

Motivation, Work Environment, and Employee Performance: Exploring Commitment as the Mediator

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ABSTRACT

This study investigates the intricate dynamics of employee motivation, workplace conditions, and staff performance, focusing on the mediating role of commitment. Bridging a crucial gap in understanding employee behavior, the research explores how motivational methods and the work environment impact productivity, offering insights into human resource strategies and workplace management. Emphasizing the pivotal role of employee commitment in enhancing overall performance, the study scrutinizes key relationships, including the links between motivation, work environment, organizational commitment, and performance, with organizational commitment serving as a crucial mediating variable. Employing a quantitative analysis with 530 Diocese of Baucau employees, utilizing a Likert scale, cross-verification, and Smart-PLS 3.0, the findings underscore the substantial impacts of motivation, work environment, and organizational commitment on overall performance, advocating for their integration into human resource practices. The study proposes a management approach that synergizes motivation, work environment, and commitment, leading to enhanced performance, with future research directions emphasizing multiple mediation models and longitudinal studies, considering demographic diversity, religious motivations, and continuous education for a nuanced understanding of these dynamics.

Keywords: Motivation, work environment, commitment and employee performance.

1. Introduction

The management of employee performance is a multifaceted challenge influenced by various elements such as motivation, work environment, and leadership (Adekiya, 2023; Amanor, 2021; Herman et al., 2022). Human resource management plays a pivotal role in creating a productive work environment, especially in settings as complex and faith-oriented as the Diocese of Baucau (Helmold & Samara, 2019; Hewett et al., 2018). Employing 530 staff across 20 parishes and other departments, the Diocese has identified performance-related concerns ranging from task inefficiency to low team spirit (Diocesan Directory, 2022).

Several factors, such as training, motivation, and organizational culture, have been recognized as significant predictors of employee performance (Chiavenato, 2019; Gutierrez et al., 2020; Pang & Lu, 2018). However, existing research is scarce in providing a comprehensive evaluation model, particularly within the specific context of religious organizations like the Diocese of Baucau.

In the backdrop of these performance issues and existing facilities like public transport, leaves, and financial aid provided by the Diocese, this study aims to explore the underlying causes affecting employee performance. It focuses on a quantitative approach to investigate the relationship between provided

facilities, motivation, work environment, and overall performance, thus filling a notable research gap. This inquiry is aligned with the Work Design Theory (Hackman & Oldham, 1976), which highlights the role of job characteristics in influencing motivation and performance.

This research is of considerable scientific relevance as it aims to present empirically-grounded solutions to performance

challenges within the Diocese, thereby benefiting not just the religious community but potentially providing frameworks for other similar organizations.

2. Theoretical Frameworks

2.1. Motivation

Motivation is a multifaceted psychological construct influenced by a range of internal and external factors (Barbosa & Ursi, 2019; Davoglio et al., 2017; Guay et al., 2000; Reeve, 2005). Originating from the Latin verb "motivare", motivation has been the subject of investigation by various theories (Byiy et al., 2017; Caon, 2020; Gagné & Deci, 2005). Theories exploring motivation vary considerably in their approach and methodological rigor. Maslow's hierarchy of needs (Maslow, 1943) and Alderfer's ERG theory (Alderfer, 1969) adopt a hierarchical perspective but face criticism for cultural rigidity and insufficient empirical evidence (Cardoso et al., 2022; Cavalcanti et al., 2020; Janker et al., 2019; Khan et al., 2021). McClelland's Needs Theory (McClelland, 1987) focuses on specific psychological needs but lacks a solid conceptual framework (Hoffman et al., 2018). Self-Determination Theory (Deci & Ryan, 1985) stands out for its strong empirical support but is also criticized for omissions, such as neglecting external factors and social pressures (Ryan & Deci, 2000).

Motivation is often categorized as intrinsic or extrinsic. Intrinsic motivation is related to better academic results and general well-being (Amabile et al., 1994; Deci et al., 1991; Wang et al., 2020), while extrinsic motivation is driven by external rewards and incentives (Locke & Schattke, 2019; Vallerand & Ratelle, 2002). Both types are influenced by

cognitive, affective, and cultural factors (Filgona et al., 2020; Schunk & DiBenedetto, 2020). The application of these theories has practical implications, ranging from productivity in the workplace (Kalogiannidis, 2021) to learning methods in education (Smith & Anderson, 2018). Factors such as constructive feedback and autonomy are also critical to performance and well-being in various contexts (Tang & Do, 2019). However, these theories still face significant challenges, such as the lack of a unifying model and issues related to conceptual rigidity, generalizability, and measurement methods (Good et al., 2022; Hasan, 2021; Timoti, 2020).

The inherent complexity of human behavior calls for future research to improve these theoretical models. Motivation is a complex phenomenon that manifests itself differently depending on context and individuality. Given this complexity and the heterogeneity of existing theories, the field still lacks a unified and comprehensive understanding, making future research essential. According to Tremblay et al. (2010), the Intrinsic and Extrinsic Motivation at Work Scale is an instrument with 18 indicators designed to assess workers' motivation. This method is based on self-determination theory and examines six types of motivation for work: intrinsic motivation, integrated motivation, identified motivation, introjected motivation, external motivation, and demotivation.

