

Cek 188

Fecha de entrega: 28-jul-2026 04:08a. m. (UTC-0500)

Identificador de la entrega: 3004647917

Nombre del archivo: Cek_188.docx (56.38K)

Total de palabras: 3186

Total de caracteres: 20483

How Motivation and Normative Commitment Drive Employee Performance: A Case Study of a Lifestyle and Home Improvement Retailer in Bandung

ABSTRACT

To sustain effective performance, modern retail corporations must continuously prepare themselves to anticipate and adapt to rapid market changes. This study investigates how motivation and normative commitment influence employee performance within the dynamic retail environment. The research team employs a descriptive-verify method using a survey approach to collect primary data from employees working at a prominent home improvement and lifestyle retail company in Bandung. The statistical analysis utilizes path analysis to measure the precise impact and relationships between the variables. The empirical results demonstrate that both motivation and normative commitment significantly and positively drive employee performance. The novelty of this study lies in its specific contextual evaluation of normative commitment combined with adaptive motivation within the fast-evolving lifestyle retail sector in an emerging Indonesian metropolitan area. Practically, these findings imply that retail managers must strategically design tailored motivational programs and foster a strong sense of moral obligation among staff to build a resilient, high-performing workforce capable of navigating organizational transformations.

Keywords *Employee Performance, Motivation, Normative Commitment, Retail Industry, Active Adaptability.*

INTRODUCTION

Numerous interrelated elements dictate the variance in employee performance, including internal work motivation, personal job discipline, and a strong work ethic. When an employee maintains a high level of motivation, rigorous discipline, and enthusiasm, they execute their daily responsibilities optimally, which directly propels the organization toward its strategic targets. Ultimately, individual, team, and organizational success relies heavily on performance metrics. Modern enterprises measure their overall success based on the collective output of each individual worker, meaning that individual performance serves as the fundamental building block for the entire company's achievements. To define this concept precisely, individual performance compares the effectiveness of work outputs (the achievement of maximum performance standards) against the efficiency of operational inputs (the workforce resources), which encompasses both work quality and quantity within a specific timeframe.

Atatsi, Stoffers & Kil (2019) provide a systematic literature review confirming that a complex web of internal and external factors—including individual drive and psychological behavioral traits—directly shapes how effectively employees perform their duties. To capture these dynamics accurately, management must utilize precise operational metrics, ¹ Vuong and Nguyen (2022) outline key

corporate strategies for measuring employee performance, stressing that organizations must align individual output tracking with overarching company goals to maintain a clear picture of total organizational success.

Furthermore, macro-environmental shifts and workplace structural changes continuously redefine these performance inputs. For instance, Anakpo, Nqwayibana & Mishi (2023) analyze the modern transition to alternative work models, demonstrating how changing operational environments directly alter employee productivity, efficiency boundaries, and time-based output quality. As companies modernize their evaluation processes, technology plays a vital role in measuring these workforce inputs and outputs. Chukwuka & Dibia (2024) highlight the strategic ¹² role of Artificial Intelligence in human resource management, illustrating how advanced technological tools optimize the employee performance evaluation function by accurately calculating the balance between workforce effort and final output quality.

While existing organizational literature extensively details how motivation and commitment influence employee output, a distinct empirical gap remains regarding how these variables interact within the fast-paced, customer-centric lifestyle and home improvement retail sector. Current studies frequently isolate these variables or test them within heavily structured, non-commercial, or project-driven environments,

leaving a significant gap in our understanding of modern commercial retail dynamics. A major gap arises from the heavy focus of previous research on public, construction, or specialized corporate sectors. For instance, Lin, Liu, and Li (2024) and Pham et al. (2024) explore public service motivation, organizational trust, and transformational leadership, but they restrict their empirical focus entirely to public sector employees. While their findings demonstrate how internal drive buffers burnout and sparks innovative behavior, public sector dynamics differ fundamentally from the profit-driven, highly competitive retail market. Similarly, Cendrayani and Sidharta (2020) confirm that organizational culture dictates affective and normative commitment, yet they base their findings on the construction sector in Bandung—an industry characterized by temporary, project-based operations rather than continuous, direct customer service.

