

*Research Article*

## Unraveling Role Ambiguity and Work Loyalty: The Moderating Impact of Employee Motivation on Performance

Adre Septian Andreansyah<sup>1</sup>, Ruland Willy Jack Sumampouw<sup>2\*</sup>

<sup>1,2</sup> Indonesian College of Economics STEI, Jakarta

Received: 23-03-2025; Accepted: 31-10-2025

### Abstract

This study aims to determine the effects of Role Ambiguity on Employee Performance, the effects of Work Loyalty on Employee Performance, the effect of Work Motivation on Employee Performance, and the moderating effects of Work Motivation on the relationships between Role Ambiguity and Employee Performance and between Work Loyalty and Employee Performance. This study uses quantitative research. Data collection techniques through questionnaires with Probability Sampling techniques. The study population consisted of all employees of PT. Bhinneka.com. The sample was determined using the Taro Yamane formula, with a total of 84 samples. The results of this study indicate that: 1) Role Ambiguity affects Employee Performance, 2) Work Loyalty affects Employee Performance, 3) Work Motivation affects Employee Performance, 4) Work Motivation moderates the relationship between Role Ambiguity and Employee Performance, and 5) Work Motivation moderates the relationship between Work Loyalty and Employee Performance. Managerial Implications: The results of this study have important implications for PT Bhinneka.com's management in optimizing employee performance. To reduce the negative impacts of role ambiguity, companies need to clarify each employee's responsibilities and authorities through more effective communication and a more transparent organizational structure.

Keywords: Role Ambiguity, Work Loyalty, Employee Performance, Work Motivation

JEL Classification: M12, M54, J24

How to cite: Andreansyah, A. S., Sumampouw, R. W. J., (2025). Unraveling Role Ambiguity and Work Loyalty: The Moderating Impact of Employee Motivation on Performance, *Human Capital and Organizations (HCO)* 3(1), 15-27

Corresponding author: Ruland Willy Jack Sumampouw ([ruland\\_wjs@stie.ac.id](mailto:ruland_wjs@stie.ac.id))



This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) international license.

## 1. Introduction

Various innovations are emerging, requiring companies to adapt as competition intensifies. To address these conditions, a company's human resources need to be well-positioned and continue to develop. Mangkunegara (2018) stated that human resources in a company need to be managed professionally to balance employee needs with the demands and capabilities of the company's organization. This balance is the key to a company's productive and fair development. Humans are the primary capital that company leaders need to consider.

Humans are a resource that plays an active and dominant role in the company. So, in this case, it really requires special attention from a company because it will affect achievement, loyalty, and love for work. This situation makes human resources a critical asset, and their efficiency must be increased to improve employee performance. Mangkunegara (2017) defines performance as the results of work, in terms of quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Some of the problems, PT. Bhinneka.com faces the challenge of achieving employee work results. One of them is the company conducting motivational training, namely Building a safe and stable work environment by adopting transparent policies, providing assurance of consistent work, and providing psychological support to employees in facing challenges, Encouraging social interaction and collaboration between employees through company events, discussion forums, or other social activities that strengthen relationships between individuals within the organization, Implementing employee reward and recognition programs, such as monthly employee awards, performance bonuses, or public appreciation for individual or team achievements in achieving business targets and Providing opportunities for employees to develop themselves through training and career development, as well as providing challenging projects and allowing them to explore their potential and interests. By accommodating motivation, PT. Bhinneka.com can create maximum performance.

Performance is the level of achievement in implementing a program of activities or policies to realize the organization's goals, objectives, vision, and mission, as stated in the organization's strategic plan. Mardiah and Simatupang (2020) explained that performance is the result of an employee's work, measured by the quality and quantity achieved in carrying out their duties as defined by their responsibilities. In this case, employees can assess their performance by understanding their roles and making better innovations, which will make the work process easier.

Performance can be known and measured if an individual or group of employees already has criteria or success benchmarks set by the organization. Therefore, if no goals or targets are set in the measurement, an individual's or an organization's performance cannot be known without a benchmark for success. Innovation and creativity are factors that influence performance. Thus, to improve employee performance in using company assets, creative efforts are needed to determine company targets. Performance is about doing work and the results achieved from that work. To achieve the organization's targets, employees must prioritize customer interests and satisfaction by providing the best service, maintaining discipline, working effectively, and innovating to achieve good performance (Klein & Bhagat, 2019).

Currently, business opportunities in the e-commerce sector are highly competitive. This is oriented towards optimizing performance based on risk and competence. In relation to human resources, based on various studies, changes in the organizational environment both internal and external can directly or indirectly create ambiguity in work roles, thereby reducing employee performance. Robbins and Mary (2019) define role ambiguity as the uncertainty about others' expectations. Role ambiguity is a lack of understanding of the privileges and obligations that a person must fulfill in the work of Safitri (2017). For the company to compete, it is necessary to improve employee quality to increase productivity. As is known, employees at PT Bhinneka.com are divided into several interconnected parts. Within these parts, there are many differences across the company, ranging from salaries and income to working conditions, supervision quality, task challenges, and positions.

