





Relationship with supervisor and role clarity on employee performance moderated by achievement motivation

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ABSTRACT

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This study aims to explore the link between supervisors and role clarity toward employee performance, with achievement motivation serving as a moderating variable. The study was conducted at PT Kayu Lapis Asli Murni, a company in the plywood processing sector. A quantitative methodology was employed, and primary data were collected through questionnaires administered to 177 technical employees. The data analysis method used in this study employs Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results indicate that a strong relationship with supervisors, combined with role clarity, fosters optimal employee performance. Conversely, achievement motivation does not moderate the relationship between supervisors and employee performance; however, it can moderate the causal link between role clarity and employee performance. Role clarity provided by supervisors can significantly enhance employee performance by helping employees understand the expectations and responsibilities they must fulfill. This positive impact is further amplified when employees possess high achievement motivation, as they are more inclined to utilize this clarity to achieve optimal work results. The study's results enhance both the theoretical understanding and practical implications of organizational behavior by showing that the relationship between supervisor support and role clarity in employee performance is influenced by achievement motivation. This finding underscores the importance of integrating contextual and personal factors into performance models. Additionally, the results support motivation and leadership theories by introducing moderating elements that amplify the effects of situational variables on work outcomes.

Contribution/Originality: The study that links the supervisor's role and role clarity to employee performance, with achievement motivation as a moderating variable, makes an original contribution to the field of organizations. It reveals how leadership and structural role factors can significantly impact performance when influenced by an individual's intrinsic drive for achievement.

1. INTRODUCTION

Since March 2020, Indonesia's development and growth have slowed due to the impact of the COVID-19 pandemic, significantly affecting both large companies and micro, small, and medium enterprises (MSMEs). During this challenging period, which severely weakened the economy, entrepreneurs had to devise strategies to sustain and enhance their companies' performance. According to Prawoto, Purnomo, and Zahra (2020), COVID-19 has significantly impacted social and economic mobility, especially in sectors such as recreation, daily necessities, pharmacies, grocery stores, transit stations, workplaces, and other essential areas. These sectors are closely linked to community mobility. The restricted mobility of the community significantly impacts the production sector, leading

to a decrease in average income for both companies and the community. [Nicola et al. \(2020\)](#) argue that the limited mobility of individuals, both globally and domestically, contributes to a decline in purchasing power and demand, particularly for tourism, entertainment, hospitality, and aviation activities. This, in turn, will undoubtedly affect the sustainable performance of companies.

PT Kayu Lapis Asli Murni is a company engaged in the manufacturing of export products, targeting markets in India, America, Japan, Korea, and Taiwan. Even during the pandemic, the company has continued to accept orders and manufacture products as usual. However, it has recently encountered various challenges, as countries receiving exports have implemented several regulations that may delay product delivery. These delays are largely due to the adoption of lockdowns in various nations, which have significantly impacted export and import activities. Lockdowns are necessary to reduce interpersonal contact and curb the spread of COVID-19 ([Oraby et al., 2021](#)). This situation has led to widespread consequences, including unemployment, social isolation, and restrictions on personal freedoms, all of which adversely affect the global economy ([Brodeur, Clark, Fleche, & Powdthavee, 2021](#); [Onyeaka, Anumudu, Al-Sharify, Egele-Godswill, & Mbaegbu, 2021](#)). Also, these challenges have impacted the cash flow of companies. In addition, a sense of unease has spread among employees due to frequent delays in salary payments. To address this situation, a company will need a skilled manager who can effectively communicate and foster positive relationships with employees. This will create a psychologically safe environment for employees, enhancing their performance while working at the company.

The aforementioned situation is considered an effort to improve employee performance ([Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022](#)). Performance reflects the achievement of program activities or policy implementations aimed at reaching the targets, objectives, vision, and mission of the workplace as outlined in the organization's strategic plan ([Muhariani, 2022](#)). It can be measured through the success standards established by the organization for its employees. Therefore, the goals and targets set by the organization must be clear in order to effectively assess the level of employee success ([Van Der Hoek, Groeneveld, & Kuipers, 2018](#)). A company that fosters satisfactory employee performance will directly influence its overall performance ([Siddiqui, 2014](#)). [Qalati, Zafar, Fan, Sánchez Limón, and Khaskheli \(2022\)](#) suggest that employee performance systematically affects productivity. Because employee performance contributes to productivity enhancement, it is a crucial aspect in determining a company's success. [Fahriana and Sopiah \(2022\)](#) argue that employee performance, assessed through work motivation, positively influences company performance by increasing productivity.

To maintain and enhance employee performance, the supervisor's role is critical in achieving organizational objectives. [Thornhill and Saunders \(1998\)](#) stated that supervisors play a crucial role in the selection, evaluation, development, and retention of their employees. The primary role of a supervisor is to ensure that a company completes its tasks as planned in order to achieve predetermined goals. Thus, effective leadership from supervisors is essential to provide guidance, instruction, and feedback to employees ([Scandura & Schriesheim, 1994](#)). Given the current pandemic situation, employees are in urgent need of attention and support from the company. Additionally, fostering a positive relationship with supervisors is regarded as an effective method for managing employee performance ([Loudoun, Biggs, Robertson, Townsend, & Troth, 2024](#)). [Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades \(2002\)](#) added that supervisors can be regarded as representatives of an organization.