2.2. Work Environment

The work environment plays an important role in organizational effectiveness, influencing both employee well-being and performance (Burns & Stalker, 1961; Ridlo et al., 2022). This influence is multidimensional, comprising physical factors such as lighting and ergonomics (Ramli, 2019; Rizou et al., 2020) and non-physical factors such as organizational culture and policies (Tasman et al., 2021).

Employee engagement is assessed through attributes such as vigor and dedication and is directly influenced by organizational factors such as support and autonomy (Bakker & Leiter, 2017; Silva & Fernandes, 2019). The adoption of advanced technologies also favors productivity (Corritore et al., 2020), while work-life balance and proper workload management are fundamental to employee well-being (Johari et al., 2018).

However, negative elements such as stress and role conflict can compromise both effectiveness and well-being in the workplace (Aronsson et al., 2017; de Carvalho et al., 2020). Several motivational theories offer insights into these aspects, despite their contextual limitations and focus on job satisfaction (Alshmemri et al., 2017; Herzberg, 2005; Jones & Vroom, 1964; Locke, 1976).

Other important factors affecting performance include safety, occupational health, and organizational justice (Halldorsson et al., 2021; Llorens et al., 2019). Strategies such as adaptive ergonomics and stress management practices are relevant to optimizing employee performance and well-being (de Almeida et al., 2019; Ding et al., 2021; Yaribeygi et al., 2017). An integrated approach that considers the physical, psychosocial, technological, and cultural dimensions is key to optimizing the work environment and, consequently,

organizational effectiveness (Brown, 2019; Robbins & Judge, 2017).

Research in this field is interdisciplinary and integrates various theoretical approaches. Bakker & Leiter, (2017) argue that employee engagement serves as a critical mediator between the work environment and performance, being influenced by elements such as organizational support, autonomy, and recognition. From the point of view of microeconomics, the work environment is a vital element in the creation of economic value. Studies indicate that safety, health, and organizational culture are determinants of productivity (Jalili Moayad et al., 2021) (Manning & Jones, 2021). Implementing favorable conditions and preventive measures is crucial to optimizing performance (Halldorsson et al., 2021) as is promoting an organizational culture that favors fairness, trust, and collaboration (Mgaiwa, 2021; Ross, 2017).

Therefore, creating an optimized work environment is indispensable for organizational competitiveness and sustainability. This requires an integrated approach that takes into account physical, psychological, and cultural factors. This holistic understanding forms the basis for continuous improvement strategies, which are fundamental to long-term organizational success. Employee performance is significantly influenced by both the physical and non-physical characteristics of the work environment. Physical elements, such as office layout, the quality of equipment and furniture, lighting, temperature, and noise level, are observable and quantifiable factors that can affect employees' concentration, comfort, and productivity (Alshanty & Emeagwali, 2019; Graciola et al., 2016; Rorato & Estender, 2019).

On the other hand, intangible or abstract aspects, such as organizational culture, interpersonal relationships, leadership style, and human resources policies, make up the non-physical dimension of the work environment. A toxic work culture, unfair policies, and a lack of support from leadership can result in stress, high turnover, and job dissatisfaction (de Oliveira & de Medeiros Sousa, 2019). Both dimensions are crucial for the productivity and overall performance of the company, as well as the health and well-being of employees. Problems such as stress, job dissatisfaction, low morale, high employee turnover, and reduced productivity can all be attributed to an inadequate working environment, whether physical or non-physical. Therefore, when designing and managing their work environments, companies must consider both facets.

According to Salter, (2002), various indicators can be used to assess the working environment. The layout and arrangement of space, quality of lighting, temperature and ventilation, noise levels, air quality, ergonomics, cleaning and maintenance protocols, safety measures implemented, technological infrastructure, services available, and accessibility are among these issues. Employees' work experience is significantly impacted by each of these indicators. They affect aspects such as productivity, job satisfaction, and general well-being. With regard to non-physical aspects, Salter's study (2002) shows that the evaluation of the work environment is often based on a variety of indicators. Organizational culture, leadership style, communication channels, job satisfaction, the level of employee involvement, work-life balance, team dynamics, motivation and

incentive mechanisms, opportunities for professional growth, psychological safety, the amount of autonomy given to employees, ethical standards, and diversity and inclusion policies are among them.

2.3. Organizational Commitment

Organizational commitment is a multidimensional phenomenon that is addressed in various disciplines, such as psychology and management (Meyer & Allen, 1991). This psychological state represents the degree of attachment and loyalty that an employee holds towards the organization where they work (AL-Jabari & Ghazzawi, 2019). (Meyer & Allen, 1996) outlined three main dimensions: affective commitment, which refers to the employee's emotional attachment to the organization; continuance commitment, which is influenced by factors such as seniority and benefits; and normative commitment, based on a sense of ethical obligation. These dimensions are affected by a number of factors. Recent research, such as (Lamprinou et al., 2021; Yao et al., 2019), examined the influence of isolation in teleworking and the impact on employee behavior and loyalty, respectively. In addition, studies such as those by Al Zefeiti & Mohamad (2017) e Agarwal & Sajid, (2017) found correlations with job performance and turnover intention. Factors such as codes of ethics (Kumasey et al., 2017) job satisfaction (Lizote et al., 2017), and leadership self-efficacy (Almutairi, 2020) have also been studied, showing significant impacts on organizational commitment. However, these studies have limitations, such as restricted samples and limited geographical focus. In addition, organizational culture plays a crucial role. Triguero-Sánchez et al. (2018) observed that a collectivist organizational culture can boost commitment in public organizations.

