JIS: Jurnal Ilmu Sosial
ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)
Vol. 5, No. 1 (2025)

THE ROLE OF WORK MOTIVATION IN MODERATING THE RELATIONSHIP BETWEEN PERFORMANCE ALLOWANCES AND ORGANIZATIONAL COMMITMENT TO THE PERFORMANCE OF POLICE OFFICERS AT THE BELANTING POLICE STATION, WEST NUSA TENGGARA POLICE FORCE

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Abstract.

This study aims to examine the moderating role of work motivation on the effect of performance allowances and organizational commitment on employee performance. This research approach is a positivist paradigm using causal associative. The data collected using the census method with 91 respondents were taken from all Polri members at SPN Belanting Polda West Nusa Tenggara. The data analysis technique uses PLS-SEM with Smart PLS software version 4. The results showed that performance benefits have a significant positive effect on employee performance and organizational commitment has a significant positive effect on employee performance. Furthermore, work motivation is able to moderate the effect of performance allowances on employee performance and work motivation is able to moderate the effect of organizational commitment on employee performance. This study also recommends strengthening or increasing performance allowances through the preparation of incentives based on task achievements, awards that increase self-confidence, and providing support for the development of members' abilities, so as to improve the performance of police officers at SPN Belanting, West Nusa Tenggara Regional Police.

Keyword: Employee Performance Performance Allowances Organizational Commitment Work Motivation

INTRODUCTION

Human Resources (HR) refers to employees who are always ready, competent, and responsive in supporting the achievement of organizational goals (Werther & Davis, 1996). The most important element of HR is its role and contribution in achieving organizational goals, while the human aspect emphasizes the way individuals are treated and the contributions they make. The active involvement of HR plays a crucial role in determining the success of the change process in the organization. According to Moran & Brightman (2000), HR is not merely the object of change, but also acts as a subject that actively implements and implements the change process that has been planned by the organization.

Human resource management is oriented towards improving performance. Performance as a quantity of work is the amount of work done in a specified period of time. Performance can be defined as everything that an employee does or omits (Luthans, 2005). Employee performance, in terms of quantity of work, refers to the volume of work completed in a given period of time. In addition, a person's performance is also seen from his ability to meet predetermined requirements or certain standards (Bernardin & Russell, 1993).

According to Cashmere (2016), individual performance is influenced by various factors, one of which is work motivation and commitment which play an important role in determining performance. Meanwhile, Dessler (2017) asserts that performance is influenced by individual abilities, motivation levels, work environment conditions, job design, leadership quality, reward systems, and the balance between professional and personal life.

Allowances, according to Soetrisno (2009), are compensation provided by institutions or organizations to their employees as a form of appreciation for their active role in achieving company goals. Najoan et al. (2018) state that performance allowance is a form of additional income given to employees based on their performance achievements, with the aim of increasing work motivation. Meanwhile, Hardani et al. (2016) defines performance allowance as a direct reward paid to employees when their performance exceeds predetermined standards, which serves as a form of compensation other than fixed wages and salaries.

In addition, organizational commitment is also a key factor in improving performance. Organizational commitment describes how strongly employees feel emotionally attached and dedicated to achieving company goals. According to Meyer & Herscovitch, (2001) which states that employees who have high affective commitment tend to show productive behavior and make significant contributions to achieving organizational goals. Meanwhile, Robbins & Judge (2017) suggest that employees who have a high level of motivation will be more productive and committed to achieving company goals. With strong work motivation, employees are more encouraged to implement their commitment through concrete actions that ultimately improve performance. Conversely, while employees may have a high commitment to the organization, low motivation may prevent them from performing optimally (Locke & Latham, 2002).

Work motivation is the driving force that makes individuals behave in certain ways in the work environment. Robbins & Judge (2017) explain that factors such as individual rewards, needs and expectations also influence the level of motivation. The higher the work motivation, the greater the tendency of employees to work hard to achieve the set targets. In addition, the provision of appropriate rewards such as performance allowances acts as a strong stimulus to encourage employees to give their best performance in carrying out their duties (Armstrong, 2006). According to Hasibuan (2005), motivation can be divided into two categories, namely intrinsic and extrinsic motivation. Intrinsic motivation is an internal drive that encourages individuals to achieve high performance because they feel satisfaction and enjoyment from the activity itself. As a result, intrinsically motivated individuals tend to be more dedicated, creative, and able to face challenges, which ultimately increases achievement. Strong achievement motivation in a supportive work environment will have a positive impact on the development of the organization and individual employees.