Apart from supervisors, role clarity has been demonstrated to be an important attribute in influencing employee performance, especially during transitional periods ([Kundu, Kumar, & Lata, 2019](#)). A person's perceptions or beliefs regarding how to behave in specific conditions are referred to as role perception. To perform their jobs optimally and effectively, employees must clearly understand their roles within the organization. Role clarity delineates job procedures, objectives, criteria, and the consequences of each action related to employee tasks and responsibilities ([Gil-Garcia, Guler, Pardo, & Burke, 2019](#); [Manolache & Epuran, 2023](#)). Role clarity enables employees to carry out their work in a mentally healthy manner ([Cohen, 1980](#); [Zettna et al., 2025](#)). The lack of information regarding work goals and guidelines for optimal work behavior can lead to inefficient and misdirected efforts, resulting in task

completion that is not aligned with objectives and ultimately reducing job performance (Tubre & Collins, 2000). Rainey and Jung (2010) noted that the absence of specific outputs can create ambiguity, confusion, and a lack of direction for subordinate divisions. This, of course, will affect employee performance. Parker, Johnson, Collins, and Nguyen (2013) explained that when individuals have a clear understanding of their job tasks, they can allocate their resources more efficiently, thereby maximizing the use of available institutional support.

On the other hand, achievement motivation is a crucial factor influencing employee performance during the COVID-19 pandemic. Matsuri et al. (2023) found that achievement motivation is an individual's effort to maintain their maximum ability and competence in overcoming challenges and achieving success in competitive environments. Achievement motivation pertains to performance on tasks that adhere to standards of excellence (Nicholls, 1984). Employee motivation is essential for companies, as every business requires physical, financial, and human resources to achieve its objectives (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Aspects such as motivation function in enhancing the productivity of the workforce. Ndudi, Kifordu, and Egede (2023) explain that employee motivation is often influenced by external stimuli. For example, when leaders actively provide encouragement and support, employees are more likely to feel motivated to increase their productivity.

The motivation for this study is to investigate the relationship between supervisors and role clarity in relation to employee performance, with achievement motivation serving as a moderating variable. The contribution of the current study draws academic attention to the urgent need to understand employee performance and the strategies that influence it. Additionally, it can be beneficial for corporate organizations to identify relevant managerial strategies for navigating future uncertainties, including unforeseen events such as COVID-19. Companies should strive to retain employees during challenging circumstances. Therefore, a harmonious relationship between employees and the organization is a key factor that can enhance employee performance.

2. LITERATURE REVIEW

2.1. Employee Performance

Performance refers to the outcomes of a collective set of employee behaviors that contribute to the achievement of a company's objectives. Employee performance pertains to the results produced by employees concerning their roles and responsibilities, as well as the company's standards of excellence, within a specified period to achieve maximum productivity. Terminologically, work performance is defined as the value of employee behaviors related to their positive or negative contributions toward attaining a company's goals. This definition includes behaviors within the employee's control, excluding those behaviors irrelevant to job performance (Sypniewska, 2020). Vuong and Nguyen (2022) defined employee performance as the results achieved through the execution of duties and responsibilities, both individually and collectively, that contribute to the attainment of the company's goals, in both qualitative and quantitative terms. Organizations are closely tied to controlled performance metrics to achieve their goals. The performance levels of individuals, departments, and organizations are regulated by standards that delineate inadequate, satisfactory, or excellent results (Abubakar, Elrehail, Alatailat, & Elçi, 2019; Terracciano, 2017).

2.2. Relationship with Supervisors

Supervisors serve as representatives of the organization and are responsible for monitoring and evaluating employee performance, which is a key concern for the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). When organizational support is moderated by supervisors, employees are more likely to feel a sense of obligation to assume additional roles, such as assisting their colleagues within the same organization (Kalidass & Bahron, 2015). Supervisors tend to play a more significant role than other employees, as their primary function is to oversee staff performance. This includes providing informal feedback on job performance and determining compensation (Shanock & Eisenberger, 2006). Besides, Kottke and Sharafinski (1988) stated that employee perception of the support provided by supervisors is defined as the overall view of employees regarding the extent to which

supervisors value employee participation and care about their health, interests, and well-being. Zheng, Diaz, Jing, and Chiaburu (2015) described that supervisors evaluate employee performance using a list of positive and negative work behaviors. Therefore, supervisors should be familiar with evaluation techniques and understand how to avoid issues related to their judgment (Hallo & Nguyen, 2022).

Some papers discussing organizational dynamics tend to emphasize the role of supervisors in promoting employee well-being and performance. According to the motivational approach, supervisors positively influence employee outcomes by enhancing their positive sentiments (De Carlo, Dal Corso, Carluccio, Colledani, & Falco, 2020). Ariani et al. (2025) demonstrated a positive correlation between leadership style and the work environment in relation to performance. Therefore, if this leadership style is implemented within the organization, it will enhance the quality of the work environment, leading to improved employee performance.

