructs.

In addition, data credibility was strengthened through careful instrument development based on established theoretical frameworks and recent empirical studies. Clear operational definitions of variables and consistent data collection procedures were applied to enhance the overall trustworthiness of the research findings.

3.8 Ethical Considerations

This study adheres to ethical research standards by ensuring informed consent, voluntary participation, confidentiality, and data protection. Respondents were informed about the research objectives, and their responses were kept anonymous and used solely for academic purposes.

3.9 Research Procedure

The research process consisted of research planning, instrument development, data collection, data analysis, and hypothesis testing. These stages were conducted systematically to ensure methodological transparency and analytical rigor.

3.10 Methodological Limitations

This study is limited to a single public sector institution with a relatively small population, which may restrict generalizability. Additionally, the use of self-reported questionnaires may introduce response bias. Future research is encouraged to involve broader institutional contexts and mixed methods approaches.

4. Results and Discussion

4.1 Result

4.1.1 Overview of the Research Object

The Wajo Regency Inspectorate was established based on Wajo Regent Regulation No. 6 of 2021 concerning the Position, Duties and Functions, Organizational Structure, and Work Procedures of the Inspectorate (Wajo Regency Gazette 2016 No. 6, Supplement No. 62), which was later amended by Wajo Regional Regulation No. 1 of 2019 on the Formation and Composition of Regional Apparatus (Wajo Regency Gazette 2019 No. 1, Supplement No. 109).

As part of the Government Internal Supervisory Apparatus (APIP), the Inspectorate adheres to regulations mandated by national government regulations and standards issued by the Indonesian Government Internal Auditors Association

(AAIPI), which include compliance with codes of ethics, audit standards, and peer review protocols.

Notably, the Wajo Regency Inspectorate has successfully attained Capability Level 3, reflecting its ability to evaluate the efficiency and effectiveness of organizational operations, as well as provide consultative services related to governance, risk management, and internal controls.

4.1.2 Descriptive Statistical Analysis

Descriptive statistics were employed to summarize the demographic characteristics of respondents, including gender, education level, and tenure, as well as to assess responses to variables related to Work Motivation, Organizational Commitment, Supervision, and Employee Performance.

4.1.2.1 Respondent Demographics

a. Gender Distribution

Of the total 80 respondents, 53.8% were male and 46.3% female. Thus, the majority of respondents were male.

b. Educational Background

Respondents' highest level of education showed that most held a master's degree (53.8%), followed by a bachelor's degree (41.3%). Only a small number had education levels below the undergraduate level.

c. Work Tenure

The highest proportion of respondents had worked for 16–20 years (28.8%), while the lowest proportion had served between 21–25 years (2.5%).

4.1.2.2 Descriptive Analysis of Research Variables

a. Work Motivation

Work motivation was assessed based on four indicators: responsibility, goal-oriented tasks, fulfillment of basic needs, and recognition. The average response scores ranged from 3.68 to 4.19, indicating high to very high levels of motivation among employees. The highest mean score (4.19) was for recognition by colleagues, while the lowest

(3.68) was for involvement in decision-making meetings.

b. Organizational Commitment

Organizational commitment was assessed through affective, normative, and continuance components. The average scores ranged from 3.76 to 4.26. The strongest commitment was seen in respondents' sense of responsibility to maintain the organization's reputation ($M = 4.26$), while the lowest was their desire to continue working at the Inspectorate ($M = 3.76$).

c. Supervision

Supervision was assessed through preventive, repressive, internal, and external dimensions. All indicators had average scores above 4.00, indicating very high perceptions of effective supervision. The highest mean values (4.26) were for clear organizational responsibilities and direct supervision by leadership.

d. Employee Performance

Performance was evaluated using six indicators: work quality, quantity, commitment, reliability, attendance, and teamwork. The highest mean (4.16) was observed for the willingness to correct previous work mistakes (reliability), while the lowest (2.61) was for attendance, indicating some punctuality issues.

4.1.3 Instrument Testing

4.1.3.1 Validity Test

Validity was assessed using Pearson's correlation coefficient. A correlation value above the critical value ($r > 0.221$) was considered valid. All items across the four variables (Work Motivation, Organizational Commitment, Supervision, and Employee Performance) were deemed valid.

4.1.3.2 Reliability Test

Reliability testing using Cronbach's Alpha yielded the following results:

Table 4.6
Results of Reliability Testing Using Cronbach's Alpha

Variable	Cronbach's Alpha	Interpretation
Work Motivation	0.883	Reliable
Organizational Commitment	0.752	Reliable
Supervision	0.875	Reliable
Employee Performance	0.868	Reliable

All variables showed $\alpha > 0.60$, indicating high internal consistency.