Furthermore, current literature often narrows the scope of motivation and commitment to specialized corporate policies or niche operational goals. ⁷ Hosen et al. (2024) identify training, career development, and general organizational commitment as strong predictors of work performance, but they view commitment primarily as a product of formal, structured human resource interventions. Conversely, Liaquat et al. (2024) examine motivation through a highly specific lens, linking it directly to green behaviors and environmental performance. These studies

overlook how baseline work motivation and a generalized sense of moral obligation (normative commitment) directly shape everyday operational efficiency, shelf management, and customer relations.

Based on the identified research gap, ⁸ this study aims to determine the significant influence of motivation and normative commitment on employee performance within the home improvement and lifestyle retail sector.

METHOD

To achieve the research objectives, ⁹ the study employs a quantitative research design with a survey-based approach. The research team gathers empirical data directly from a sample of 85 employees working at a prominent home improvement and lifestyle retail company in Bandung. The structural model examines three core research variables: Motivation and Normative Commitment serve as the independent variables, while Employee Performance acts as the dependent variable. To measure these variables accurately, the team designs a structured questionnaire using a Likert scale. Before conducting the final analysis, the researchers execute strict data quality tests to ensure the instrument's robustness. The team performs a validity test using Pearson's Product-Moment correlation to confirm that each questionnaire item accurately measures its intended variable. Simultaneously, a reliability

test utilizing Cronbach's Alpha evaluates the internal consistency of the research instrument. Finally, the study utilizes path analysis as the primary data analysis technique. This statistical method allows the researchers to evaluate the direct and indirect relationships among Motivation, Normative Commitment, and Employee Performance, thereby determining the precise impact of each variable within the retail organization.

RESULTS and DISCUSSION

The demographic profile of the 78 respondents reveals a young, dynamic, and predominantly male workforce operating within the home improvement and lifestyle retail company in Bandung. First, male employees dominate the sample, accounting for 46 individuals (59%), compared to 32 female employees (41%). This gender distribution reflects the operational demands of the home furnishing and lifestyle retail sector, which often requires physical stamina for inventory management, floor layout adjustments, and handling larger merchandise. The data highlights a highly youthful workforce. While the total age range spans across generations from 19 to 57 years old, the largest single demographic cluster sits squarely between 19 and 27 years old, representing 46% of the total sample. Conversely, the mature workforce aged over 45 years constitutes the smallest group at just 13%. In the fast-paced retail and lifestyle

industry, managers actively recruit younger workers because they possess the high energy levels, technological fluency, and adaptability needed to navigate changing consumer trends and digital store platforms.

Third, in terms of organizational tenure, the majority of respondents have worked at the company for 2 to 3 years (25%), whereas long-term employees with more than 5 years of service represent the lowest proportion at 12%. This tenure pattern indicates a relatively fresh workforce that has successfully moved past the initial adaptation phase but still maintains room for long-term career progression within the firm.

Regarding educational background, a vast majority of the respondents hold a high school or vocational school diploma (SMA/SMK), making up 67% of the workforce. Meanwhile, university graduates holding a bachelor's degree (S1) represent the smallest educational segment at 12%. This educational distribution aligns perfectly with standard retail operations, where companies primarily utilize SMA/SMK graduates to fulfill essential front-line roles such as store associates, cashiers, and customer service representatives, while placing S1 graduates in specialized supervisory or managerial positions.

To ensure the integrity and robustness of the research instrument, the team conducted a rigorous statistical assessment using validity and reliability tests across all three research variables. First, the evaluation of the Motivation variable confirms strong data quality. The individual

questionnaire items yielded correlation coefficients (r-values) ranging from 0.401 to 0.660. Because all these values exceed the standard critical statistical threshold, they prove that every item accurately measures the construct of motivation. Furthermore, the variable achieved a high Cronbach's alpha value of 0.875, which sits well above the widely accepted reliability benchmark of 0.60, demonstrating excellent internal consistency.

Second, the assessment of the Normative Commitment variable also demonstrates solid psychometric properties. The correlation values for this construct ranged between 0.314 and 0.643, confirming that all items are valid indicators of organizational commitment. In terms of reliability, the variable produced a strong Cronbach's alpha value of 0.836, verifying that the scale yields highly stable and dependable results across the sample.