De Carlo et al. (2020) significantly focus on a concept known as perceived organizational support (POS), which refers to how employees feel valued by their organization and how they perceive the importance of their contributions to the company. POS is understood as the belief among employees that the organization is not solely profit-driven but also genuinely cares about and appreciates their commitment to the organization's growth (Kurtessis et al., 2017). Loudoun et al. (2024) further state that an employee's POS is significantly influenced by their connection with their supervisor. Consequently, this leads employees to form personal judgments based on their perceptions of their current role within the organization.

Leader-Member Exchange Theory, developed by Dansereau, Graen, and Haga (1975), is a topic comparable to POS. This idea delves deeply into the interactions between a boss and a subordinate. Deluga (1998) asserts that when the quality of communication between a supervisor and their subordinate is poor, it is likely to result in lower levels of support. Similarly, when there are strong characteristics in the supervisor-subordinate relationship, substantial levels of support are likely to ensue.

Raza, Moueed, and Ali (2018) emphasized that managerial coaching is a method through which supervisors can focus on the achievements of their subordinates. According to this resource, when a subordinate has a negative relationship with a supervisor or feels mistreated, their job performance is likely to suffer. Similarly, the establishment of partnerships is closely related to these interpersonal dynamics (Cabral-Cardoso & Santos, 2025). An employee is more likely to be productive and enjoy their work if they maintain open lines of communication with their supervisor. This type of communication fosters an emotional connection to a specific aspect of the organization.

2.3. Role Clarity

A role is a driving force in the structure and performance of a group (Bray & Brawley, 2002). Role clarity refers to the accessibility of information necessary for employees to perform their tasks effectively, as provided by the company. The quality of this information should be such that employees can easily comprehend and utilize it (Mukherjee & Malhotra, 2006). Furthermore, role clarity ensures that individual workers can receive and comprehend the information necessary to complete their tasks (Kelly & Hise, 1980). Employees tend to perform better when they understand what is expected of them in their work. It is essential for employers to clearly define their employees' roles and responsibilities, including the key components of each position, the criteria for assessment, and how successfully fulfilling these tasks will contribute to the organization's goals and achievements (Thangavelu & Sudhahar, 2017).

Nandal and Krishnan (2000) emphasize the role of acting as a barrier between individuals and organizations that represent hopes and desires. Role theory defines role clarity as the extent to which essential information regarding how an employee is expected to perform their work is communicated. Essentially, role clarity has implications for job satisfaction, which, in turn, enhances employees' attitudes toward their responsibilities and obligations (Diala & Nemani, 2011; Rizzo, House, & Lirtzman, 1970). The role theory posits that an employee can behave appropriately and avoid causing role conflict with colleagues. Role conflict can lead to various negative emotions, such as stress and

dissatisfaction, which may diminish their effectiveness. Moreover, role conflict can violate two fundamental principles, potentially resulting in decreased employee satisfaction and performance effectiveness (Rizzo et al., 1970). Kwiotkowska and Gębczyńska (2022) state that the organizational structure and job often have ambiguous boundaries. They identify role clarity, continuous change, and a diverse workforce as the primary factors contributing to workplace complexity, as reported by experienced employees. In contrast, in less experienced organizations, role clarity and autocratic leadership are cited as the main contributors to workplace complexities. Smollan and Mooney (2024) revealed that work standards reflect employee expectations regarding performance achievement. These standards must be clearly defined to ensure that employees fully understand what the company expects of them.

Azarpira, Yaghobi, Forghani, and Soleimani (2013); Bray and Brawley (2002); Punia (2011) and Rajaeipour and Bahrami (2008) demonstrate that employee role clarity can enhance consistency in work performance, foster psychological empowerment, and improve overall performance. Although a strong vision is associated with increased team performance, Lynn and Kalay (2015) found that role clarity did not have a significant correlation with team performance.

2.4. Achievement Motivation

Nicholls (1984) explained that achievement motivation is strongly correlated with performance evaluated against standards of excellence. Achievement motivation refers to the drive that influences employee performance in completing their tasks according to these established standards. Most research on work motivation related to psychological and educational development has concentrated on achievement motivation (Wigfield et al., 2002). Li and Phakdeephrot (2022) found that achievement motivation refers to an individual's effort to maximize their abilities and competence in overcoming challenges and attaining success. Achievement motivation is examined based on its influence on performance according to standards of excellence (Story, Hart, Stasson, & Mahoney, 2009).

In general, achievement motivation refers to the social incentive to attain something valuable, driven by a desire for excellence based on individual performance (Sarangi, 2015). This form of motivation embodies a strong desire to pursue success and perfection. Achievement motivation can be defined as an individual's aspiration to perform an activity or task to the best of their ability in order to achieve commendable success. Additionally, Legiman and Widayati (2024) argue that achievement motivation is a driving that can inspire employees to reach their full potential. Achievement motivation can be defined as the drive that develops within an individual as a result of interactions with their environment. These characteristics subsequently inspire individuals to enhance their performance and fulfill obligations.