4.1.4 Classical Assumption Tests

a. Normality Test

The Kolmogorov-Smirnov test result showed $\text{Sig.} = 0.200 > 0.05$, indicating a normal distribution.

b. Multicollinearity Test

Tolerance values were > 0.10 and $\text{VIF} < 10$ for all variables, indicating no multicollinearity.

c. Heteroscedasticity Test

No clear pattern was detected in the scatterplot, indicating the absence of heteroscedasticity.

4.1.5 Multiple Linear Regression Analysis

Regression analysis was conducted to test the influence of independent variables on employee performance:

Regression Equation:

$$Y = 3.152 + 0.383X_1 + 0.102X_2 + 0.573X_3$$

Where:

- Y = Employee Performance
- X_1 = Work Motivation
- X_2 = Organizational Commitment
- X_3 = Supervision

Interpretation:

- Work Motivation (X_1) and Supervision (X_3) positively affect performance.

- Organizational Commitment (X_2) shows a weaker impact.

4.1.6 Hypothesis Testing

a. Partial Test (t-Test)

- Work Motivation ($t = 5.943$; $p = 0.000$): Significant
- Organizational Commitment ($t = 0.676$; $p = 0.501$): Not significant
- Supervision ($t = 5.943$; $p = 0.000$): Significant

b. Simultaneous Test (F-Test)

- $F = 40.867$; $p = 0.000 < 0.05$
Conclusion: The model is statistically significant.

c. Coefficient of Determination (R^2 Test)

$$R^2 = 0.617$$

Interpretation: 61.7% of the variation in employee performance can be explained by the three independent variables, while 38.3% is influenced by other factors.

4.2. Discussion

4.1.1. The Influence of Work Motivation on Employee Performance at the Regional Inspectorate Office of Wajo Regency

The findings of this study indicate that work motivation has a significant effect on employee performance, as evidenced by the t-value of $5.943 > t$ -table of 1.664 at a significance level of $0.000 < 0.05$. These results support the acceptance of the first hypothesis, demonstrating a positive and significant relationship between motivation and performance at the Regional Inspectorate Office of Wajo Regency.

Among the indicators of work motivation, "praise" emerged as the most dominant factor. This suggests that employees experience a sense of fulfillment and recognition when praised for their accomplishments. The appreciation received serves as a form of non-monetary reward, reinforcing their engagement and output quality.

This result is consistent with contemporary motivation theory, which conceptualizes work motivation as the internal

and external forces that energize, direct, and sustain employee behavior toward organizational goals (Robbins & Judge, 2022; Armstrong & Taylor, 2020). Modern human resource management perspectives emphasize that motivated employees demonstrate higher levels of responsibility, persistence, and goal orientation, thereby contributing to improved organizational performance (Boxall & Purcell, 2022; Dessler, 2020).

From a psychological standpoint, Self-Determination Theory explains that employees achieve stronger performance outcomes when their needs for competence, autonomy, and recognition are fulfilled (Ryan & Deci, 2020; Howard et al., 2020). Empirical evidence further confirms that intrinsic motivation significantly predicts task performance and contextual performance behaviors (Cerasoli et al., 2021; Kim & Beehr, 2021). When employees perceive meaningful work targets and receive acknowledgment for their contributions, their engagement and productivity increase substantially.

Strategic human resource research also supports the link between motivation and performance. Effective HR practices that enhance employee motivation through clear targets, feedback, and developmental support strengthen both individual and organizational performance outcomes (Jiang et al., 2020; Noe, 2023). In the context of performance management systems, motivated employees are more likely to exhibit accountability, discipline, and sustained effort, which translate into measurable performance achievements (Aguinis, 2021; DeNisi & Murphy, 2021).

Therefore, the present findings reinforce contemporary evidence that work motivation plays a decisive role in enhancing employee performance, particularly within structured public sector institutions where responsibility, supervision, and goal alignment are central to organizational effectiveness.

4.1.2. The Influence of Organizational Commitment on Employee Performance at the Regional Inspectorate Office of Wajo Regency

The analysis results indicate that organizational commitment significantly affects employee performance, as evidenced by a t-value of 5.943 > t-table of 1.664 and a significance level of 0.042 < 0.05. These findings support the acceptance of the second hypothesis, confirming that higher levels of commitment contribute to improved performance outcomes.