Finally, the statistical ⁵test confirms the validity and reliability of the dependent variable, Employee Performance. The items measuring this variable generated correlation coefficients ranging from 0.307 to 0.671, establishing that each question successfully captures actual workplace performance. Additionally, the analysis revealed ¹⁴a Cronbach's alpha value of 0.875, indicating that the performance measurement scale possesses a high degree of internal reliability.

A path analysis to evaluate the structural relationships among motivation, normative commitment, and employee performance within

the retail company. The statistical model reveals insightful direct links and joint impacts among these variables. The analysis uncovers a positive correlation coefficient of 0.362 between Motivation and Normative Commitment. This result indicates that as employees experience higher inner drive and enthusiasm, their sense of moral obligation and psychological attachment to the organization naturally strengthens. The structural model demonstrates that Motivation exerts a strong, direct path coefficient of 0.430 on Employee Performance. This finding establishes motivation as the most dominant individual driver in the model, proving that highly motivated retail workers actively deliver superior work output and job efficiency. The model reveals that Normative Commitment also maintains a significant, direct path coefficient of 0.314 on Employee Performance. This positive trajectory shows that when employees feel a distinct moral duty to stay loyal to the company, they consistently elevate their professional performance on the retail floor. Finally, the variables collectively account for an overall simultaneous effect of 0.381, meaning that motivation and normative commitment together explain 38.1% ⁴of the total variance in employee performance. Conversely, the model yields a residual error value of 0.619. This error term indicates that other external factors not examined in this study—such as leadership styles, digital workplace tools, or the physical work environment—influence the remaining 61.9% of employee performance variables.

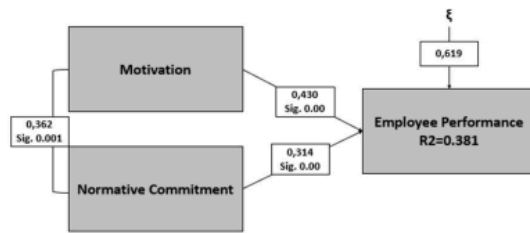


Figure 1. Path Result of Data Analysis

10

The empirical findings of this study demonstrate that both motivation and normative commitment exert a significant, positive influence on employee performance within the home improvement and lifestyle retail sector. When retail workers possess a high level of inner drive and a strong moral obligation toward their organization, their efficiency, service quality, and overall productivity increase substantially.

This significant impact of motivation on retail employee performance closely aligns with recent organizational literature. For instance, Oktaviani and Danasasmitha (2025) confirm that robust motivational factors directly maximize individual output within dynamic, fast-paced business environments in Bandung. In the retail sector, where employees frequently interact with customers and manage shifting inventory, high motivation translates into proactive problem-solving. This connection echoes the work of Suswanto (2025), who underlines that achievement motivation directly sharpens employee competency and professional execution. Furthermore, in an era where businesses rapidly digitize, strong psychological drive helps employees navigate structural changes. As Do, Chu, and Shipton (2025) point

out through self-determination theory, autonomous motivation promotes individual resilience and adaptive performance, which are crucial traits for retail staff dealing with evolving store technologies and lifestyle trends.

Similarly, specific motivational types—such as environmental or green motivations—actively shape how employees conduct their daily tasks. Liaquat et al. (2024) demonstrate that when organizations align motivational factors with behavioral expectations, employees display superior performance and responsibility. Within a lifestyle and home furnishing retail store, motivated employees take greater pride in maintaining sustainable, orderly, and customer-friendly environments.

The study also proves that normative commitment—the psychological bond that makes an employee feel obligated to stay and contribute to the company—acts as a powerful driver of retail performance. This behavioral aspect mirrors the findings of Sidharta (2024), who argues that deep behavioral engagement and organizational attachment directly elevate overall performance metrics. When retail employees feel that their company treats them well, they develop a strong sense of duty to deliver high-quality service.