Initial observations at SPN Belanting Polda West Nusa Tenggara showed a significant relationship between human resource management, work motivation, and employee performance in achieving organizational goals. Human resource management at SPN Belanting tends to be suboptimal, which is reflected in the problems that arise in aspects of employee performance, such as non-compliance with SOPs, lack of effort to complete work on time, and lack of enthusiasm in carrying out tasks. Although most employees show good performance, some employees who have problems in this regard can affect the overall performance of the organization.

The phenomenon of performance achievement at SPN Belanting during the 2019-2023 period shows the challenges in human resource management, especially in the midst of heavy and complex task demands. The performance allowance factor also plays a role in influencing employee morale. The pre-survey results show that although most employees understand and feel that performance allowances have an impact on their work motivation, there are still some who are dissatisfied or do not understand how the allowances are calculated and provided. This may affect their morale and commitment at work.

Organizational commitment at SPN Belanting is also an important factor affecting performance. Although most employees feel attached to the organization, there are some employees who do not feel emotionally attached or feel that staying with the organization is not a practical choice. This varying level of commitment poses a challenge in creating a cohesive and productive work environment.

The work motivation of employees at SPN Belanting, although most feel enthusiastic and energetic in carrying out their duties, there are still some who do not feel harmonious relationships with coworkers and face obstacles at work. This shows that low employee motivation can have an impact on the quality of their performance, and ultimately affect the achievement of organizational goals.

Success in improving performance at SPN Belanting Polda NTB is highly dependent on fairer and more transparent performance allowance management, increased organizational commitment, and more consistent work motivation across all members. This study aims to dig deeper into how work motivation can moderate the relationship between performance allowances and organizational

ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)

commitment to employee performance at SPN Belanting Polda NTB, and provide recommendations for improving human resource management at SPN Belanting Polda NTB.

LITERATURE REVIEW

Literature Review and Hypothesis Development

Performance allowance is a reward given to employees in recognition of their work achievements. According to Armstrong & Baron (2005), performance benefits serve to motivate employees to achieve organizational goals and increase productivity. These benefits often include bonuses, incentives or other rewards that are directly related to individual or team performance.

According to Lawler (1990), a good reward system can attract and retain quality employees. Well-designed performance benefits, which include various forms of rewards, can encourage employees to work harder and innovate, which has a positive impact on their performance. Performance benefits serve not only as incentives, but also as a tool to assess and measure employee performance (Milkovich & Newman, 2008).

Research conducted by Dharmawan et al. (2024) revealed that providing optimal performance allowances can have a positive effect on improving their performance. Other research by Heliansah et al. (2023); Mamminanga et al. (2023); Purnomo & Sugiyanto, (2022) state that performance allowances have a positive and significant effect on performance.

H1: Performance Allowance has a positive and significant effect on Employee Performance.

Organizational Commitment Theory developed by Meyer & Allen (1991), there are three components of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Furthermore, Meyer & Allen (1991) argue that employees who have high affective commitment tend to show better performance because they feel emotionally attached to the organization. Employees with continuance commitment will keep working because they feel highly invested, while normative commitment arises from a sense of responsibility. These three forms of commitment contribute to employee performance.

Organizational commitment has a direct influence on employee performance behavior. Employees who have a high commitment to the organization will be more motivated to demonstrate behaviors that are consistent with the goals and values of the organization, which in turn will contribute to improving overall performance (Becker, 1992). In line with the research results found by Amri et al. (2021) that organizational commitment has a positive and significant effect on employee performance. Similar research by Kembaren et al.

ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)

(2023); Rita et al. (2018); and Ulabor & Bosede, (2019) also explain that organizational commitment is proven to be an important element in improving performance.

H2: Organizational commitment has a positive and significant effect on employee performance.

Work motivation is the drive that encourages individuals to behave in a certain way in the context of work. According to Robbins & Judge (2017), work motivation is influenced by various factors, including individual rewards, needs and expectations. High motivation can improve employee performance, as motivated employees tend to try harder to achieve their goals.