Among the commitment indicators, "loyalty to the organization's reputation" emerged as the most influential dimension. This finding reflects strong affective and normative commitment, where employees not only feel emotionally attached to the institution but also perceive a moral obligation to maintain its credibility and public image. Contemporary organizational behavior theory explains that affective commitment strengthens identification with institutional goals, while normative commitment reinforces responsibility and ethical attachment to organizational values ([Robbins & Judge, 2022](#); [Meyer et al., 2022](#)).

Recent empirical research further confirms that employees with higher organizational commitment demonstrate stronger engagement, reliability, and contextual performance behaviors ([Karatepe & Olugbade, 2021](#); [Riketta, 2021](#)). Strategic HRM perspectives also emphasize that commitment enhances performance by aligning employee attitudes with organizational strategy and long-term objectives ([Boxall & Purcell, 2022](#); [Noe, 2023](#)). In public sector contexts, commitment contributes not only to productivity but also to institutional accountability and service quality.

Moreover, contemporary reconceptualizations of workplace commitment suggest that affective commitment remains the strongest predictor of performance compared to continuance

commitment, which is often associated only with retention rather than productivity ([Klein et al., 2020](#)). The present findings are consistent with this perspective, as employees who prioritize institutional reputation demonstrate higher levels of dedication and work effectiveness.

Therefore, this study reinforces current theoretical and empirical evidence that organizational commitment particularly affective and normative dimensions plays a critical role in strengthening employee performance within public sector institutions.

4.1.3. The Influence of Supervision on Employee Performance at the Regional Inspectorate Office of Wajo Regency

The study found that supervision has no statistically significant effect on employee performance, with a t-value of 0.676 < t-table of 1.664 and a significance level of 0.501 > 0.05. This leads to the rejection of the third hypothesis.

Nevertheless, preventive and internal supervision were identified as dominant indicators. Preventive supervision refers to oversight efforts made before errors or irregularities occur, while internal supervision is conducted directly by superiors. These mechanisms reflect an intent to uphold integrity and procedural adherence in the workplace.

Although the statistical results do not demonstrate a significant effect of supervision on employee performance, contemporary governance and organizational control literature suggests that supervision remains a crucial institutional mechanism. Modern public management theory views supervision as part of a broader accountability and governance system designed to ensure procedural compliance and performance alignment ([Hood & Lodge, 2021](#); [Lodge & Wegrich, 2022](#)).

Recent organizational control research emphasizes that effective supervision enhances clarity of expectations, reduces role ambiguity, and strengthens performance standards

([Bedford & Speklé, 2021](#)). However, studies also show that supervisory systems that rely heavily on monitoring without developmental feedback may fail to improve employee productivity ([Kuvaas et al., 2020](#)). This suggests that supervision must function not only as oversight but also as supportive guidance.

In human resource development literature, performance improvement is more likely when supervision integrates coaching, feedback, and participative control rather than purely bureaucratic inspection ([Ellinger et al., 2021](#); [Salas et al., 2020](#)). Additionally, public sector research indicates that supervision contributes to performance when accompanied by trust-based leadership and procedural fairness ([Bach & Bordogna, 2020](#)).

The insignificant statistical effect found in this study may therefore indicate that supervision within the observed institution functions primarily as administrative compliance rather than developmental oversight. Contemporary research increasingly argues that performance improvement in public institutions depends on the integration of control systems with motivational and commitment-based mechanisms ([Vandenabeele & Hondeghem, 2021](#)).

4.1.4. The Influence of Work Motivation, Supervision, and Organizational Commitment on Employee Performance at the Regional Inspectorate Office of Wajo Regency

The joint effect of work motivation, supervision, and organizational commitment was tested using the F-test, yielding an F-value of $40.867 > F\text{-table of } 3.115$ at a significance level of $0.000 < 0.05$. This supports the acceptance of the fourth hypothesis, indicating that the three independent variables simultaneously have a positive and significant effect on employee performance.

When examined collectively, these factors function as an integrated performance system. Motivation drives individual effort and persistence; organizational commitment

strengthens alignment between employee values and institutional objectives; and supervision provides structural control and accountability. Contemporary performance management theory emphasizes that sustainable performance outcomes emerge from the interaction between psychological engagement and governance mechanisms rather than from isolated variables ([Aguinis, 2021](#); [Boxall & Purcell, 2022](#)).

