

Equal Employment Opportunity and Employee Performance: Examining the Moderating Effect of Motivation in PT Intidaya Dinamika Sejati

M. Ari Darmawan Syahputra¹, Alif Mirzania^{2*}, Diana Sulianti K. Tobing³,
Khanifatul Khusna⁴

^{1,2,3,4} Universitas Jember, Jalan Kalimantan No.37, Jember, Jawa Timur, Indonesia 68121.

200810201150@mail.unej.ac.id

alifmirzania.feb@unej.ac.id

diana.tobing@unej.ac.id

khanifatul.feb@unej.ac.id

ARTICLE INFO

Received: 26 May 2025

Received in revised:
18 June 2025

Accepted: 18 June 2025

Published: 30 June 2025

Open Access

ABSTRACT

Currently, the demands for companies in implementing Environmental, Social, and Governance (ESG) are quite massively echoed. Not only responsibility for the natural environment and transparency in business management, the availability of opportunities to occupy a certain position in the company is also one of the crucial issues in the implementation of ESG. Justice in the workplace is one of the big issues if it cannot be resolved properly. The application of EEO is expected by employees, especially in this case about fairness in engagement and job selection that suits the employee's abilities. The implementation of good principles of fairness in the workplace will certainly encourage employees to optimize their abilities and will have an impact on improving employee performance. In addition, the implementation of a good EEO will also increase motivation in employees and will later affect the improvement of employee performance. This study examines the role of motivation as a mediator variable in EEO variables on the performance of employees of PT Intidaya Dinamika Sejati. This research is a quantitative research which is included in the explanatory research category involving 185 respondents in the showcase division and for data analysis using Moderated Regression Analysis (MRA) technique. The results of the study were obtained that motivation plays a role as a variable that strengthens the influence between EEO and employee performance. Companies that are able to apply EEO principles will make employees more motivated to complete their tasks and will strive to achieve their performance at the optimal level.

Keywords: EEO, ESG, Employee Performance, Motivation, Steel Company.

1. Introduction

A company in carrying out its business operational processes must be able to maintain equality for all its employees, both in terms of gender and social status. At this time, the demands for companies in implementing Environmental, Social, and Governance (ESG) are quite massively echoed. Not only responsibility for the natural environment and transparency in business management, the availability of opportunities to occupy a certain position in the company is also one of the crucial issues in the implementation of ESG. The issue related to social inequality in giving all employees the opportunity to obtain a position in an organization is called equal employee opportunity (EEO).

EEO is a movement that started in the mid-90s by bringing equality for all people to get a position in the midst of the diversity of social status of the community. The EEO refers to the principle that every individual has the same right to fair treatment in terms of employment (William & Colle in Masrurah, et al, 2023). EEO, according to Ateeq (2023), refers to a high level of competence among workers in society regardless of the limitations of existing resources. This means that every individual has the same opportunity to compete in achieving a position in a company without discrimination in terms of economic, social, and environmental aspects. This aims to help the company create a fair and inclusive environment for all its employees.

The existence of equal opportunities owned by employees to occupy certain positions in a company can create a good effect in improving the performance of both the company and employees. The company will be able to perform well because of the good performance support provided by its employees. Giving employees equal opportunities in career development and occupying a position will have a significant

* Corresponding author

E-mail addresses: alifmirzania.feb@unej.ac.id (Alif Mirzania)

2776-8139/ © 2025 P3M Politeknik Negeri Bengkalis. All rights reserved.

impact on the organization. Employees who feel recognized will consciously give their best performance for the good of the company. When employees are treated well and have equal opportunities to grow, employees are more likely to feel committed to the company (Bagchi et al, 2023).

An inclusive work environment that provides opportunities for all employees to develop will also have an impact on increasing employee motivation. With a fair and supportive work environment, employees will feel motivated to give their best in their jobs (Bagchi et al, 2023). Motivation tends to arise in employees and as an effort to encourage individuals to use their abilities and potentials optimally in achieving predetermined targets (Tarmizi & Hutasuht, 2021). Therefore, motivation is considered to be able to encourage employees to work optimally.