Organizational commitment is not only an indicator of dedication and responsibility (Alqudah et al., 2022; Meyer et al., 2018) but also a catalyst for organizational stability and effectiveness (Mihalache & Mihalache, 2022) (Yukongdi & Sherstha, 2020). The taxonomy proposed by Mowday et al. (1979) highlights the complexity of this construct, distinguishing affective, normative, and continuity dimensions. Understanding these dimensions allows organizations to develop effective policies and practices for employee retention, which is critical for optimizing organizational performance (Meyer et al., 2021).

Organizational commitment is a complex construct that involves multiple dimensions and determinants, with significant implications for both organizational performance and employee retention. Given its importance, future research could benefit from including more variables to fully understand this complex relationship. As stated by Mowday et al. (1979), organizational commitment is made up of three main components: affective, normative, and continuance commitment. These elements are assessed by the Organizational Commitment Questionnaire, which is made up of 15 questions.

The emotional bond that an employee has with the organization is what defines affective commitment; employees with this type of commitment voluntarily choose to stay with the company. Normative commitment means that employees stay

with the company because they feel a moral obligation to align themselves with the organization's objectives and interests.

Continuance commitment is related to the perceived expenses that leaving an organization would result in; employees with this high level of dedication generally stay with the organization and avoid these costs. It should be noted that desire (affective), obligation (normative), and need (continuity) are the distinct motivations for staying with an organization, although they can coexist in the same individual.

2.4. Employee Performance

Employee performance in the workplace is a multidimensional metric assessed on the basis of activities, behaviors, and results aligned with organizational goals (Baluyos et al., 2019; Denisi, 2017; Nielsen et al., 2017). This assessment is complex and influenced by various factors, such as skills, knowledge (Goetz & Wald, 2021), and employee involvement (Cruz, 2021). Effective management of this performance is therefore crucial to achieving organizational objectives (Zonatto et al., 2021). There are various theories that seek to explain the factors that contribute to employee performance. Motivational theories such as Vroom's Expectancy, Adams' Equity, and Maslow's Hierarchy of Needs offer important insights into the relationship between motivation and performance (Adams, 1963; Abraham H Maslow, 1954; Vroom, 1964).

Four main dimensions of performance have been identified: task, contextual, adaptive, and organizational citizenship performance (Debusscher et al., 2017; Park & Park, 2019; Pradhan & Jena, 2017; G. E. de Souza & Beuren, 2018). Employee commitment is another critical factor that interacts with performance. Several theories, such as cognitive consistency theory (Van Kampen, 2019) and cognitive dissonance theory (De Vos & Singleton, 2020), focus on the congruence of attitudes and beliefs, while others, such as self-perception theory (Woosnam et al., 2018) focus on the role of behavior in shaping attitudes (Shah et al., 2020). Factors such as motivation, work environment, and commitment are not isolated but interconnected and all have an impact on employee performance (Siruri & Cheche, 2021; Wagner III & Hollenbeck, 2020). Organizational and work psychology is constantly evolving, and it is imperative that additional research continues to be conducted to update our understanding of these complex topics (Denisi, 2017; Goetz & Wald, 2021).

3. Conceptual Framework and Hypotheses

3.1. Work Motivation and Employee Performance

In the fields of organizational psychology and human resource management, motivation has a significant impact on employee performance. Deci and Ryan (2000) presented the self-determination theory, which provides a comprehensive framework for understanding motivation. It classifies motivation into intrinsic and different forms of extrinsic incentive, each having specific effects on behavior.

Extrinsic motivation, which depends on rewards or recognition from outside sources, differs from intrinsic

motivation, which derives its satisfaction from the activity itself. The intricate interaction among these many sources of motivation can have a substantial impact on the productivity and efficacy of employees. Empirical research, such as the study by Paais & Pattiruhu (2020), which revealed a favorable link between the two factors, supports the relationship between job motivation and employee performance. Nevertheless, this relationship is intricate, since individual preferences, task qualities, and organizational structure all play pivotal roles. Additional studies (Gagné & Deci, 2005; Ryan & Deci, 2017), provide a more detailed analysis of these processes, emphasizing the complex nature of motivation and its influence on results in the workplace. H₁: There is a positive and significant effect between work motivation and employee performance.

3.2. The Work Environment and Employee Performance

The work environment, consisting of both tangible and intangible factors, has a crucial impact on employee performance and, consequently, the overall success of the firm. The Job Characteristics Model, created by Hackman and Oldham (1976), emphasizes the need to establish a stimulating work environment. In the world of the physical environment, variables like ergonomics, lighting, and workspace layout are not only additional features but rather play a crucial role in improving employee productivity and well-being. Non-physical factors such as corporate culture, interpersonal interactions, and leadership styles play a crucial role in promoting job satisfaction and performance. The interconnection of these aspects is vital for achieving optimal employee engagement and productivity.