Pham et al. (2024) highlight that strong motivational pathways directly unlock superior job performance and foster innovative work behaviors, proving that a worker's internal drive serves as a foundational pillar for organizational success. In the retail sector, where employees

must constantly adapt to evolving lifestyle trends and diverse customer demands, high motivation ensures that staff remain proactive and solution-oriented. Furthermore, motivation acts as a critical psychological buffer and enhancer in the workplace; as Lin, Liu, and Li (2024) point out, high motivation levels effectively moderate employee attitudes, combat burnout, and reinforce the positive connection between organizational trust and workplace commitment. Similarly, the study proves that normative commitment—the psychological bond that makes an employee feel morally obligated to support and stay with the company—acts as a powerful driver of retail performance. This behavioral aspect mirrors the findings of Sidharta (2024), who argues that deep employee engagement and behavioral attachment directly elevate individual performance metrics. When lifestyle retail firms invest in their workforce, employees develop a strong sense of duty to deliver high-quality service in return. This sense of obligation is deeply rooted in the organizational climate. As Cendrayani and Sidharta (2020) demonstrate, a supportive and well-structured organizational culture directly builds and strengthens both ¹³ affective and normative commitment among employees in the Bandung region.

Furthermore, building this commitment is a strategic process that stems from how employees perceive their value within the firm. Earlier foundational research by Hardiyana, Yusup, and Sidharta (2015) establishes that an employee's

positive perception of their work and their organizational commitment directly dictate overall job satisfaction and performance outcomes. When retail businesses combine this supportive environment with active professional growth, the results multiply. Hosen et al. (2024) confirm that structured training, ² career development, and strong organizational commitment collectively act as the primary predictors of superior work performance.

The psychological forces create a self-sustaining performance ecosystem. Rather than relying solely on rigid oversight, retail managers can optimize output by combining clear performance targets with supportive management practices. This dual approach aligns with the conclusions of Siraj and Hågen (2023), who establish that structured performance management systems work best when they actively support and nurture employee motivation. Therefore, by fostering intrinsic motivation and cultivating normative commitment, home improvement and lifestyle retailers can secure a highly resilient, adaptive, and high-performing workforce.

¹⁶ CONCLUSION

This study confirms that both motivation and normative commitment exert a significant, ⁵ positive influence on employee performance within the home improvement and lifestyle retail sector. When retail employees possess high inner drive and a deep sense of moral obligation toward

their organization, their daily work efficiency and productivity rise substantially. Based on these findings, the study offers practical recommendations for retail management. Managers should implement tailored reward systems and continuous recognition programs to sustain high employee motivation. Additionally, the company can strengthen normative commitment by fostering a supportive work culture and transparent career development tracks, which naturally instill a deeper sense of loyalty and duty among the workforce.

The implications of these results highlight that retail companies cannot rely solely on financial incentives to optimize workforce productivity. Cultivating intrinsic motivation and emotional-moral alignment between the staff and the company creates a resilient workforce that can easily adapt to rapid market shifts.

However, certain limitations constrain this study. The research focuses on a sample from a single home and lifestyle retail company in Bandung, ³ which may limit the generalizability of the findings to other retail sub-sectors, such as grocery or fashion chains. Furthermore, the cross-sectional survey design captures data at only one point in time, preventing the assessment of how these psychological factors evolve.

Future research should expand the geographical and organizational scope by conducting longitudinal studies across diverse retail formats. Future investigators should also introduce ⁶ moderating variables, such as leadership styles,

digital workplace transformations, or organizational culture, to provide a more comprehensive blueprint for maximizing employee performance in the global retail ¹ market.

CONFLICTS OF INTEREST

The authors declare no conflict of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript, or in the decision to publish the results.

REFERENCES

- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329-351.
- Anakpo, G., Nqwayibana, Z., & Mishi, S. (2023). The impact of work-from-home on employee performance and productivity: a systematic review. *Sustainability*, 15(5), 4529.
- Cendrayani, Y., & Sidharta, I. (2020). The Influence of Organizational Culture on Affective and Normative Commitment to Employees in The Construction Sector in Bandung. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 14(1), 24-29.
- Chukwuka, E. J., & Dibie, K. E. (2024). Strategic role of artificial intelligence (AI) on human