Although numerous studies have examined the relationships among role ambiguity, work loyalty, and employee performance, most focus on traditional industries or public institutions, leaving a gap in understanding how these variables interact in e-commerce companies operating in high-uncertainty, digital environments. Previous findings are also inconsistent, where some studies found significant effects of motivation on performance, while others did not. Therefore, this study contributes to the literature by analyzing the moderating role of work motivation in the relationship between role ambiguity and work loyalty toward employee performance in the e-commerce context

of PT. Bhinneka.com. This novelty provides a deeper understanding of how motivational factors can strengthen or weaken employee performance amid role uncertainty and varying levels of loyalty in a competitive digital business environment.

## 2. Literature Review and Hypothesis

### Literature Review

#### Role Ambiguity

Role ambiguity is a condition in which employees lack clear directions and goals. The roles they experience can affect emotions, thought processes, and a person's condition (Kreitner & Kinicki, 2020). Lack of information or because there is no information at all, or the information is not conveyed, will cause role ambiguity (Pitrianti & Ananta Vidada, 2025)(Cahyono, 2018). Role ambiguity can arise from a lack of information, from no information at all, or from information not conveyed to individuals regarding their work. Role Ambiguity According to Kreitner & Kinicki (2020), role ambiguity is the uncertainty about others' expectations. Lack of information, or the absence of information, or the failure to convey information will cause role ambiguity (Cahyono, 2018).

#### Work Loyalty

Basically, loyalty is shown through trust, devotion, and commitment to the company, as demonstrated by best behavior and service, including hard work, responsibility, and love (Musnadi et al., 2018). Loyalty can be seen in the magnitude of ideas, concepts, performance, and thoughts given to the company, not just in the length of time employees have worked there. According to Bagus et al. (2021) and (Nabila & Mansur, 2025) that employee loyalty is an important part of the company because, when employees are loyal, the company's operations are more stable, and vice versa. If employee loyalty to the company is low, many employees will resign, hampering the company's operations. According to Alfiyah (2018), loyalty is following someone or a system with a sense of obedience and is often defined as having great loyalty if one follows orders. According to Asriandi et al. (2018), loyalty means employees' willingness to contribute their skills, thoughts, and time to achieving organizational goals, to keep organizational secrets, and to refrain from actions that are detrimental to the organization, as long as they remain employees. Employee loyalty in an organization over a long period reduces their tendency to seek and accept new jobs (Guillon & Cezanne, 2024). Guillon and Cezanne (2024) stated that every company recognizes that its value derives from its employees' loyalty. Conversely, low employee loyalty will be detrimental, leading to problems such as loss of trust, inefficient work, absenteeism, and high turnover intentions.

#### Employee performance

Every organization seeks to improve employee performance to achieve its goals (Muis et al., 2018). Performance is the level of success a person achieves during a given period in carrying out tasks, relative to various possibilities (Zulkarnaen, 2021). Increasing employee performance cannot be separated from job satisfaction, an attitude that shapes a disposition to survive in any condition (Hajiali et al., 2022). According to Torang (2020), "Performance is the quantity or quality of the work results of individuals or groups within an organization in carrying out their main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set or that apply in the organization. Based on research, Gultom & Nurmaysaroh (2021) and (Savira et al., 2024) found that employee performance depends on employees' willingness and openness to themselves and others in performing their work.

Furthermore, he stated that employees' willingness and openness to carry out their duties can increase productivity, which, in turn, leads to better performance. According to Emil and Iskandar (2020), employee performance is the day-to-day result of the company's assessment of individuals or work teams against work standards within a given time, assessed by a formal system against agreed criteria. Employee performance is considered good if it has a formal system for assessing and evaluating individual task performance. According to Mardjuni in the Syafruddin journal (2021), performance is also a form of implementing a plan that prioritizes resource capacity.

## **Work Motivation**

Motivation is basically a process that determines how much effort will be devoted to carrying out work (Handoko, 2018). Suppose the company wants to achieve optimal performance in line with the predetermined target. In that case, it must motivate employees to be willing and able to devote their energy and attention to the work (Shalahuddin, 2022). Work motivation is the direction of behavior, referring to what a person chooses to do from the many choices they can make, whether right or wrong (Setiawan et al., 2024)(Adhari & Zelvian, 2021). Maintaining employee motivation is very important because it underlies everyone's ability to act. Motivating employees is not easy because employees have different desires, needs, and expectations. Hiondardjo (2019) states that motivation is a force that causes someone to produce something in accordance with what is said, not just promises and desires. Low motivation can make high-quality individuals perform poorly. Conversely, by providing appropriate, regular motivation, it can make low-quality individuals perform well (Lestari & Deviastri, 2024).