Herzberg's theory develops two motivational perspectives: namely motivators and hygiene factors (Alrawahi, Sellgren, Altouby, Alwahaibi, & Brommels, 2020). Motivator elements are variables that enhance employee productivity and satisfaction. These variables are linked to the amount of employment. While the absence of hygiene elements can lead to employee dissatisfaction, their presence does not automatically motivate employees. However, when these factors are adequately addressed, they can create an environment where employees feel comfortable and valued by their employers, ultimately encouraging them to work harder and perform their duties with greater diligence. Employees require encouragement and achievement motivation in their work to produce high-quality results, which in turn positively impacts morale and enhances productivity. Gorda, Lestari, and Budhi (2016) identified that achievement motivation significantly influences employee performance. The publication by Ogunleye and Osekita (2016) concluded that motivational variables significantly influence employee performance. Tanjung and Musa (2021) revealed that achievement motivation has a positive relationship with the performance of marketing personnel. Based on this premise, the research hypothesis is as follows:

Hypothesis 1: The relationship with supervisors affects employee performance.

Hypothesis 2: Role clarity affects employee performance.

Hypothesis 3: Achievement motivation affects employee performance.

Hypothesis 4: The relationship with supervisors affects employee performance, moderated by achievement motivation.

Hypothesis 5: Role clarity affects employee performance, moderated by achievement motivation.

3. MATERIALS AND METHODS

3.1. Data and Instruments

This study employed explanatory research to investigate the causal relationship between supervisors and role clarity concerning employee performance, with achievement motivation serving as a moderating variable. The research subjects consisted of 177 employees from the engineering department at PT Kayu Lapis Asli Murni. Historically, this company has been involved in the exploitation and processing of plywood, operating in Samarinda City. The data source analyzed in this study consisted of primary data collected by distributing questionnaires to respondents. The items in the questionnaires were measured using a Likert scale, with scores ranging from one to five (i.e., 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree).

3.2. Analytical Approach

This study adopted a Structural Equation Modeling (SEM) technique utilizing Partial Least Squares (PLS). PLS primarily analyzes latent variables, their indicators, and measurement errors directly. Structural equations in SEM are formulated to represent the causal relationships between various constructs (Christ, Lee, Lam, & Zheng, 2014; Hair et al., 2021). Salazar-Aramayo, Rodrigues-da-Silveira, Rodrigues-de-Almeida, and Neuma de Castro-Dantas (2013) explain that the steps involved in SEM using PLS are as follows: (1) design of the structural model (inner model); (2) design of the measurement model (outer model); (3) path diagram; (4) conversion of the path diagram into a system of equations; (5) estimation of weights, path coefficients, and loadings; (6) evaluation of goodness of fit (GoF); and (7) hypothesis testing and resampling.

3.3. Variables

Conceptually, four variables are examined along two paths. The first path investigates the direct influence of the relationship with supervisors, role clarity, and achievement motivation on employee performance. Here, the relationship with supervisors, role clarity, and achievement motivation serve as exogenous variables, while employee performance is the endogenous variable. The second path explores the indirect effect of the relationship with supervisors and role clarity on employee performance through achievement motivation. Explicitly, in the second path, the relationship with supervisors and role clarity continue to function as exogenous variables, and employee performance remains the endogenous variable; however, achievement motivation acts as a moderating variable.

The four variables mentioned above consist of twenty-eight indicators, each encompassing a different number of indicators. The relationship with the supervisor is constructed by nine indicators, which include: (1) technical ability, (2) confidence and trust, (3) supervisor responsiveness in handling employees, (4) openness to discussing problems, (5) exploration of specific reasons, (6) supervisor attentiveness to employee issues, (7) guidance provided by the supervisor in executing tasks, (8) inclusive leadership practices, and (9) communication and work atmosphere. Role clarity is evaluated using four indicators: (1) measurable performance targets, (2) alignment of work expectations, (3) work plans and objectives, and (4) a sense of accountability. Achievement motivation comprises five indicators: (1) enjoyment in overcoming challenges, (2) commitment to self-development, (3) proficiency in problem-solving, (4) assessment of work performance, and (5) ability to manage stress. Employee performance is assessed using ten indicators: (1) commitment to work, (2) adherence to job descriptions, (3) seriousness and reputation, (4) meeting expectations, (5) empathy and caring attitudes, (6) readiness to collaborate, (7) working towards team success, (8) dedication and proactivity, (9) professionalism and respect for company procedures, and (10) maintaining security and preventing losses. The variables reviewed were adapted from the works of Ariani (2015); Burhanuddin (2022); Gopalakrishnan and Abu (2024); Hassan (2013) and Loudoun et al. (2024);.

3.4. Demographics of Respondents

Of all the respondents, 94.4% were male and 5.6% were female. The majority of respondents, accounting for 39%, were aged between 40 and 50 years. Additionally, 94.4% of the respondents graduated from senior high school (SMA) or vocational high school (SMK). Furthermore, 39.5% of the respondents have worked in the company for 20 to 30 years. Finally, 91% of the total respondents are married.