- resource management (HR) employee performance evaluation function. *International Journal of Entrepreneurship and Business Innovation*, 7(2), 269-282.
- Do, H., Chu, L. X., & Shipton, H. (2025). How and when AI-driven HRM promotes employee resilience and adaptive performance: A self-determination theory. *Journal of Business Research*, 192, 115279.
- Hardiyana, A., Yusup, M., & Sidharta, I. (2015). Perception of Work and Commitment toward Employee Satisfaction on Non-Ministerial Government Agencies in Bandung Indonesia.
- Hosen, S., Hamzah, S. R. A., Ismail, I. A., Alias, S. N., Abd Aziz, M. F., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1).
- Liaquat, M., Ahmed, G., Ismail, H., Ain, Q. U., Irshad, S., Izhar, S. S., & Mughal, M. T. (2024). Impact of motivational factors and green behaviors on employee environmental performance. *Research in Globalization*, 8, 100180.
- Lin, M., Liu, Q., & Li, Z. (2024). Perceived superior trust and organizational commitment among public employees: The mediating role of burnout and the moderating role of public service motivation. *Heliyon*, 10(3).
- Oktaviani, N., & Danasasmita, W. M. (2025). Maximizing Employee Performance: The Impact of Motivation and Work Environment in a Bandung-Based Convection Business. *Journal of Economics, Management, and Entrepreneurship*, 3(1), 1-14.
- Pham, T. P., Van Nguyen, T., Van Nguyen, P., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance: Exploring the role of public service motivation, transformational leadership, and person-organization fit in Vietnam's public sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315.
- Sidharta, I. (2024). Employee Engagement on Behavioral Performance: Study on public organization in Bandung, Indonesia. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 18(1), 23-37.
- Siraj, N., & Hågen, I. (2023). Performance management system and its role for employee performance: Evidence from Ethiopian SMEs. *Heliyon*, 9(11).
- Suswanto, D. (2025). Exploring Achievement Motivation on Employee Competency: Study at Health Service Institutions in Bandung, Indonesia. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 19(1), 56-67.
- Vuong, T. D. N., & Nguyen, L. T. (2022). The key strategies for measuring employee performance in companies: a systematic review. *Sustainability*, 14(21), 14017.

INFORME DE ORIGINALIDAD

8%	6%	6%	2%
INDICE DE SIMILITUD	FUENTES DE INTERNET	PUBLICACIONES	TRABAJOS DEL ESTUDIANTE

FUENTES PRIMARIAS

1	www.mdpi.com	2%
	Fuente de Internet	
2	siducat.org	1%
	Fuente de Internet	
3	ijsab.com	1%
	Fuente de Internet	
4	mail.syariah.jurnalikhac.ac.id	1%
	Fuente de Internet	
5	"Artificial Intelligence (AI) and Customer Social Responsibility (CSR)", Springer Science and Business Media LLC, 2024	<1%
	Publicación	
6	Submitted to Top Education Institute	<1%
	Trabajo del estudiante	
7	rsisinternational.org	<1%
	Fuente de Internet	
8	ilomata.org	<1%
	Fuente de Internet	
9	www.journals.internationalrasd.org	<1%
	Fuente de Internet	
10	2dc40e33-085f-40e0-8172-9a1f898c1942.filesusr.com	<1%
	Fuente de Internet	
11	Nael Mosa Sarhan, Ghadeer Al-Kateb, Eyad Shammout. "Organizational citizenship and employee behavior in hotels: The role of brand knowledge sustainable strategy", Corporate Governance and Sustainability Review, 2025	<1%
	Publicación	
12	dokumen.pub	<1%
	Fuente de Internet	
13	jurnal.stiepas.ac.id	<1%
	Fuente de Internet	

14 Brunilda LIÇAJ, Merita Begolli DAUTI, Mirela TASE, Rron DAUTI. "Green business and sustainability practices in hospitality: an employee perspective", Present Environment and Sustainable Development, 2025

Publicación

<1 %

15 Huixia Wang. "An Empirical Study on the Effectiveness of Blended Teaching in Higher Education Courses", International Journal of Web-Based Learning and Teaching Technologies, 2026

Publicación

<1 %

16 Badri Hasan, Ruddi Kurniawan, Iis Istiharoh, John Chaidir, Haerofiatna Haerofiatna, Dika Hilaldi, Ali Imron. "The Effect of Leadership, Motivation, Communication of Personnel Performance in Banten Police Institutions", Jurnal Ilmu Administrasi Negara (JUAN), 2026

Publicación

<1 %

Excluir citas
Excluir bibliografía

Apagado
Activo

Excluir coincidencias

Apagado