## **Hypothesis**

### **Role Ambiguity on Employee Performance**

According to Cendana and Suaryana (2018), individuals who experience role ambiguity can lose focus in working and hinder the achievement of predetermined performance targets. Employees who feel engaged are those who feel truly involved and enthusiastic about their work and organization. Engagement is the willingness and ability to contribute to the company's success, namely in conditions where employees feel comfortable, making a difference in attitudes, encouraging them to try hard to complete their work and to use all their minds and energy. The first study was conducted by Wahyudi & Setiawati (2019) to determine the effect of role ambiguity and job satisfaction on employee performance at Bank 9 Muara Bulian Jambi Branch. The selected sample comprised 41 respondents from the Bank (Muara Bulian Jambi Branch) and was analyzed using multiple linear regression in Statistical Product and Service Solutions (SPSS) version 20.0. The results show that role ambiguity and job satisfaction negatively and significantly affect employee performance. Unlike the researcher's research, this study uses a moderation variable. The research object is a company engaged in E-commerce; the research object is in Jakarta, and the sample results are analyzed using SmartPLS.

**H1: It is suspected that role ambiguity influences employee performance**

### **Work Loyalty Role on Employee Performance**

Loyalty is a binding condition between employees and their company, as it is reflected not only in how long someone has worked for a company but also in how fully their thoughts, ideas, concepts, and performance are devoted to it (Onsardi, 2018). The second study was conducted by Wondiwoy et al. (2022). The purpose of this study was to determine the effects of Role Ambiguity, Role Conflict, and Job Placement Suitability on employee performance. This approach uses quantitative methods and primary data through the distribution of questionnaires. In this study, 89 respondents were required, with data collected via Google Forms and analyzed in SPSS. The study found that Role Ambiguity and Role Conflict did not have a significant effect on employee performance, whereas Job Placement Suitability did. Pertamina. Unlike other research, this research uses moderation variables. The research object is a company engaged in E-commerce; the research object is in Jakarta, and the results of the sample are tested using Smart PLS.

**H2: It is suspected that work loyalty influences employee performance**

### **Work motivation towards employee performance**

According to Kurniawan & Nawawi (2020), motivation is a condition that drives or causes someone to do something, or an activity that takes place consciously. Performance is defined as the achievement of work results, in terms of the quantity and quality of employees in carrying out their duties, as determined. Differences in knowledge, motivation, and skills among individuals result in distinct performance (Susan et al., 2022). Intan Kusuma et al. (2024). The purpose of this study is to determine and analyze the extent of the influence of training and motivation on employee performance at PT. Shopee Internasional Indonesia, South Jakarta. The research method used in this study is a quantitative descriptive method. The sample in this study consisted

of employees of PT. The Customer Operation Quality Department of Shopee Assurance, totaling 75 respondents, with probability sampling data taken by random sampling by Taro Yamane.

**H3: It is suspected that work motivation influences employee performance**

#### **Work Motivation Moderates the Relationship between Role Ambiguity and Employee Performance**

To produce employee performance that is in accordance with expectations, one of the efforts that can be made is to motivate employees, motivation must be carried out continuously and sustainably, considering that employee work enthusiasm is not always high, but can increase and also decrease (Adha et al., 2019) (Malka et al., 2020) A study by Ardhimas (2018) stated that role ambiguity has been shown to affect performance. Wulandari's (2019) research concluded that motivation moderates the relationship between role ambiguity and auditor performance. Based on research by Hasan et al. (2021), there is a relationship between work motivation and performance: when employees have strong work motivation, their performance tends to be optimal.

**H4: It is suspected that work motivation has a positive and significant influence on the relationship between role ambiguity and employee performance**

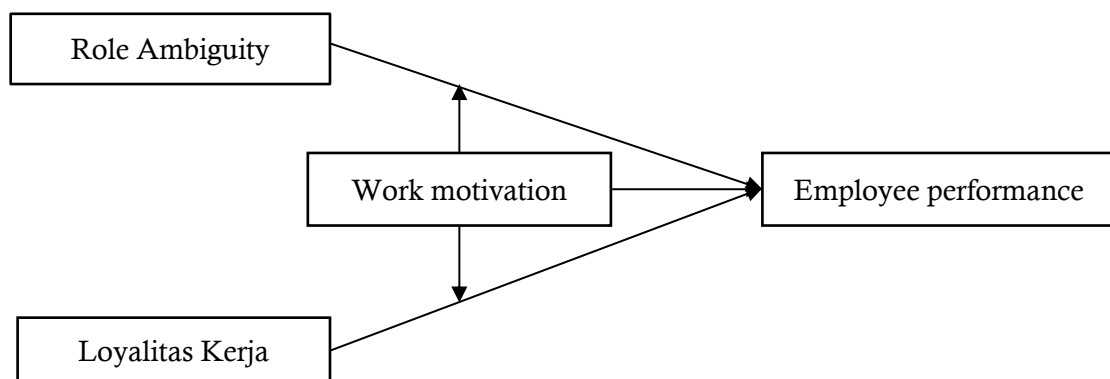
#### **Work Motivation Moderates the Relationship between Work Loyalty and Employee Performance**