4. RESULTS

4.1. Evaluation of Outer Model

Validity and reliability tests were conducted to assess latent variables, ensuring that the factor loading values exceeded 0.5, the average variance extracted (AVE) values surpassed 0.5, and the composite reliability was greater than 0.7 (Hidayati, Ilmi, & Kasuma, 2022). The indicators employed to measure each of these variables are presented in Table 1. This study employed four variables as indicators: relationship with supervisor (X1), which included nine indicators; role clarity (X2), which comprised four indicators; job performance (Y), which consisted of ten indicators; and achievement motivation (Z), which included five indicators. The indicators were deemed valid and suitable for subsequent analysis if the loading factor exceeded 0.5 and/or the t-statistic was greater than 1.96. One of the job performance indicators (Y8) had a value of 0.382 (<0.5), rendering it unsuitable for further analysis. The findings of the initial analysis were presented in the following structural equation (see Figure 1).

Table 1. Convergent validity of factor loadings.

Variables	Indicators	Loading factor 1	t-value	Loading factor 2	t-value
Relationship with supervisor (X1)	My supervisor has good technical skills (X1.1).	0.640	10.891	0.640	11.098
	I have faith and trust in my direct supervisor (X1.2).	0.848	29.846	0.849	31.832
	My supervisor handled the underperforming employees well (X1.3).	0.707	10.885	0.707	11.586
	I feel free to discuss the problems I face with my supervisor (X1.4).	0.789	17.820	0.789	16.967
	My supervisor discusses the specific reasons underlying my performance evaluation (X1.5).	0.670	10.301	0.669	9.907
	When I have to take time off or change my work schedule due to family problems, my supervisor is able to understand me (X1.6).	0.758	15.257	0.758	16.293
	Guidance from my supervisor helps me carry out a better job (X1.7).	0.823	22.618	0.823	22.357
	My supervisor gets along well with his or her subordinates (X1.8).	0.817	22.189	0.818	22.302
	My supervisor and I share the same opinion on the definition of good job performance (X1.9).	0.832	25.124	0.832	26.068
Role clarity (X2)	My performance targets are clear and unambiguous (X2.1).	0.794	20.981	0.794	21.087
	I understand clearly what kind of outcome is expected from me (X2.2).	0.867	27.033	0.867	25.558
	There is a clear plan and purpose for my job (X2.3).	0.848	21.259	0.848	20.061
	I know what is expected of me at work (X2.4)	0.842	25.776	0.842	25.916
Job performance (Y)	I completed the assigned job well (Y1).	0.753	17.096	0.755	13.952
	I fulfill my responsibilities as described in the job description (Y2).	0.815	23.473	0.823	24.133

Variables	Indicators	Loading factor 1	t-value	Loading factor 2	t-value
	I am doing what is expected of me for my job (Y3).	0.778	22.939	0.785	15.540
	I qualify the formal job performance requirements (Y4).	0.746	15.884	0.746	11.600
	I am willing to help others whose workload is excessive (Y5).	0.673	12.222	0.671	10.265
	I assist the supervisor even if not asked (Y6).	0.754	10.475	0.745	16.367
	I am willing to listen to other employees who have problems (Y7).	0.651	17.312	0.649	9.919
	I come to work more often than required (Y8).	0.382	9.638	-	-
	I ask for advance permission when I am unable to come to work (Y9).	0.693	5.660	0.700	9.912
	I try to protect the property of the organization (company) (Y10).	0.799	9.031	0.802	23.016
Achievement motivation (Z)	I enjoy challenging and difficult jobs (Z1).	0.795	23.553	0.793	22.293
	I try my best to accomplish certain achievements (targets) (Z2).	0.794	15.633	0.797	15.782
	I look for new ways to deal with any difficulties that I face (Z3).	0.806	22.729	0.808	24.805
	I want to find out how well I am doing my job and using the feedback given to me (Z4).	0.552	6.026	0.550	5.385
	I have the ability to work under pressure and meet deadlines (Z5).	0.605	8.988	0.600	8.779

Source: Tabulation of interview data.