Franke & Nadler (2021) presented empirical findings that demonstrate the significant influence of both tangible and intangible workplace elements on productivity and comfort. Based on the findings of this study and others, it is advisable that management strategies take into account these environmental factors in their entirety with the intention of improving employee well-being and workplace productivity (Papagiannidis & Marikyan, 2020).

Feasible strategies may involve conducting ergonomic evaluations, enhancing lighting conditions, and implementing measures to foster a healthy workplace culture and effective leadership methods (Paais & Pattiruhu, 2020). H₂: The work environment has a positive and significant effect on employee performance.

3.3. Work Motivation and Organizational

Commitment Employees' organizational commitment is intrinsically linked to their intrinsic motivation. Well-designed extrinsic incentive strategies can boost this commitment, helping to establish a more solid emotional bond with the organization. Meyer et al (1991), who emphasize the significance of effective motivation strategies for employee satisfaction and retention, support this postulate. In this context, Hackman and Oldham's (1976) Job Characteristics Model provides a valuable framework. The model identifies five core job characteristics that directly impact employee motivation and performance: skill variety, task identity, task meaning,

autonomy, and job feedback. Taking these elements into account can lead to a workforce that is more engaged and committed to the organization. H₃: Work motivation has a positive and significant effect on employee performance.

3.4. The Work Environment and Organizational

Commitment the work environment is a complex structure with physical and non-physical elements (Erlangga et al., 2021). The well-being, dedication, and performance of employees are significantly affected by each of these elements. Adequate lighting, room comfort, and ergonomics are essential elements of the work environment to maximize employee productivity and well-being.

The non-physical environment, on the other hand, is very important because it shows the culture and principles of the organization. It includes things like opportunities for professional growth, flexible working hours, and encouraging a healthy work-life balance. Both components must be carefully managed and aligned to maximize employee participation and performance, as they are interdependent. Low morale, high turnover, and the effectiveness of the organization are some of the unfavorable consequences of ignoring any of these elements.

It is necessary for managers and organizational leaders to design and implement comprehensive policies that consider these elements integrally in order to build a work environment that is not only productive but also engaging and inclusive. H₄: The work environment has a positive and significant effect on organizational commitment.

3.5. Organizational Commitment and Employee Performance

Several scientific studies confirm that organizational commitment has a positive and significant effect on employee performance. For example, Yao et al (2019) explored the impact of organizational commitment on the attitudinal and behavioral loyalty of employees in the hotel industry, concluding its importance for employee retention. Similarly, Hendri (2019) investigated the mediating effect of job satisfaction and organizational commitment on employee performance and found a positive correlation.

Eliyana & Ma'arif (2019) also discussed how job satisfaction and organizational commitment affect employee performance in the context of transformational leadership, highlighting their positive impact. These results collectively suggest that organizational commitment is not only directly related to employee performance but can also interact with other variables, such as job satisfaction and leadership styles, to influence performance outcomes. H₅: The work environment has a positive and significant effect on organizational commitment.

3.6. Work Motivation, Organizational Commitment, and Employee Performance

An employee's performance is often impacted by a variety of factors, such as their motivation and commitment to the company. A motivated and committed employee is more likely to perform productively, both organizationally and individually,

as explained by Meyer and Allen (1991) and Deci and Ryan (1985). According to the field of organizational behavior, commitment can be a variable that mediates employee motivation and performance. Recent studies, such as (Gheitani et al., 2019; Taba, 2018), which examined the mediating effects of organizational commitment, justify this interpretation. Taba (2018) discussed the relationship between employee satisfaction and the reward system and emphasized how performance and organizational commitment function as mediating variables.

According to the study, a good reward system can increase employee commitment, which can lead to better performance and greater job satisfaction. Gheitani et al. (2019) state that job satisfaction and organizational commitment are mediated by intrinsic motivation. Ethics and intrinsic motivation in this context increase commitment and job satisfaction. H₆: Organizational commitment acts as a significant and positive mediator between work motivation and employee performance.

3.7. The work Environment, Organizational Commitment, and Employee Performance

The work environment, whether physical or non-physical, is fundamental to improving employee performance and, consequently, that of the organization. A multifaceted

organizational commitment, which includes affective, normative, and continuity elements, amplifies this effect. The affective elements that increase employee commitment include an emotional connection to the organization, a sense of belonging, and a willingness to make sacrifices for the good of the organization. These components, together with the harmonization of goals and values, increase individual effort and improve the image of the company as an ideal workplace.

The feeling of moral obligation to remain in the organization, the sense of guilt when considering leaving, and the feeling of duty are motivators that drive commitment and improve performance at the normative level. Continued commitment is often based on tangible and perceived benefits, such as financial rewards, and the absence of viable alternatives. These elements can serve as additional incentives for employees to improve their performance. H₇: Organizational commitment acts as a significant and positive mediator between the work environment and employee performance.