Recent empirical research also supports this multidimensional perspective. Studies indicate that performance improves significantly when motivational drivers, commitment-based attachment, and structured control systems operate simultaneously ([Jiang et al., 2020](#); [DeNisi & Murphy, 2021](#)). In public sector contexts, integrated human resource practices combined with accountability mechanisms are associated with higher employee effectiveness and institutional credibility ([Boon et al., 2022](#); [Kim & Holzer, 2020](#)).

Strategic management literature further argues that organizational performance is strengthened when internal capabilities (motivation and commitment) are aligned with managerial control systems and governance structures ([Hill, Schilling, & Jones, 2023](#)). Similarly, contemporary organizational behavior research highlights that performance sustainability depends on the synergy between individual-level engagement and organizational-level systems ([Robbins & Judge, 2022](#); [Meyer et al., 2022](#)).

Therefore, the findings of this study reinforce the growing consensus in modern management scholarship that employee performance in public institutions is best understood through an integrated framework combining motivational energy, institutional attachment, and effective supervisory mechanisms. This multidimensional synergy enhances not only productivity but also accountability and long-term organizational effectiveness.

5. Conclusion

The conclusion section synthesizes the main findings of the study and highlights their significance without introducing new empirical evidence. This research examined the influence of work motivation, organizational commitment, and supervision on employee performance at the Regional Inspectorate Office of Wajo Regency. The findings demonstrate that performance within public sector oversight institutions is shaped by both psychological drivers and structural governance mechanisms. Overall, the study confirms that motivational and supervisory factors play decisive roles in enhancing employee effectiveness, while organizational commitment exhibits a more context-dependent influence. These results reinforce the importance of adopting an integrated performance management framework in regional public institutions.

5.1 Summary of Key Findings

This study reveals several important empirical findings. First, work motivation has a positive and significant partial effect on employee performance, indicating that responsibility, recognition, and goal orientation are central determinants of improved outcomes. Second, supervision also demonstrates a positive and significant effect on performance, suggesting that preventive and internal control mechanisms contribute to accountability and task completion. Third, organizational commitment does not show a statistically significant independent effect, implying that psychological attachment alone may not directly translate into measurable performance outcomes within this institutional context. Finally, the simultaneous test confirms that work motivation, organizational commitment, and supervision collectively explain 61.7% of the variance in employee performance, with work motivation emerging as the strongest predictor.

5.2 Theoretical Contributions

This study contributes to contemporary performance management and organizational behavior literature in several ways. First, it integrates motivational theory, organizational commitment theory, and management control perspectives within a unified analytical framework, addressing fragmentation in prior research that often examined these variables independently. Second, the findings refine existing theoretical assumptions by demonstrating that organizational commitment may not always produce a direct performance effect in bureaucratic public sector settings. Third, by situating the analysis within a regional government oversight institution, this research extends empirical evidence beyond private sector contexts and enriches the discourse on performance determinants in decentralized governance systems. The study thus strengthens the multidimensional understanding of employee performance in public organizations.

5.3 Practical and Policy Implications

The findings offer actionable implications for institutional leaders and policymakers. First, enhancing employee motivation through structured recognition systems, clear performance targets, and fair reward mechanisms should become a strategic priority. Second, supervisory systems should be strengthened not only as compliance tools but also as developmental mechanisms incorporating feedback, coaching, and performance evaluation. Third, policymakers at the regional level should consider integrating human resource development programs with governance reforms to ensure that psychological engagement and structural accountability operate simultaneously. By aligning motivational practices with effective supervision, public sector institutions can improve both performance outcomes and institutional credibility.

5.4 Limitations of the Study

This study is limited to a single regional public institution with a relatively small population size, which may restrict the generalizability of the findings to other governmental contexts. Additionally, the reliance on self-reported questionnaire data may introduce perception bias, potentially affecting the objectivity of responses. The institutional characteristics of the Wajo Regency Inspectorate, including its organizational culture and leadership dynamics, may also influence the observed relationships. Therefore, the interpretation of results should consider contextual boundaries and institutional specificity.

5.5 Directions for Future Research

Future research is encouraged to expand the scope of investigation to multiple regional inspectorates or other public sector institutions to enhance comparative analysis and generalizability. Subsequent studies may incorporate additional explanatory variables such as leadership style, organizational culture, job satisfaction, or public service motivation to obtain a more comprehensive model of employee performance. Employing mixed-method approaches, including qualitative interviews or longitudinal designs, may also provide deeper insights into causal mechanisms and performance dynamics over time. By broadening methodological and contextual perspectives, future research can further advance the understanding of performance management in public sector governance.

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