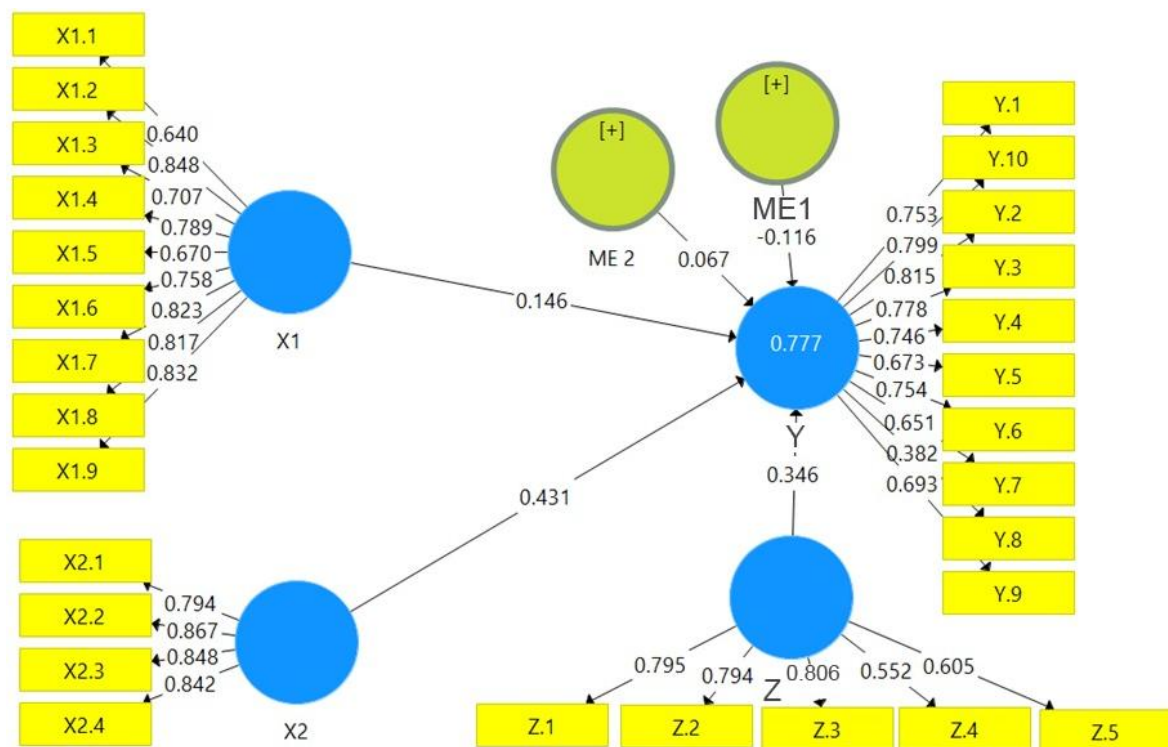


Figure 1. Outer loading stage I.

One of the indicators in the job performance indicators (Y8) had a value of less than 0.5 (0.382), necessitating modification for further analysis. The data has been adjusted, as illustrated in Figure 2, where each variable now exhibits loading values exceeding 0.5. The outer model can be measured using convergent validity and AVE. The average value of AVE should exceed 0.5, while the composite reliability should be greater than 0.7 (see Table 2).

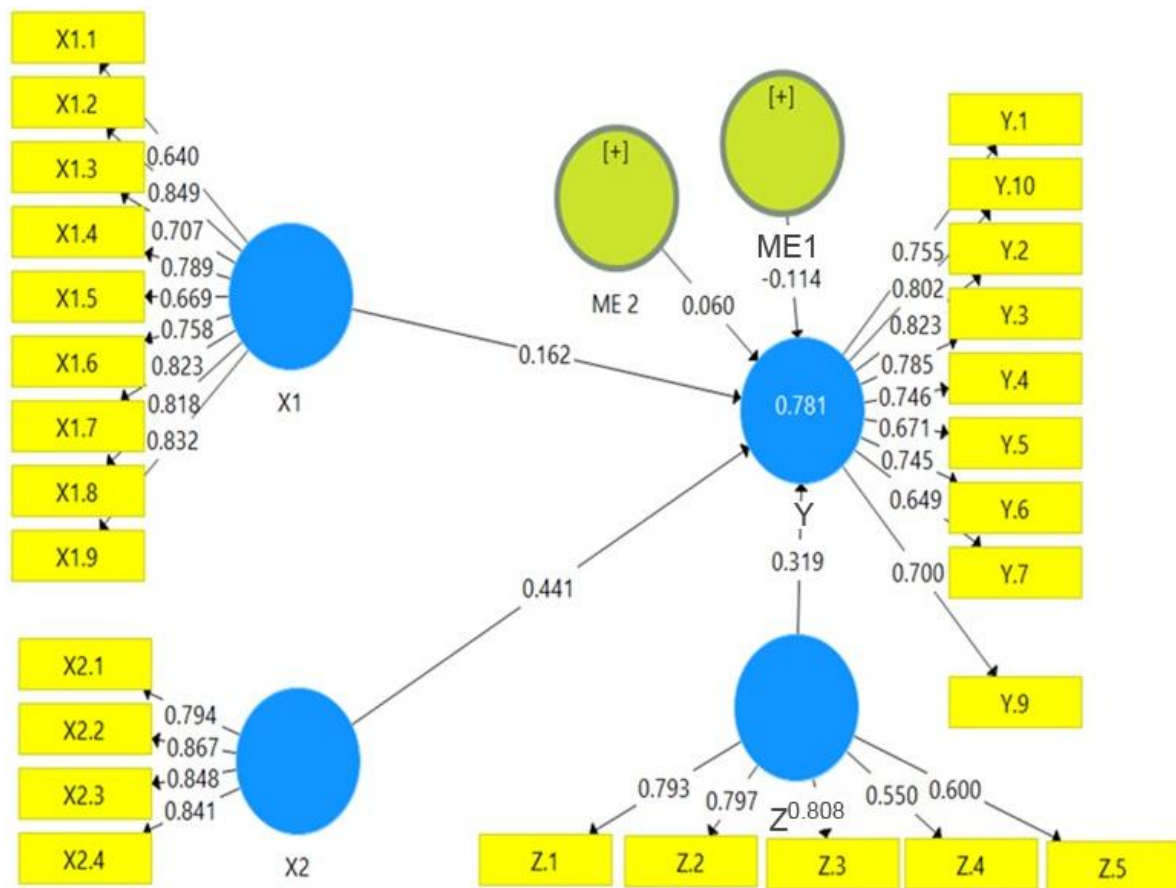


Figure 2. Outer loading stage II.