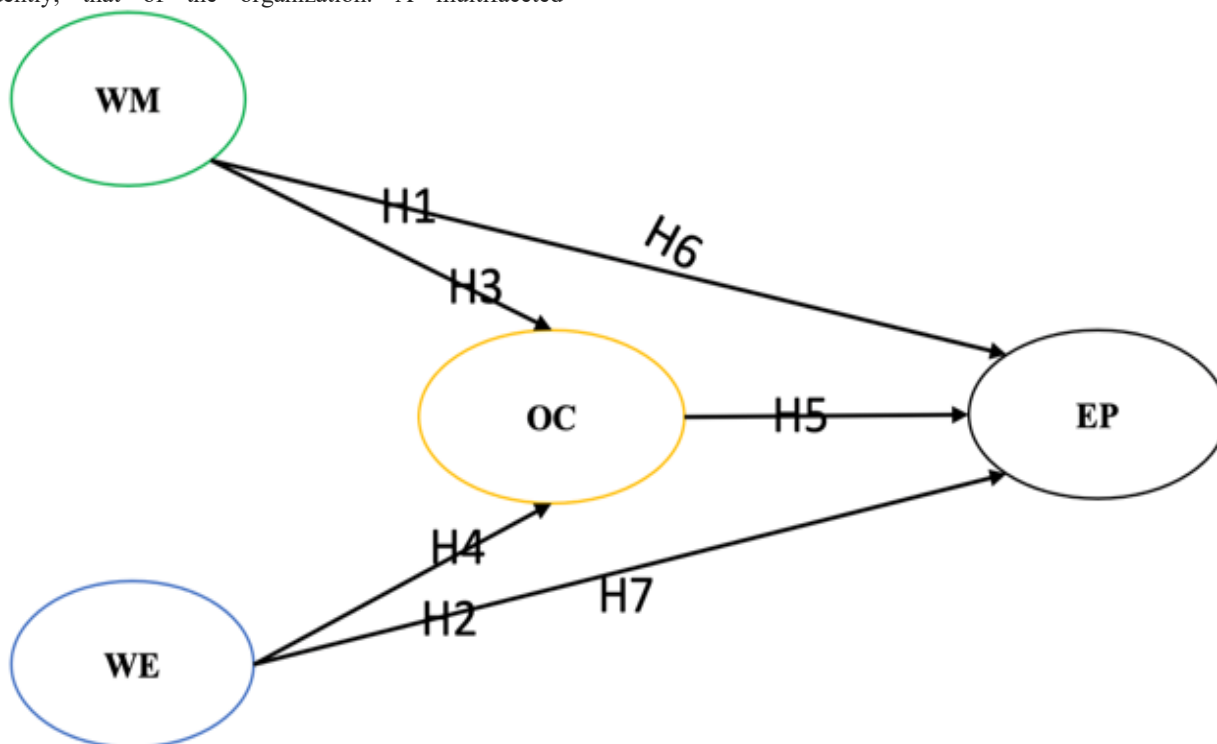


Figure 1. Research Model
 WM=Work Motivation, WE=Work environment, OC= Organization Commitment, EP= Employee Performance.

4. Research Methods

The present study was undertaken within the geographical boundaries of the Diocese of Baucau, spanning the period from June to August of the year 2023. The sample size of 530 participants exceeds the minimal requirement suggested by the

SMART-PLS 4.0 guideline, which recommends a sample size of at least ten times the maximum number of internal model paths oriented towards a given construct in the internal model (Hair et al., 2014; Andrei et al., 2017). The data was collected via a survey questionnaire consisting of five Likert scales. The survey instrument was derived from prior research, employing

a rating scale ranging from 1 (indicating strong disagreement) to 5 (indicating strong agreement) for participants.

The indicators utilized for assessing employee performance were derived from the work of Pradhan and Jena (2017). Similarly, the indicators employed for evaluating employee motivation were adapted from the research conducted by Tremblay et al. (2009). The indicators utilized for assessing the work environment were derived from the work of Alter (2002), while the indicators employed for measuring commitment were adopted from the research conducted by Mowday et al. (1979). The reliability, validity, and hypotheses were tested using SMART-PLS 4.0. The statistical software mentioned in this context is extensively employed for small sample sizes, often consisting of up to 30 participants. It is particularly useful for analyzing formative and reflective indicators, doing multivariate analysis, assessing data normality, and performing collinearity tests. These assertions are supported by the works of Hair et al., (2022). Reliability testing was conducted using

Cronbach's alpha (CA) and composite reliability (CR) as indicated by previous studies (Hair et al., 2022).

The assessment of convergent validity was conducted through the utilization of indicator loading or outer loading (OL) and average variance extracted (AVE) as outlined by Hair et al. Table 1. Reliability and Validity using SMART-PLS 4.0

Construct	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0,924	0,934	0,504
Organizational Commitment	0,933	0,941	0,504
Work Enviroment	0,910	0,924	0,506
Work Morivation	0,829	0,869	0,502

Convergent validity is measured by the outer loading (OL) or indicator loading, and the average variance extracted (AVE). The AVE and OL values of all items must be above the threshold values of 0.5 and 0.7, respectively, to demonstrate an acceptable degree of convergent validity (Hair et al., 2022). Figure 2. shows that the OL values of all items exceed the cut-off values of 0.7, and the AVE values, as shown in Table I,

(2022). The assessment of discriminant validity was conducted using the Fornell-Larcker criterion (Hair et al., 2022) and the heterotrait-monotrait (HTMT).

The hypothesis test was conducted utilizing the path coefficient, with consideration of the T and P values. The analysis also involved the examination of direct and indirect effects, which were determined through the bootstrapping calculation method, as outlined by Hair et al. (2017) and Hair et al. (2022).