Performance allowance serves as a form of reward that can increase employee motivation. According to Armstrong (2006), the right rewards, such as performance allowances, can serve as powerful motivators, encouraging employees to give their best in their work. According to Vroom (1964), employees who have high work motivation tend to believe that their efforts will be rewarded with adequate rewards, which will lead to better performance.

Locke & Latham (2002) showed that clear goals and high motivation can strengthen the relationship between rewards and performance. Deci & Ryan (2000) suggest that individuals with high intrinsic motivation are more likely to value external rewards, such as performance benefits, so as to encourage their performance. In contrast, less motivated employees may not see performance benefits as a strong incentive, which may reduce their positive impact on performance.

In line with research conducted by Enembe et al. (2023) which concluded that allowances have a positive and significant effect on employee performance. In addition, this influence is also strengthened by work motivation as a moderating variable. High work motivation helps employees to better utilize the benefits provided, resulting in increased productivity and efficiency.

H3: Work Motivation positively and significantly strengthens the effect of Performance Allowance on Employee Performance.

Organizational commitment reflects how much employees feel emotionally attached and dedicated to achieving company goals. According to Meyer & Allen (1991), this commitment can be divided into three categories, namely affective commitment, continuance commitment, and normative commitment. Meanwhile, Meyer & Herscovitch (2001) stated that employees who have high affective commitment tend to show more productive behavior and make significant contributions to the achievement of organizational goals. Employees who feel emotionally attached to the company usually have higher motivation to give their best performance in their work.

Robbins & Judge, (2017) suggest that highly motivated employees tend to achieve better productivity and show a strong commitment to realizing organizational goals. When employees have high morale, they are more motivated to implement their commitment through concrete actions that ultimately improve performance. Conversely, employees with low motivation may not show optimal performance despite theoretically having a high commitment to the organization (Locke & Latham, 2002).

In line with research conducted by Saputri & Susanti, (2023) confirmed that organizational commitment is the main factor influencing employee performance, with work motivation as an important reinforcer in the relationship. With efforts to increase work motivation through training, rewards, and recognition is also an important strategy to improve overall performance.

H4: Work Motivation positively and significantly strengthens the influence of Organizational Commitment on Employee Performance.

METHODS

This study used a quantitative approach with the census method, which involved the entire population, namely Polri members at SPN Belanting Polda NTB, totaling 91 people. Data collection was carried out through a Likert scale-based questionnaire, which was designed to measure the variables of Performance Allowance, Organizational Commitment, Work Motivation, and Employee Performance. The data used in this study consisted of primary data, which was obtained directly from respondents through filling out questionnaires, and secondary data, which was taken from documents, official reports, and related literature.

Data analysis was carried out using statistical methods to test the relationship between variables. This process includes the outer model test to ensure the validity and reliability of the research instrument, the inner model test to evaluate the relationship between latent variables, and the hypothesis test to identify direct and moderating effects between variables.

The variables in this study consist of independent variables, namely Performance Allowance and Organizational Commitment; dependent variable, namely Employee Performance; and moderating variable, namely Work Motivation. This study aims to analyze the effect of performance allowances and organizational commitment on employee performance, and test the role of work motivation as a variable that moderates the relationship.

JIS: Jurnal Ilmu Sosial
ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)