According to Aribowo and Lubis (2020), loyalty is not just physical presence within an entity, but also thoughts, considerations, ideas, and a full dedication to the company. Mathis (2019) stated that motivation is a desire within a person that causes that person to act. Aesah (2018) found in his research that when a company leader increases employee motivation, employee loyalty increases. Therefore, providing the right motivation to employees can create enthusiasm, making work more optimal and thereby increasing productivity (Silaswara et al., 2021).

**H5: It is suspected that work motivation has a positive and significant influence on the relationship between work loyalty and employee performance**

#### **Conceptual Framework**

Figure 1 presents the research conceptual framework, illustrating the relationships among role ambiguity, job loyalty, and employee performance, with work motivation as a moderating variable. Role ambiguity and job loyalty directly influence employee performance, while work motivation can either strengthen or weaken their influence. This model emphasizes that role clarity and employee loyalty contribute to optimal performance when supported by high work motivation.



**Figure 1. Conceptual Framework**

### **3. Data and Method**

#### **Research Strategy**

This research strategy uses a quantitative causal/associative approach. According to Sugiyono (2019), associative research is a research design that formulates a research problem to examine the relationship between two or more variables. In this study, the associative research strategy is used

to identify the extent of the influence of variables (independent variables) consisting of role ambiguity, work loyalty, and employee performance (dependent variables), both partially and simultaneously. This method usually involves data collection from surveys, experiments, or direct observations, which are then analyzed using statistical techniques.

### **Population and Sample**

The study population was 507 employees of Bhinneka.com. This population includes all individuals who possess characteristics and roles relevant to the research variables namely, role ambiguity, work loyalty, work motivation, and employee performance. The population consists of various divisions operations, marketing, finance, and customer service that interact with one another to support the company's e-commerce activities. From this population, the researcher took a sample using a probability sampling technique, so that each employee had an equal opportunity to be selected as a respondent. The sample size was determined using the Taro Yamane formula with a 10% error rate, yielding a sample of 84 respondents. This number is considered representative of the population as a whole and allows the researcher to draw valid conclusions about the relationship between the variables under study.

### **Research Sample**

The sample used is a Probability Sampling method, in which all individuals in the population participate in the Sample (Pangestu, Subaggyo, and Djarwanto, 2019). To meet these requirements, researchers use the Taro Yamane Riduwan (2019) formula to determine the sample size. The sample size for this study is determined using the Taro Yamane formula.

### **Data Source**

Data Collection Technique: This study uses primary data to achieve its research objectives. Primary data is data obtained from the first source, such as interviews or questionnaires completed by respondents (Sugiyono, 2018). The primary data in this study are the responses to the questionnaire completed by PT.Bhinneka.com Employees.

### **Data analysis method**

The method used in this study is a quantitative descriptive method. Researchers use SEM (structural equation modeling) with the Smart software.PLS to process and analyze data. The use of SEM in this study is because it is considered more accurate, allowing researchers not only to determine the relationships among variables but also to identify the components that form the variables and their magnitudes. SMART PLS is divided into two models: The Outer Model and the Inner Model. The Outer Model consists of reliability tests and validity tests, while the inner model consists of determination coefficients and hypothesis tests. The advantage of SMART PLS is that it does not require normally distributed research data.

### **Data management method**

Descriptive analysis involves collecting, processing, presenting, and interpreting data to obtain a clear picture of the problem at hand. Data analysis in this study uses the Partial Least Squares (PLS) approach. PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. Partial Least Squares (PLS) is a causal model that explains the influence between variables on construct variables (Wijaya, 2019).

## **4. Results**

### **Composite Reliability**

After testing the construct's validity, the next test is its reliability, measured by composite reliability (CR) and other indicators. CvR is used to display good reliability. A construct is declared reliable if the composite reliability value is  $> 0.7$ .

**Table 1. Composite Reliability**

Variables	Composite Reliability	Rule of Thumb	Conclusion
Role Ambiguity	0.906	0.700	Reliable
Employee Performance	0.829	0.700	Reliable
Work Loyalty	0.924	0.700	Reliable
Work Motivation	0.889	0.700	Reliable

Source: processed data (2023)

Based on Table 1, the composite reliability test yields a value of > 0.7, indicating that all variables are reliable.

**Average Variance Extracted (AVE)**

The next test assesses the reliability of the construct, as measured by the Average Variance Extracted (AVE), using the indicator blocks that measure the construct. It is used to display good reliability. A construct is declared reliable if the Average Variance Extracted (AVE) value is > 0.5.