5. Results and Discussions

5.1 Reliability and Validity

External models are measured using the following parameters: indicator reliability, internal consistency reliability, convergent validity, and discriminant validity (Abd Razak et al., 2016). To test the reliability of the measurement model, the composite reliability (CR) and Cronbach's alpha (CA) values are used to ensure the reliability of the measurement model using the SMART-PLS 4.0 algorithm. Table... shows that the CR and CA values of all items exceed the threshold point of 0.7 (Hair et al., 2017; Hair et al., 2022), so all items are reliable for use in this model. In general, there are two validity tests, namely convergent validity and discriminant validity.

exceed the cut-off values of 0.5. Therefore, all items are valid for use in this model based on the convergent validity test. The Fornell-Larcker criterion was employed in order to evaluate the discriminant validity among the constructs. According to this approach, it is asserted that the construct exhibits a greater degree of shared variance with its indicators compared to any other construct

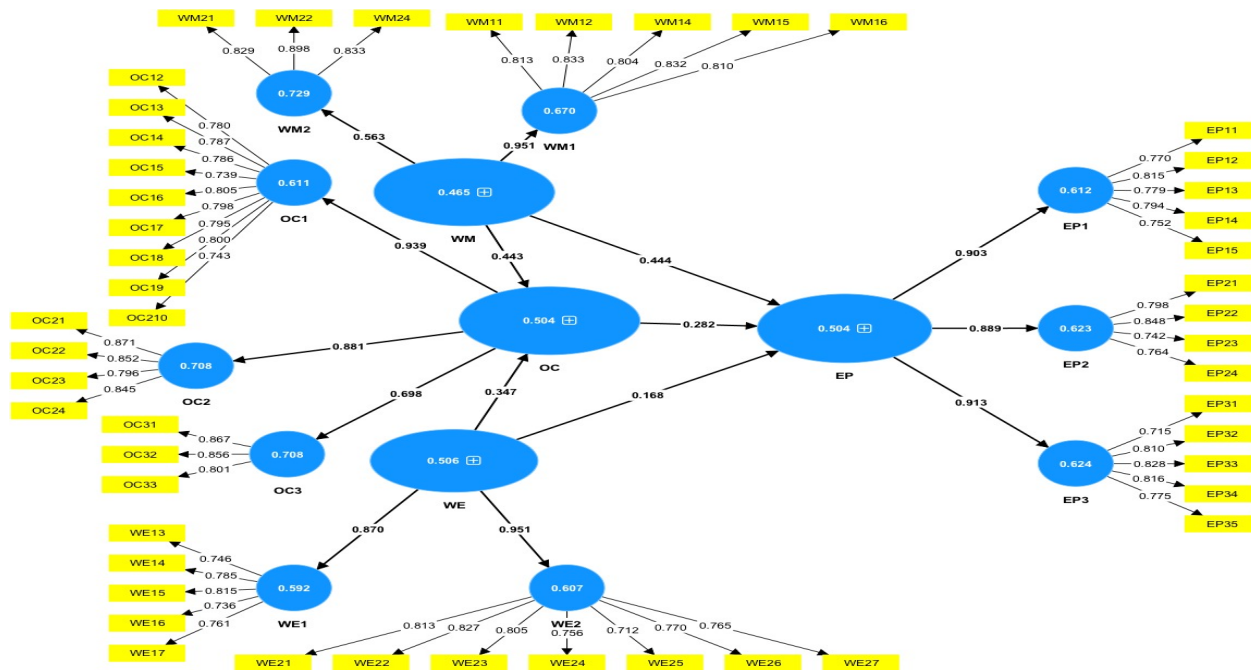


Figure 2. Outer loading for convergent validity deriv

Table 2. Discriminant validity Test based on Fornell-Larcker Criterion

Construct	EP1	EP2	EP3	OC1	OC2	OC3	WE1	WE2	WM1	WM2
EP1	0,782									
EP2	0,719	0,789								
EP3	0,715	0,728	0,790							
OC1	0,569	0,585	0,675	0,782						
OC2	0,500	0,445	0,555	0,706	0,842					
OC3	0,337	0,318	0,377	0,475	0,649	0,841				
WE1	0,367	0,414	0,442	0,447	0,374	0,404	0,769			
WE2	0,528	0,596	0,577	0,616	0,480	0,422	0,676	0,779		
WM1	0,667	0,648	0,721	0,641	0,520	0,422	0,416	0,586	0,819	
WM2	0,231	0,218	0,211	0,216	0,216	0,461	0,371	0,298	0,280	0,854

In order to assess this particular criterion, it is necessary for the average variance extracted (AVE) of each construct to surpass the highest squared correlation with any other construct, as stated by Hair et al. (2014). According to Table II, the constructs represented by bold numbers exhibit greater average variance extracted (AVE) values than the highest squared correlation with any other construct, as suggested by Hair et al. (2014). Consequently, all constructs meet the validity criteria established by the Fornell-Larcker criterion. The assessment of discriminant validity was conducted using the heterotrait-monotrait (HTMT) method, as outlined by Henseler et al.