From Table 2, the AVE and composite reliability values for each variable exceeded 0.5 and 0.7, respectively. This indicates that all criteria of the outer model in this study, including convergent validity, AVE, and composite reliability, have satisfied the requirements for further analysis (see Table 2).

Table 2. AVE and composite reliability

Variables	AVE	Composite reliability
Relationship with supervisors	0.590	0.952
Role clarity	0.702	0.904
Job performance	0.553	0.917
Motivation	0.516	0.839

4.2. Inner Model

The R-squared values for each latent variable obtained from PLS analysis were used to evaluate the model. The R-squared value was 0.758, indicating that the variables accounted for 75.8% of the variance in performance. This result suggests that both internal and external job satisfaction contribute significantly to performance, together accounting for 75.8%. The model is considered to be good based on the R-squared value. Confounding factors outside the proposed model account for 0.242, or 24.2%.

Hypothesis testing revealed that the t-statistics for the first, second, and third hypotheses exceeded 1.96, with p-values less than 0.05. This indicates that these hypotheses have significant positive effects. In contrast, the original sample value for the fourth hypothesis was -0.114 , accompanied by an insignificant p-value of 0.096. This result suggests that achievement motivation does not mediate the linkage between supervisor and employee performance.

Table 3. Hypothesis testing.

Hypothesis	Original sample	T-statistics	P-value	Remarks
H1	0.162	2.761	0.006	Significant effect
H2	0.441	6.557	0.000	Significant effect
H3	0.319	4.409	0.000	Significant effect
H4	-0.114	1.667	0.096	Not moderating
H5	0.060	1.035	0.301	Predictive moderating

Hypothesis testing for the fifth hypothesis showed that the original sample value was 0.06, accompanied by an insignificant p-value of 0.301 (see Table 3). This hypothesis examined the relationship between role clarity and performance, moderated by achievement motivation. The results of the hypothesis testing indicated that achievement motivation functioned as a moderator within the predictive moderating category.

5. DISCUSSION

5.1. The Effect of Relationship with Supervisors on Performance

A positive relationship with a supervisor contributes to a supportive organizational climate. Organizational climate can serve as a valuable management tool, offering insights into employee motivation and organization. The current findings indicate that a strong relationship with a supervisor has a significantly positive effect on employee performance. This suggests that a good rapport with a supervisor may foster performance improvement. The indicators that exerted a dominant influence were employees' belief in and trust of their supervisors. The results of this study support the work of Bhat and Bashir (2016), which demonstrated that organizational climate significantly influences teacher performance. This finding aligns with the conclusions drawn by Suandi, Ismail, and Othman (2014) who reported similar conclusion.

The better the organizational climate, the greater the organizational performance. The relationship between employees and supervisors is a key component of the organizational climate. A positive relationship between employees and supervisors facilitates the execution of operational tasks, which in turn enhances employee satisfaction and performance.

A positive relationship between supervisors and employees is characterized by the trust employees place in their supervisors regarding technical skills, support for subordinates, and the ability to address employee issues while motivating them to improve performance. Additionally, effective supervisors are capable of guiding employees and understanding their aspirations (Ting, 1996). Poor communication quality between a supervisor and their subordinate often leads to diminished levels of support (Deluga, 1998). Conversely, a strong supervisor-subordinate relationship is likely to foster increased support.

Managerial coaching is defined as a strategy that enables supervisors to focus on the achievements of their subordinates (Raza et al., 2018; Zhao, Kessel, & Kratzer, 2014). According to this research, when a subordinate has a negative relationship with their supervisor or feels mistreated at work, their performance tends to decline. Similar to managerial coaching, the development of partnerships is intrinsically connected to these interactions (Valerius, 1998). In principle, performance productivity stems from open communication channels between employees and their superiors in the workplace. Emotional connections within specific segments foster loyalty to work (Mostafa & Kasamani, 2021).

The impact of the relationship with a supervisor on employee performance is believed to be more positive when employees have high achievement motivation. However, the results of this study indicate that achievement motivation did not mediate the correlation between the relationship with supervisors and employee performance. This suggests that employees have a high level of trust in their supervisors, which may lead to optimal work outcomes.

5.2. The Effect of Role Clarity on Performance

A recent study found that role clarity significantly positively affects employee performance; in other words, role clarity encourages employees to enhance their performance. The primary indicator influencing this outcome was the employees' understanding of their boss's expectations. This indicates that effective communication exists between the boss and subordinates.