**Table 2. Average Variance Extracted (AVE)**

Variables	Average Variance Extracted (AVE)	Rule of Thumb	Conclusion
Role Ambiguity	0.774	0.500	Reliable
Employee Performance	0.742	0.500	Reliable
Work Loyalty	0.670	0.500	Reliable
Work Motivation	0.719	0.500	Reliable

Source: processed data (2023)

Based on Table 2, the Average Variance Extracted (AVE) test yields a value of > 0.5, indicating that all variables are considered reliable.

**Cronbach Alpha**

The next test assesses the reliability of the construct, as measured by Cronbach's Alpha, using a block of indicators that demonstrate good reliability. A construct is declared reliable if the Cronbach Alpha value is > 0.6.

**Table 3. Cronbach's Alpha**

Variables	Cronbach's Alpha	Rule of Thumb	Conclusion
Role Ambiguity	0.903	0.600	Reliable
Employee Performance	0.825	0.600	Reliable
Work Loyalty	0.918	0.600	Reliable
Work Motivation	0.871	0.600	Reliable

Source: processed data (2023)

Based on Table 4, the Cronbach's Alpha test yields a value > 0.6, indicating that all variables are reliable.

**Inner Model Analysis**

After conducting the model evaluation, and it was found that each construct had met the requirements of convergent validity, discriminant validity, and composite reliability, the next step was the structural model evaluation, which included the model fit test (model fit test) and R2. The model fit test (model fit test) was used to determine whether a model had a good fit with the data.

**Table 4. Model Fit**

	Saturated model	Estimated model
<b>SRMR</b>	0.090	0.093

Source: processed data (2023)

SRMR is the Standardized Root Mean Squared Residual, which means the square root of the mean squared residual, which is a measure of model fit. The requirement used is that the SRMR value below 0.08 indicates a fit model, while the SRMR value between 0.08 and 0.10 is still acceptable. The SRMR above cannot be accepted because it exceeds the requirements and

**RsSquare**

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-squared for the dependent construct. For each additional independent variable, the R2 value will increase, regardless of whether the variable has a significant effect on the dependent variable.

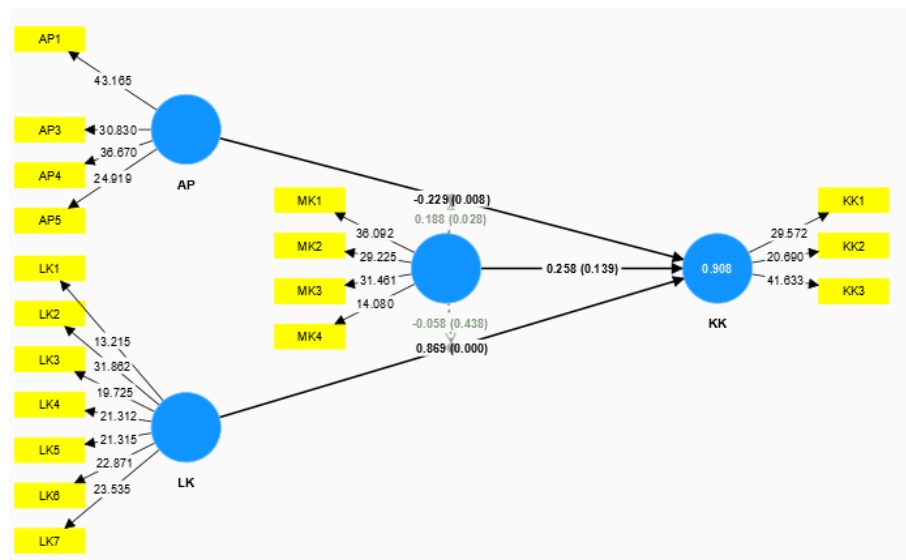
**Table 5. R Square**

Variable	R Square
Employee Performance	0.902

Source: processed data (2023)

Based on Table 5. The R Square value obtained on path one is 0.902, which means that the independent variable in causing the existence of the dependent variable is getting stronger

**Hypothesis testing**



**Figure 2. Hypothesis testing**

Path Coefficient: The path coefficient value ranges from -1 to +1. The closer to +1, the stronger the relationship between the two constructs. A value closer to -1 indicates a negative relationship (Hair et al., 2017). The criterion is that if the path coefficient is positive, the influence of a variable on is in the same direction. If the value of an exogenous variable increases, then the value of the endogenous variable also increases. If the path coefficient is negative, the influence of a variable is in the opposite direction. If the value of an exogenous variable increases, then the value of the endogenous variable decreases.