(2015). All items were evaluated against a threshold criterion of 0.85, ensuring that they fell below this point. According to the findings presented in Table III, it can be observed that all items have HTMT values that fall below the threshold of 0.85. This indicates that the model under consideration demonstrates discriminant validity, as per the HTMT criterion.

Table 3. Discriminant validity Test based on Heterotrait-Monotrait (HTMT)

Construct	EP1	EP2	EP3	OC1	OC2	OC3	WE1	WE2	WMI
Desempenho do Empregado									
Desempenho da tarefa	0,062								
Desempenho Adaptativo	0,877								
Desempenho Contextual	0,846	0,886							
Compromisso organizacional	0,649	0,655	0,75						
Compromisso afetivo	0,646	0,681	0,764						
Compromisso Normativa	0,583	0,534	0,644	0,785					
Compromisso Continuidade	0,403	0,392	0,453	0,544	0,775				
Ambiente de trabalho	0,574	0,665	0,646	0,649	0,534	0,525			
Ambiente de trabalho físico	0,436	0,503	0,523	0,505	0,438	0,493			
Ambiente de trabalho Não Físico	0,609	0,706	0,663	0,681	0,545	0,492	0,774		
Motivação do empregado	0,735	0,73	0,77	0,673	0,583	0,662	0,595	0,683	
Motivação Intrínseca	0,776	0,775	0,836	0,714	0,595	0,499	0,483	0,663	
Motivação Extrínseca	0,273	0,264	0,249	0,246	0,252	0,579	0,462	0,351	0,326

5.2 Hypothesis Test

The research outcomes presented in the article by Hair et al. (2022) shed light on several significant associations within the organizational setting, including employee performance, work environment, organizational commitment, and motivation. Significantly, the results of all the examined hypotheses were statistically significant at conventional levels (P < 0.05), emphasizing the critical role that these variables play in

determining organizational outcomes and employee conduct. The direct correlation between employee motivation and work environment as it relates to employee performance is investigated in Hypotheses 1 and 2. It was determined that employee performance was substantially influenced by both variables, as evidenced by T statistics of 10.343 and 3.937 and P values of 0.000, respectively.

Table 4. The Effects of Relationship Between Variables

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Motivação do Empregado-> Desempenho do Empregado	0,444	0,444	0,043	10,343	0,000
Ambiente de Trabalho-> Desempenho do Empregado	0,168	0,168	0,043	3,937	0,000
Motivação do Empregado-> Compromisso Organizacional	0,443	0,446	0,048	9,220	0,000
Ambiente de Trabalho -> Compromisso Organizacional	0,347	0,345	0,049	7,130	0,000
Compromisso Organizacional -> Desempenho do Empregado	0,282	0,281	0,044	6,487	0,000
Motivação do Empregado -> Compromisso Organizacional -> Desempenho do Empregado	0,125	0,125	0,025	5,105	0,000
Ambiente de Trabalho-> Compromisso Organizacional -> Desempenho do Empregado	0,098	0,097	0,020	4,847	0,000

The findings of this study indicate that increasing employee motivation and cultivating a positive work environment may

function as potential catalysts for augmenting performance. + The third and fourth hypotheses examine the way in which the

work environment and employee motivation impact organizational commitment. Once more, significant effects were observed for both variables, as evidenced by T statistics of 9.220 and 7.130, and P values of 0.000. Consistent with previous research that identifies both of these factors as significant predictors of organizational commitment, a positive correlation exists between these variables and commitment. Hypothesis 5 investigates the impact of organizational commitment on employee performance in particular, and its T statistic of 6.487 and P value of 0.000 indicate a significant relationship. This is consistent with previous studies that demonstrate the mediating role of organizational commitment in the connection between performance and a variety of work-related variables. Theses 6 and 7 investigate mediated connections. The findings of Hypothesis 6 indicate that the relationship between employee motivation and performance is mediated by organizational commitment. This is supported by a significant T statistic of 5.105 and a P value of 0.000. In a similar vein, Hypothesis 7 demonstrated that employee performance is mediated by organizational commitment, as indicated by a T statistic of 4.847 and a P value of 0.000.

The implications of these results further complicate our comprehension of the manner in which various factors interact to impact employee performance. It is important to acknowledge that although these findings are statistically reliable, additional verification is recommended. For example, incorporating supplementary analyses such as the bootstrapping method or the Sobel test would yield a more exhaustive validation of the mediated relationships in question.

6. Discussion

A correlation coefficient of 0.444 in this study demonstrates a statistically significant association between employees' intrinsic motivation and their performance. This result not only reinforces the statistical significance but also displays practical relevance by presenting an effect size of medium magnitude. These findings are in line with previous research underlining the critical importance of motivation in the organizational context (Çetin & Aşkun, 2018; Silva, 2022).

In terms of generalizability, the findings of this research can be extrapolated to other settings and institutions, as long as they are in line with theories and previous studies in the area (Diamantidis & Chatzoglou, 2018; Nunes, 2021). Optimized performance was observed as a direct result of a qualified workforce, corroborating the crucial role of human capital and experience in organizational performance (Pahos & Galanaki, 2019). In addition, educational diversity enriched the work environment, promoting a broader spectrum of skills and adaptability in problem-solving. Regarding social cohesion, environments that share common values and have a high prevalence of employees in stable relationships have been shown to be more cohesive (Cantle, 2018; Verdun et al., 2020).