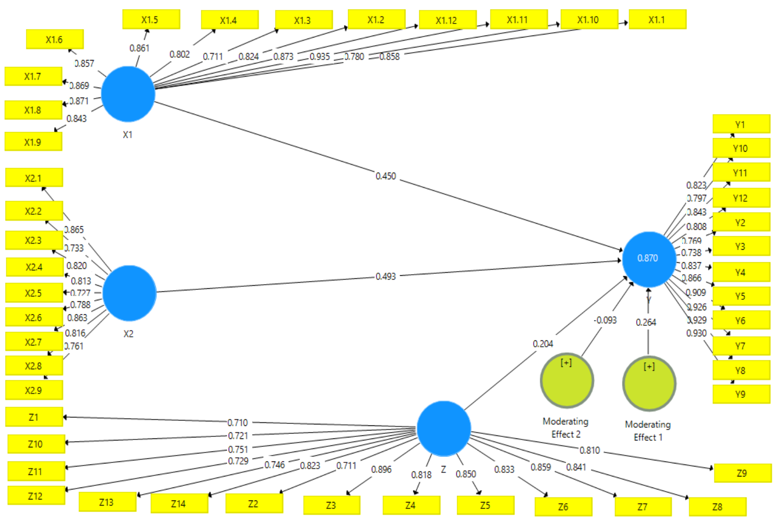
RESULTS AND DISCUSSION

Outer Model Results

Evaluation of the Measurement Model Outer Model is often called (outer relationship or measurement model) which defines how each indicator block relates to its latent variable. Blocks with reflexive indicators can be written as follows: Where x and y are indicator variables for exogenous and endogenous latent variables, while the loading matrix describes simple regression coefficients, which connect simple regression coefficients that connect latent variables with their indicators. This can be seen from the validity and reliability tests.

Convergent Validity

Figure 1. Outer Loading



Based on the figure above, it can be seen that the value of all statement items from each variable is> 0.7 (above 0.7) so that the constructs for all variables have been declared valid from the model, to then be included in the analysis using the SmartPLS application.

Reliability Test

The reliability test in PLS is used to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency and accuracy of a measuring instrument in making measurements. The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability (Abdillah, 2015).

a). Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb for composite reliability is > 0.6 (Abdillah and Jogiyanto, 2014).

b). Cronbach's Alpha

Cronbach's alpha is used to measure the lower limit of a construct's reliability value and ensure the composite reliability value. The rule of thumb for Cronbach's alpha is > 0.7 (Abdillah, 2015).

Reliability testing is carried out to determine whether the variables used in this study are reliable or not. Reliability testing uses Cronbach's Alpha and composite reliability values. The following are the results of reliability testing.

Table 1. Reliability Testing Table

Variable	*Cronbach's Alpha*	*Composite Reliability*	Rule of Thumb	Model Evaluation
Performance Allowance (X1)	0.962	0.967	> 0.70	Reliable
Organizational Commitment(X2)	0.929	0.941		Reliable
Employee Performance (Y)	0.964	0.969		Reliable
Work Motivation (Z)	0.955	0.960		Reliable

Source: Primary Data Processed by the Researcher, 2025

Based on the table above, it can be concluded that the constructs for all variables meet the criteria or are reliable. This is indicated by the Cronbach's Alpha and composite reliability values obtained from the SmartPLS estimation results. The resulting value is > 0.70 as recommended criteria.

Structural Model Evaluation *(Inner Model)*

The next stage in model evaluation is structural model evaluation or Inner Model. Inner model (inner relation, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent variable, Stone-Gisser Q-square test for predictive elevance and t-test and significance of structural path parameter coefficients.

R-Square Value

Table 2. R-Square Results Table

Variable	**R Square**
Employee Performance	0,870

Source: Primary Data Processed by the Researcher, 2025

Based on the foregoing, in principle, this study uses 1 variable that is influenced by other variables. The result of the R-Square value of the Employee Performance variable (Y) is 0.870 or 87%, meaning that the Performance Allowance and Organizational Commitment variables can substantially explain the Employee Performance variable at the 87% level (model in the Strong category) while the rest is influenced by other factors that are not included in this research variable.

Q-Square Value

Table 3. Q-Square Results Table

Variable	*Q-Square*
Employee Performance	0.322

Source: Primary Data Processed by the Researcher, 2025

Based on the table above, the research Q-square value of 0.322 is greater than 0. This shows that the variables observed in this study have relevance and are able to predict the Employee Performance variable.

Path Coefficients

The path coefficient is a value that is useful in showing the direction of the relationship between variables, whether a hypothesis has a positive or negative direction, while the evaluation of the path coefficient aims to see the significance of the influence of the independent variable on the dependent variable. The evaluation of the path coefficient was carried out by calculation through Bootstrapping, and the following results were obtained:

Figure 2. Figures for T-Statistics & Original Sample

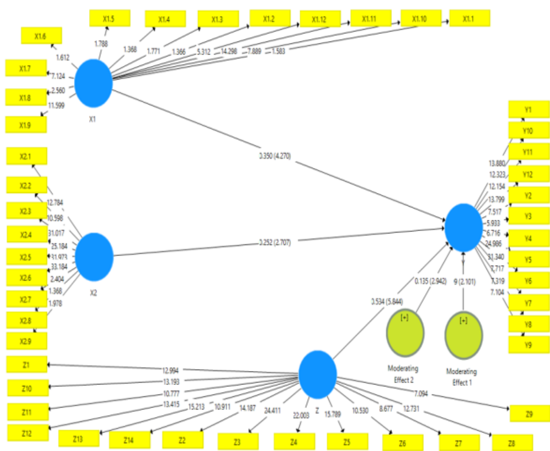
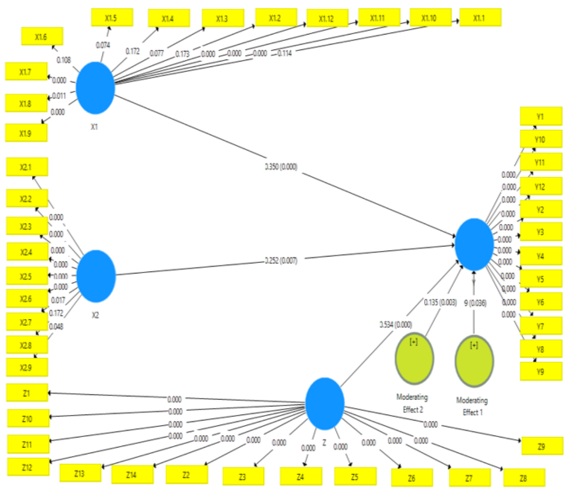


Figure 3. Figures for P-Values & Original Sample



Each latent variable is measured using several indicators, as shown in the figure above. The lines connecting these latent variables show the causal relationship between these variables, all of which show a positive relationship, as reflected in the path coefficient.

Hypothesis Testing Results and Discussion

The purpose of hypothesis testing is to statistically evaluate the validity of a hypothesis or assumption and draw a conclusion whether to accept or reject the hypothesis or assumption. In this study, hypothesis testing involves meeting several criteria, including the original sample value, t-statistic value, and probability value (p-value), which are obtained through Bootstrapping in PLS. The following are the original sample values, t-statistics, and p-values for each hypothesis tested in this study:

Table 4. Table of Hypothesis Test Results

Hypothesis	Variable Relationship	Original Sample	T-value	P-value	Interpretation
H1	(X1) → (Y)	0.350	4.270	0.000	Accepted
H2	(X2) → (Y)	0.252	2.707	0.007	Accepted
H3	Moderating effect 1 (X1) → (Y)	0.099	2.101	0.036	Accepted
H4	Moderating effect 2 (X2) → (Y)	0.135	2.942	0.003	Accepted

Source: Primary Data Processed by the Researcher, 2025

Effect of Performance Allowance on Employee Performance

Based on the previous table and figure, the hypothesis regarding the effect of performance allowance on employee performance is accepted. This is

ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)

supported by the Original Sample value of 0.350, T-statistic of 4.270 (exceeding the threshold of 1.96), and p-value of 0.000 which is smaller than the significance level of 0.05 (H1 Accepted). These results indicate that the higher the performance allowance received by employees at SPN Belanting Polda NTB, the better their performance. Conversely, if the performance allowance provided is lower, then employee performance tends to decrease. In this context, performance allowances include various elements such as simple, specific, measurable, and achievable, all of which contribute to performance. When these elements are optimally implemented, employees tend to work more focused and motivated to achieve organizational goals.

The findings in this study reveal that performance allowances at SPN Belanting Polda NTB have a significant impact on improving employee performance. Performance allowances that are in the high category have a positive influence on employee motivation to work better. Increased employee confidence occurs due to the incentives provided, which makes them feel more confident in completing the tasks assigned. In addition, performance allowances also play a role in improving employees' skills in carrying out their duties. Employees feel encouraged to develop more, both in the technical aspects of the job and in terms of discipline. This positive attitude towards work is reflected in the response of employees who feel valued through the benefits received. This feeling of being valued is important for creating better working relationships between employees and the organization, as well as increasing their loyalty to the organization, which ultimately contributes to the effectiveness and success of the organization as a whole. Thus, performance allowances serve not only as a financial incentive, but also as an important element that motivates employees to improve their performance and loyalty to the organization.