Role clarity refers to employees' understanding of their responsibilities and the processes within the workplace, including both their own roles and those of their colleagues. Ambiguity in employee roles can lead to stress and confusion; therefore, establishing role clarity is essential for achieving optimal productivity. [Bandura \(1997\)](#) hypothesized that a higher level of role clarity is associated with improved performance effectiveness. However, individuals with varying role perceptions may experience different outcomes.

Unfortunately, role clarity in small businesses is often overlooked or poorly defined. [Jackson and Schuler \(1985\)](#) noted that the organizational environment is the primary determinant of ambiguity in employees' roles. This ambiguity can be mitigated when the organization adopts formal rules and procedures, ensuring that tasks are well-structured, adequate feedback is provided, effective teamwork is encouraged, and supervisors clearly communicate their expectations to employees. The findings of this study support [\(Brault et al., 2014\)](#), who stated that a lack of role clarity can create various obstacles to the successful implementation of health policies.

Roles act as a bridge between individuals and organizations, articulating the expectations of both parties [\(Nandal & Krishnan, 2000\)](#). Role clarity assesses the effectiveness of the information provided regarding how employees are expected to fulfill their job responsibilities [\(Hassan, 2013\)](#). Enhanced role clarity contributes to increased job satisfaction, which in turn positively influences attitudes toward one's tasks and responsibilities [\(Diala & Nemani, 2011\)](#). Clarifying employee roles has been shown to promote consistency and improve perceptions of job performance [\(Ángeles López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2022\)](#). Although a clear vision can enhance team performance, [Lynn and Kalay \(2015\)](#) observed that role clarity had minimal impact on team effectiveness.

Role clarity offers a clear understanding of employee responsibilities. Moreover, it is believed that role clarity enhances employee performance, particularly for individuals with high achievement motivation. This study identified that achievement motivation can mediate the relationship between role clarity and employee performance within the framework of predictive moderation. Ultimately, it can be concluded that motivation has the potential to strengthen the connection between supervisor support and employee performance, although the result was not statistically significant. This illustrates that role clarity alone may not be sufficient to drive optimal employee performance.

5.3. The Effect of Achievement Motivation on Performance

The analysis indicates that motivation has a positive and significant effect on employee performance. This suggests that achievement motivation can enhance performance. The most influential factor is that employees are aware of their performance levels and use this information as feedback for self-improvement.

Motivational components are characteristics that promote employee productivity and satisfaction. These variables are closely related to the level of employment. While hygiene aspects can lead to dissatisfaction if absent, they do not necessarily motivate employees when present. The presence of these attributes encourages employees to work diligently, fostering a sense of comfort and care from their employers. To generate high-quality and high-quantity work, employees require a boost in achievement, which positively influences their morale and enhances their performance. According to [Nicholls \(1984\)](#), achievement motivation is strongly linked to performance as assessed by excellence criteria. [Bandhu et al. \(2024\)](#) explain that achievement motivation reflects an individual's effort to maximize their talents and competencies in overcoming obstacles and attaining success. Achievement motivation is examined through its impact on performance in accordance with excellence criteria [\(Witte, Spinath, & Ziegler, 2024\)](#).

Achievement motivation is a societal incentive to engage in meaningful or noteworthy activities with precision and excellence, ultimately striving for a high standard in one's endeavors [\(Schüler & Wolff, 2020\)](#). [Manzoor \(2012\)](#)

defines achievement motivation as a force that can inspire employees to realize their full potential. This motivation can be characterized as a personal trait that develops through interactions with one's environment. These attributes compel individuals to enhance their performance when undertaking tasks or commitments.

Research conducted by Gorda et al. (2016) indicates that the variable of achievement motivation has a positive direct effect on employee performance. A study by Ogunleye and Osekita (2016) explored how various motivational variables influence employee performance. Makuya (2024) found that achievement motivation positively impacts the performance of finance and marketing staff.

6. CONCLUSION

This study primarily aims to examine the effects of the relationship with supervisors and role clarity on employee performance, with achievement motivation serving as a moderating variable among technical employees at a plywood company in Samarinda. The results indicate that a positive relationship with supervisors, combined with clear role clarity, is crucial for fostering optimal employee performance. Achievement motivation did not mediate the relationship between supervisor relationships and employee performance. Achievement motivation was found to mediate the relationship between role clarity and employee performance. Overall, the clearer the employee's role, the more it enhances employee performance when moderated by achievement motivation, although this effect is not statistically significant.

A limitation of the current study is the sample size. The participants interviewed were exclusively technical employees. Future research on companies within the plywood processing industry should aim to broaden the sample to include not only one specific division but also other departments for a more comprehensive analysis. Managerial improvements are recommended. Practical suggestions, such as the implementation of constructive managerial policies and enhanced clarity in supervisory roles, can significantly enhance employee performance. Additionally, fostering synergy in supervisory practices and clearly defining roles can optimize employee motivation and drive achievement. To improve employee performance, companies must strengthen superior-subordinate relationships by implementing communicative and empathetic leadership training. Furthermore, maintaining structured role clarity is essential, which can be achieved by regularly updating job descriptions and clearly communicating tasks. Finally, organizations should facilitate and support employee motivation for achievement through performance-based reward systems and career development programs that encourage the achievement of individual goals.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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