**Path coefficient hypothesis test**

**Table 6. Path Coefficient**

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Description
Role Ambiguity → Employee Performance	-0.229	-0.234	0.087	2.646	0.008	Accepted (significant negative)
Work Loyalty → Employee Performance	0.869	0.875	0.130	6.683	0.000	Accepted (significant negative)
Work Motivation → Employee Performance	0.258	0.258	0.175	1.479	0.139	Rejected (insignificant positive)

Source: processed data (2023)

Based on the analysis, role ambiguity has a significant adverse effect on employee performance at PT. Bhinneka.com, which means that the higher the role ambiguity, the lower the employee performance. Conversely, work loyalty has a positive, significant effect on performance, indicating that higher work loyalty is associated with better performance. However, work motivation does not have a significant effect on employee performance, so the hypothesis related to work motivation is rejected.

**5. Discussion**

**Role Ambiguity Affects Employee Performance**

The results of the study indicate that role ambiguity harms employee performance, as indicated by statement 2: employees have clear work goals and know it is necessary to allocate their time effectively. The role ambiguity variable harms performance variables, p-values, and t-statistics, indicating that higher role ambiguity is associated with lower performance among PT.Bhinneka.com employees. This aligns with previous research by Yunita and Astawa (2019), which found that role ambiguity can also cause discomfort at work. It can reduce work enthusiasm due to inadequate information and direction received by employees when carrying out their roles, thereby reducing overall employee performance. In contrast to Wondiwoy et al. (2022), this study finds that role ambiguity does not affect employee performance. This is because PT. Pertamina RU VII Kasim Sorong West Papua anticipates role ambiguity by consistently paying close attention to job descriptions/information provided to employees to ensure they can carry out their duties properly. The trust leaders place in each employee can increase that employee's confidence in carrying out the company's duties and responsibilities.

**Work loyalty affects Employee Performance.**

The results of the study show that work loyalty affects employee performance, as indicated by the 8th statement: employees are willing to work together and help their coworkers. The work loyalty variable has a positive effect on employee performance variables, as indicated by the p-values and t-statistics. Which means that the higher the work loyalty, the higher the performance of PT.Bhinneka.com employees will be. This aligns with Velina's (2023) research, which found that work loyalty has a significant positive effect on employee performance, meaning that greater loyalty is associated with higher performance. In contrast to the research results of Silitonga, (2023) loyalty does not have a significant effect on employee performance, that at Perum BULOG Kanwil Jatim there is no effect of loyalty on employee performance, so it can be understood that employee loyalty, no matter how good, will not be able to influence the company if the company does not pay attention to employee loyalty itself.

**Work motivation affects employee performance.**

The results for the work motivation variable indicate a positive effect on the employee performance variable, with p-values and t-statistics indicating significance. This means that although PT.Bhinneka.com employees may feel positively motivated in their work, this motivation does not significantly affect their performance. So, the third hypothesis proposed by the researcher that work motivation does not affect employee performance is rejected. The study shows that work motivation does not affect employee performance, according to the 2nd statement indicator: namely, Employees need social support. This means that the higher an employee's work motivation, the less it correlates with employee performance. This aligns with the findings of Audina and Aswan (2023), who found that work motivation has an adverse, insignificant effect on employee performance. This means that the higher or lower the level of work motivation, the more it will not necessarily increase employee performance. Some employees are less confident in their role as controllers in their work environment and do not expect their coworkers to follow their opinions and desires because they consider themselves just ordinary employees, in contrast to the research conducted by Zulfiah et al (2022), which concluded that work motivation has a positive and significant effect on employee performance. This means that motivation influences employee performance, which is positioned as a dependent variable; a positive relationship is established, and motivation shows a significant effect on employee performance at PT. Shopee. If the perception of motivation in employee performance is applied to Shopee, employee performance will improve and become more positive.

**Work motivation moderates the relationship between role ambiguity and employee performance.**

The results of the study showed that the work motivation variable has a positive relationship with role ambiguity and employee performance, with p-values and t-statistics significant. Work motivation acts as a moderator, meaning that individual motivation can strengthen or moderate the relationship between role ambiguity and employee performance. The fourth hypothesis proposed by the researcher is accepted: work motivation moderates the relationship between role ambiguity and employee performance. This aligns with the findings of Sidik and Safitri (2020), who found that work motivation moderates the relationship between role ambiguity and auditor performance. Where work motivation can weaken the influence of role ambiguity on auditor performance, this shows that auditors who experience role ambiguity in their organizations can reduce their performance. However, with high motivation, they can reduce the role ambiguity they encounter in carrying out their work, thereby reducing the risk of decreased performance. This means that the lower the level of role ambiguity in the organization, the more work motivation moderates auditor performance.