With regard to the underlying theories, the research reaffirms concepts of self-determination, pointing out that both personal satisfaction and professional growth are indispensable for intrinsic motivation at work (Ryan & Deci, 2020). Vroom's Expectancy Theory and other subsequent studies reiterate that, although tangible incentives are important, their effectiveness is mediated by the individual perceptions of employees (Vroom, 1964) (Kryscynski et al., 2021).

Other relevant theories, such as Herzberg's Two-Factor Theory and Locke and Latham's Goal-Setting Theory, have also been considered to provide a more holistic understanding of the complexity of motivation in the workplace (Herzberg, 1965) (Latham & Pinder, 2005) (Abraham Harold Maslow, 1943). The present research not only validates existing theoretical paradigms but also makes a significant contribution to the literature in organizational psychology and human resource management.

The research offers valuable insights into effective strategies for enhancing employee motivation, which in turn has direct implications for the overall performance of the organization. The focus of this study is on the intersection between work environment, motivation, and organizational commitment, especially as it relates to the Diocese of Baucau. This work builds on the extensive literature that has already established the relevance of the work environment to employee performance (Naim & Lenka, 2018; O'Neill & Salas, 2018).

Within the sphere of the work environment, elements such as demographic diversity and gender balance have been identified as factors that contribute to an enriched work environment, which in turn positively impacts productivity and problem-solving (Mohammad et al., 2019; Saleem et al., 2021). In addition, socio-emotional factors should not be overlooked. Emotional stability and aspects of social life, such as marital status, have been shown to influence employee performance and organizational commitment (Judge & Bono, 2001; Bakker & Demerouti, 2007). With regard to motivation, both intrinsic and extrinsic forms play a crucial role (Dias & Costa, 2022; Vicente Crisóstomo, 2021).

The scope of organizational commitment is equally multifaceted. Various dimensions, such as affective and normative commitment, have been analyzed in their relationship with employee performance (Aranki et al., 2019; Meyer & Allen, 1991). The complexity of this relationship suggests the need for a more comprehensive approach, supported by both consolidated theories (Becker, 1964) and more recent empirical data (da Silva & de Oliveira Rossini, 2021; Souza, 2020).

Another important consideration is the role of physical and non-physical elements in the work environment. Factors such as adequate lighting and comfortable furniture (Alima Aktar & Pangil, 2018; Gheitani et al., 2019; Naz et al., 2020) coexist with intangible elements such as organizational culture and learning opportunities (Amabile et al., 1986; Brown, 2019; Meyer et al., 2018; Vischer, 2008) in influencing employee commitment and performance. Optimizations such as flexible working hours and ethics-focused education are recommended (Carmona, 2020) (Cropanzano & Mitchell, 2005). This study points to the need for a holistic approach to understanding and improving employee performance. According to theories like Blau's Social

Exchange Theory (1964) and Vroom's Expectancy Theory (1964), organizational commitment emerges as a mediator between motivation and performance, with significant implications for human resource management strategies.

7. Conclusions and Implications

The research conducted on the personnel of the Diocese of Baucau provides further evidence supporting the significant role of motivation, encompassing both inner and extrinsic factors, in influencing organizational success. The empirical evidence demonstrates that the implementation of human resource management techniques that encompass factors such as job satisfaction, benefits, and environmental variables has proven to be efficacious in fostering work environments that are highly motivating. The implications of these findings extend beyond the Diocese of Baucau, suggesting that a comprehensive approach is necessary to enhance staff performance and well-being in other religious institutions. Furthermore, the research highlights organizational commitment as a crucial intermediary factor linking employee motivation and performance. This study focuses on three distinct forms of commitment: affective, normative, and continuation. Notably, affective commitment is found to have the most significant influence on performance outcomes. The study also emphasizes the significance of elements such as flexible work schedules and recognition of creativity as environmental variables that impact productivity and job happiness. The present study provides empirical validation for the general theory of organizational commitment and highlights the intricate nature of motivation. Specifically, the findings imply that the accumulation of advantages and the provision of financial incentives play crucial roles in fostering employee dedication, which subsequently influences their performance. The findings suggest that the proficient administration of organizational commitment and motivation can have a substantial impact on the overall efficacy of the Diocese of Baucau, with potential implications for personnel retention and the optimization of firm performance. In order to substantiate the scientific validity of these findings, it is necessary to reference scholarly literature that corroborates the influence of motivation and organizational commitment on employee performance. For instance, Herzberg's (1959) seminal research on the two-factor theory and Meyer and Allen's (1991) established model of organizational commitment provide relevant support in this regard. The aforementioned ideas establish a robust scholarly framework within which the findings of this investigation can be situated.

8. Limitation and Future Research

The present study examines the relationship between organizational commitment and employee performance in the Diocese of Baucau, with a specific focus on the mediating role of motivation and work environment. The findings indicate that there is a statistically significant positive association between the variables under investigation.

Nevertheless, it is crucial to acknowledge that these variables just explain 61.07% of the variability in employee performance, implying that there may be additional factors that influence work performance within this diocese. Consequently, the generalizability of our findings to other dioceses is limited, necessitating additional inquiry.

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