This finding is in line with the perspective of Armstrong & Baron (2005), that performance benefits serve to motivate employees to achieve organizational goals and increase productivity. These benefits often include bonuses, incentives or other rewards that are directly related to individual or team performance. In addition, Lawler (1990) suggests that a good reward system can attract and retain quality employees. Well-designed performance benefits, which include various forms of rewards, can encourage employees to work harder and innovate, which has a positive impact on their performance. Performance benefits not only serve as incentives, but also as a tool to assess and measure employee performance (Milkovich & Newman, 2008).

Research with similar findings conducted by Dharmawan et al. (2024) revealed that providing optimal performance allowances can increase employee motivation, which in turn has a positive effect on improving their performance. Similar results were also reported by Heliansah et al., (2023); Mamminanga et al. (2023); Purnomo & Sugiyanto, (2022) state that performance allowances have a positive and significant effect on performance.

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Effect of Organizational Commitment on Employee Performance

The results of hypothesis analysis show that organizational commitment has a positive and significant effect on employee performance. This is evidenced by the table and figure above which shows the Original Sample value of 0.252, T-statistic of 2.707 (exceeds the 1.96 threshold), and p-value of 0.007 which is smaller than the significance level of 0.05 (H2 Accepted). These results indicate that the relationship between organizational commitment and employee performance does not occur by chance. Because the higher the organizational commitment owned by employees at SPN Belanting Polda NTB, the better their performance.

The findings in this study reveal that employees at SPN Belanting Polda NTB have a high level of organizational commitment, which is in line with the theory explaining that employees who are emotionally attached, have a high investment, and feel a responsibility to the organization tend to show better performance. Thus, strengthening organizational commitment among employees can be an effective strategy to improve overall performance at SPN Belanting Polda NTB.

This finding is supported by Meyer & Allen's (1991) theory that there are three components of organizational commitment, namely affective commitment, continuous commitment, and normative commitment. Furthermore, Meyer & Allen (1991) argue that employees who have a high affective commitment tend to show better performance because they feel emotionally attached to the organization. Employees with continuous commitment will continue to work because they feel they have a high investment, while normative commitment arises from a sense of responsibility. These three forms of commitment contribute to employee performance. Organizational commitment has a direct influence on employee performance behavior. Employees who have a high level of commitment to the organization will be more motivated to demonstrate behavior that is consistent with the organization's goals and values, which in turn will contribute to an overall improvement in performance (Becker, 1992).

The statements and findings of this study are in line with research conducted by Kembaren et al. (2023) showed that organizational commitment significantly affects employee performance. In addition, research conducted by Amri et al. (2021); Rita et al. (2018); and Ulabor & Bosede, (2019) found that the level of employee commitment significantly affects performance.

The Role of Work Motivation in Moderating the Effect of Performance Allowances on Employee Performance

Based on the data from the table and figure above, it is evident that work motivation strengthens the effect of performance allowances on employee performance. With an original sample value of 0.099, a T-statistic of 2.101

ISSN: 2548-48xx (Printed)
ISSN: 2548-489x (Online)

(greater than the t-table value of 1.96), and a p-value of 0.036 (smaller than the significance level of 0.05), hypothesis H3 is accepted. This shows that the effect of performance allowances on employee performance becomes more significant when supported by work motivation, which acts as a factor that strengthens the relationship. Thus, it can be concluded that work motivation has an important role in increasing the effectiveness of the effect of performance allowances on employee performance at SPN Belanting Polda NTB.

The findings of this study show that adequate performance allowances can increase employee work motivation, as seen in the employees of the SPN Belanting Polda NTB. Performance allowances act as a form of appreciation that encourages employees to work more optimally and improve the quality of their performance. Highly motivated employees tend to be more enthusiastic, disciplined, and proactive in completing tasks. However, less motivated employees may not feel the positive impact of the allowance. Therefore, organizations need to provide the right performance benefits and create a work environment that supports motivation, such as constructive feedback, recognition of achievements, and opportunities for self-development. This is important to improve employee performance and support the achievement of overall organizational goals.

This finding is supported by Robbins & Judge (2017), who state that work motivation is influenced by various factors, including the rewards received, such as performance benefits, which can encourage employees to improve their performance. This is in line with the opinion of Armstrong (2006) who explains that the right rewards can be a strong motivator, as well as Vroom (1964) who adds that highly motivated employees tend to believe that their efforts will be rewarded with adequate rewards, which in turn improves their performance. In addition, Locke & Latham (2002) show that clear goals and high motivation can strengthen the relationship between rewards and performance, while Deci & Ryan (2000) reveal that individuals with high intrinsic motivation tend to value external rewards such as performance benefits more, which can encourage better performance.