**Work motivation moderates the Relationship between Work Loyalty and Employee Performance at PT. Bhinneka.com**

The results of the study on the work motivation variable are negative. The relationship between work loyalty and employee performance is significant, as indicated by the p-value and t-statistic. Although PT.Bhinneka.com employees may have a high level of work loyalty, work motivation weakens the relationship between work loyalty and employee performance. At Bhinneka.com, in some cases, external factors such as a positive work environment, supportive company policies, or fair compensation may have a greater influence on employee loyalty than intrinsic or work motivation. In this context, although employees may be motivated to work hard, their loyalty to the company or organization may not be significantly influenced by such motivation if these external factors are inadequate. If employees feel their expectations are not met whether in career development, recognition of their contributions, or opportunities for growth and advancement then high work motivation may not be enough to maintain their loyalty to the company. In this case, although employees may have high intrinsic motivation, they may tend to leave the organization if their expectations are not met. In conclusion, although work motivation can play an important role in individual performance, its relationship with work

loyalty towards the company may not always be direct or significant, depending on various contextual and individual factors.

## 6. Conclusion

Based on the analysis, role ambiguity has a significant adverse effect on employee performance at PT. Bhinneka.com, which means that the higher the role ambiguity, the lower the employee performance. On the other hand, work loyalty has a significant positive effect, where the higher the employee loyalty, the greater their desire to work optimally. However, work motivation does not have a direct effect on employee performance, as other factors such as skills, the work environment, and external factors are more dominant. However, work motivation moderates the relationship between role ambiguity and employee performance, as motivated employees tend to seek additional information and support to mitigate its negative impact. On the other hand, work motivation does not moderate the relationship between work loyalty and employee performance, because high loyalty is sufficient to encourage increased performance without the need for additional motivation.

**Managerial Implications** Based on the research results, PT Bhinneka.com's management needs to address role ambiguity by increasing clarity around employee tasks and responsibilities, which can be achieved through more effective communication and a more structured work system. In addition, work loyalty can be strengthened by creating a supportive work culture and providing appropriate rewards for employee contributions. Work motivation is a significant moderating factor, so companies are advised to adopt sustainable motivation strategies, such as career development training, performance-based incentives, and a conducive work environment.

## Recommendation

Future researchers are advised to include moderating or mediating variables, such as leadership style, organizational culture, or job satisfaction, to deepen understanding of the factors influencing the relationship between role ambiguity, work loyalty, and employee performance. Comparative studies between traditional and digital-based companies are also recommended. For practitioners, PT. Bhinneka.com should conduct regular job analysis and feedback sessions to clarify roles, implement transparent performance appraisal systems linked to rewards, and hold periodic leadership and motivation programs to enhance employee loyalty and maintain optimal performance.

## References

- Adhari, I. Z. (2021). *Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja*. Jakarta: CV. Penerbit Qiara Media
- Aesah, S. (2018). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Loyalitas Karyawan PT. National Nobu Bank Cabang Kemang Village. *Jurnal Disrupsi Bisnis*, 1(3).
- Aribowo, A., Lubis, A., & Sabrina, H. (2020). Pengaruh Loyalitas Dan Integritas Terhadap Kebijakan Pimpinan di Pt. Quantum Training Centre Medan. *Jurnal Ilmiah Manajemen dan Bisnis (JIMBI)*, 1(1), 21-30. <https://doi.org/10.31289/jimbi.v1i2.396>
- Audina, S., & Aswan, K. (2023). Pengaruh Gaya Kepemimpinan, Disiplin Dan Motivasi Kerja Terhadap Kinerja Pegawai Dinas Perhubungan Provinsi Sumatera Barat. *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce*, 2(2), 01-23. <https://doi.org/10.30640/digital.v2i2.1010>
- Cahyono Sugeng Anang, (2018). Pengaruh Media Sosial Terhadap Perubahan
- Cendana, D. K., Suaryana, I., G K. (2018). Pengaruh Konflik Peran dan Ketidaktepatan Peran Terhadap Kinerja Auditor Dengan Emotional Quotient Sebagai Variabel Pemoderasi. *E-Journal Akuntansi Universitas Udayana*, 22(2), 1141-1169. <https://doi.org/10.24843/EJA.2018.v22.i02.p12>
- Eri Susan, (2019) Manajemen Sumber Daya Manusia. *Jurnal Manajemen Pendidikan*, (2), 952–962. <https://doi.org/10.35673/ajmpi.v9i2.429>

- Fachreza, Said Musnadi, M. Shabri Abd Majid. 2018. Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Karyawan Dan Dampakna Pada Kinerja Bank Aceh Syariah di Kota Banda Aceh. *Junal Magister Management Fakultas Ekonomi dan Bisnis Unsyiah*. 2(1).
- Guillon, O., & Cezanne, C. (2024). Employee Loyalty and Organizational Performance: A Critical Survey. *Journal of Organizational Change Management, Emerald Insight*, 27(5). <https://doi.org/10.1108/JOCM-02-2014-0025>
- Hair, J. F. et. al. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Los Angeles
- Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Hiondardjo, A., dan Utami, R. A. (2019). Pengaruh Kompensasi dan Motivasi terhadap Kinerja Karyawan. *MALIA: Jurnal Ekonomi Islam*, 11(1), 151-168. <https://doi.org/10.35891/ml.v11i1.1795>
- Kreitner, Robert dan Kinicki, Angelo. (2020). *Organizational Behavior*, Seventh Edition, McGraw-Hill. Graw Hill Internasional.
- Kurniawan Andika, J., & Nawawi Tony, M. (2020). Pengaruh Kompensasi Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan PT. Kurnia Mandiri Jaya pada Divisi Distribusi Kantor Pusat di Cirebon. *Manajemen Dan Kewirausahaan*, 2(3), 723–729. <https://doi.org/10.24912/jmk.v2i3.9585>
- Lestari, D. A., & Deviastri, L. (2024). Enhancing Employee Performance: The Impact of Engagement, Job Rotation, Compensation, and Motivation. *Human Capital and Organizations*, 2(1), 44–54. <https://doi.org/10.58777/hco.v2i1.277>
- Malka, Andi Eldi Indra, Abdul Rahman Mus, dan Muchtar Lamo. (2020). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Kemampuan Kerja Terhadap Kinerja Pegawai. *CESJ: Center of Economic Students Journal* 3(1): 73–89
- Mathis dan Jakson, (2019). *Manajemen Sumber Daya Manusia*, Jakarta: Salemba Empat.
- Nabila, S. C., & Mansur, A. (2025). The Influence of Career Development, Organizational Culture, Motivation and Work Compensation on Employee Loyalty. *Human Capital and Organizations*, 2(2), 99–108. <https://doi.org/10.58777/hco.v2i2.323>
- Onsardi, O. (2018). Loyalitas Karyawan pada Universitas Swasta di Kota Bengkulu. *COSTING: Journal of Economic, Business and Accounting*, 2(1), 1–13. <https://doi.org/10.31539/costing.v2i1.326>
- Pitrianti, P., & Ananta Vidada, I. (2025). The Influence of Workload and Work Environment: How Employees Achieve Optimal Performance. *Human Capital and Organizations*, 2(2), 89–98. <https://doi.org/10.58777/hco.v2i2.361>
- Robbins, Stephen P. and Mary Coulter. (2019). *Manajemen : Bob Sabran Dan Devri Bardani P*, Erlangga, Jakarta.
- Safitri, D. (2017). Pengaruh Ambiguitas Peran dan Motivasi Terhadap Kinerja Auditor. *Junal Akuntansi*, 3(2). 160-173.
- Savira, F. A., Zain, E., & Zhafiraah, N. R. (2024). The influence of compensation and work environment on employee performance with intervening of work motivation. *Human Capital and Organizations*, 1(2), 76–87. <https://doi.org/10.58777/hco.v1i2.217>
- Setiawan, R., Ananta Vidada, I., Hadi, S. S., & Zhafiraah, N. R. (2024). Examining the Impact of Work Discipline and Motivation on Employee Performance. *Human Capital and Organizations*, 1(2), 55–65. <https://doi.org/10.58777/hco.v1i2.169>
- Sidik, J., & Safitri, D. (2020). Motivasi kerja memoderasi pengaruh komitmen organisasi, gaya kepemimpinan dan ambiguitas peran terhadap kinerja auditor. *Jurnal Akuntansi Keuangan Dan Manajemen*, 1(3). <https://doi.org/10.35912/jakman.v1i3.35>
- Silitonga, A. R. (2023). Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Loyalitas, dan Pelatihan Terhadap Kinerja Karyawan Perum Bulog Kanwil Jatim. Terhadap Kinerja Karyawan Perum Bulog Kanwil Jatim. *Journal Manova*, 1. <https://doi.org/10.15642/manova.v6i1.1012>

- Sugiyono (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabet.
- Torang, Dr. Syamsir. (2020) .*Organisasi dan Manajemen*. Bandung: ALFABETA
- Wahyudi, S., & Setiawati, N. (2019). Pengaruh Ambiguitas Peran dan Kepuasan Kerja terhadap Kinerja Karyawan pada Bank 9 Jambi Cabang Muara Bulian. Eksis: *Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(2), 99. <https://doi.org/10.33087/eksis.v10i2.169>
- Wondiwoy, J. D., Lengkong, V. P., & Saerang, R. T. (2022). Pengaruh Ambiguitas Peran, Konflik Peran dan Keseusiaan Penempatan Kerja terhadap Kinerja Karyawan (Studi Kasus Pada PT. Pertamina RU VII Kasim Sorong Papua Barat). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(1), 675-685.
- Wulandari, R. (2019). Pengaruh komitmen organisasi dan ambiguitas peran terhadap kinerja auditor dengan motivasi sebagai variabel moderasi. *Jom FEKON*, 1-14. <https://doi.org/10.24176/bmaj.v1i1.2649>
- Zulfiah, O., & Akbar, M. (2022). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan PT. Shopee International Indonesia Jakarta Selatan. *JAMBIS: Jurnal Administrasi Bisnis*, 2(3), 412-423