Similar research was also conducted by Enembe et al. (2023) found that performance allowances not only contribute directly to improving employee performance, but also that work motivation plays an important role in strengthening the relationship between performance allowances and employee performance. This study emphasizes the importance of these two factors in the organizational context, where adequate performance allowances can increase work motivation. High work motivation helps employees to make better use of the benefits provided, thus having an impact on increasing productivity and efficiency.

Employee commitment, especially in achieving organizational goals, is strongly influenced by the level of motivation of each individual. Employees who feel valued through adequate performance benefits tend to have a stronger commitment to achieving organizational goals.

The Role of Work Motivation in Moderating the Effect of Organizational Commitment on Employee Performance

Based on the data from the table and figure above, it is evident that work motivation strengthens the effect of organizational commitment on employee performance. With an original sample value of 0.135, a T-statistic of 2.942 (greater than the t-table value of 1.96), and a p-value of 0.003 (less than the significance level of 0.05), hypothesis H4 is accepted. This shows that the effect of organizational commitment on employee performance becomes more significant when supported by work motivation, which acts as a factor that strengthens the relationship. Thus, it can be concluded that work motivation has an important role in improving employee performance by strengthening the relationship between organizational commitment and performance. This finding confirms that employees who are highly motivated are more committed to organizational goals, which ultimately has a positive impact on their performance. Therefore, organizations need to focus on developing work motivation as a strategy to improve employee performance and achieve organizational goals more effectively.

The findings of this study show that work motivation functions as a moderator that strengthens the influence of organizational commitment on employee performance at SPN Belanting Polda NTB. Employees with high organizational commitment, such as a sense of pride and emotional attachment to the institution, tend to show better performance. However, even with high commitment, performance can be hampered if work motivation is insufficient. The data show room for improvement in several indicators of work motivation, such as enthusiasm and discipline in completing tasks. In addition, conditions in the field show that without adequate support, such as fair benefits or rewards for performance, employee commitment will not be enough to encourage optimal performance. The positive influence of work motivation as a moderating variable emphasizes the importance of policies that can increase employee motivation, such as performance-based incentive programs, training, and recognition of work achievements. Overall, the combination of high organizational commitment and good work motivation can create a productive environment and improve employee performance at SPN Belanting Polda NTB.

In line with the theory of Meyer & Allen (1991) who divides organizational commitment into three categories, namely affective commitment, continuous commitment, and normative commitment, as well as Meyer & Herscovitch (2001) who state that employees with high affective commitment tend to exhibit more productive behavior, this study also supports the opinion of Robbins & Judge (2017) that employees with high motivation tend to achieve better productivity and are strongly committed to organizational goals. When employees have high work motivation, they are more motivated to implement their commitment through concrete actions, which ultimately improves their performance. On the other hand, employees with low motivation may not show optimal performance even though they are committed to the organization (Locke & Latham, 2002).

Supporting research is also described by Saputri & Susanti, (2023) who emphasize that organizational commitment is the main factor influencing employee performance, with work motivation as an important reinforcement in this relationship. Efforts to increase work motivation through training, rewards, and recognition are also important strategies for improving overall performance.

CONCLUSION

Based on the analysis conducted, this study answers the research objectives and can be concluded as follows:

1. Performance allowances have a positive and significant effect on the performance of SPN Belanting Polda NTB employees. This means that the higher the performance allowance received by SPN Belanting Polda NTB employees, the better the employee performance.
2. Organizational commitment has a positive and significant effect on the performance of SPN Belanting Polda NTB employees. This means that the higher the commitment of employees, the better the organizational performance at SPN Belanting Polda NTB.
3. Work motivation strengthens the effect of performance benefits on the performance of SPN Belanting Polda NTB employees. This means that when the work motivation of employees at SPN Belanting Polda NTB is higher, the relationship between performance benefits and improved employee performance becomes stronger.
4. Work motivation strengthens the influence of organizational commitment on employee performance at the NTB Police Academy. This means that when the work motivation of employees at the NTB Police Academy is higher, the relationship between organizational commitment and employee performance becomes more significant, so that the overall organizational performance also increases.

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