PT Intidaya Dinamika Sejati is a company engaged in the steel industry whose products are not only for domestic needs, but also exported abroad. In its operational activities, PT Intidaya Dinamika Sejati completes each project based on existing orders. Each project will be completed by work teams that have been designed by the management of PT Intidaya Dinamika Sejati. The process of determining team members often occurs inequality. Not all employees have the same treatment, especially when it comes to being a team leader. The team leader is selected based on the length of time worked in the company. The criteria were chosen because they have more high working hours and have understood the company's organizational culture and put aside the level of education of employees. Often employees who have lower education but have a longer working duration are not priority employees to become project team leaders. In fact, the work ethic of employees who have higher education can be better than employees who have lower education even though they have longer work experience at PT Intidaya. In addition, employees also do not get the opportunity to be able to choose which jobs or projects can be done, even though they have special expertise in certain project fields. The selection of team members is carried out by the management on the principle of equity. This shows the weak implementation of EEO at PT Intidaya Dinamika Sejati.

Based on the results of research conducted by Masrurroh et al (2023) and Rizky and Zahro (2023), it was found that EEO that can be done well in a company will have an impact on employee performance. Findings from research conducted by Yudiatmaja (2020) found a positive relationship between the implementation of EEO in government institutions and the performance of services carried out by ASN. This shows that the existence of equal opportunities in working in organizations makes employees able to improve their best performance. This is also inseparable from the increased motivation of each employee for equal opportunities given in carrying out their work. Based on this phenomenon, this study focuses on analyzing the role of employee motivation as a moderator in EEO relationships and employee performance at PT Intidaya Dinamika Sejati..

2. Literature Review

Equal Employment Opportunity (EEO)

Every employee in every organization really wants the same opportunity to carry out their work. Equality in this opportunity is expected to be able to develop the skills possessed by each employee in the organization (Bagchi et al, 2023). Equal Employment Opportunity (EEO) is that all employees are treated fairly in various employment decisions ranging from the hiring process, promotions, determination of compensation amounts, to termination of employment (Nuraini and Lastanti, 2024). According to Bangun in Masrurroh et al (2023), EEO is an action taken by an employer for providing equal opportunities and treatment in all aspects related to work. Based on this understanding, it can be concluded that EEO is a principle of equal treatment for all employees in an organization regardless of differences in race, religion, skin color, etc.

The principle embraced in EEO is fair chance for everyone at work. Not necessarily everyone has the same abilities, the same qualifications, the same qualifications and the same experience. However, it gives every employee an equal opportunity to get justice. Which is suitable. In this study, indicators were used to measure EEO sourced from Bangun (in Yusniaulia and Sary, 2023), which consisted of: Objective is employee performance appraisal is carried out objectively by the authorized party; Fair is workers who contribute more to their work should be compensated accordingly; and Care is paying attention to the safety and health of each employee to increase work effectiveness.

Motivation

Motivation is a factor in arousing employee morale and performance. Motivation is the absorption of the word movere which is interpreted as an encouragement or driving force that can create a person's work enthusiasm to be able to work effectively, cooperate and be integrated with all efforts to achieve satisfaction (Hasibuan in Qomariah, 2020). Motivation, according to Robbins and Judge (2017), is a process that explains a person's strength, direction, and perseverance in an effort to achieve the desired goals.

The existence of equality for all employees in carrying out work will increase employees' self-motivation to be able to contribute better in every work done. Good work motivation will encourage employees to increase discipline in complying with all organizational rules, collaborating with each other in completing work, and being more responsible for the work done. The indicators to measure employee self-motivation in this study refer to the motivation theory developed by Luthans (in Avitya and Yunianto, 2024) as follows:

Need for achievement (nAch) is the need for achievement drives a person to achieve if the target state is clear and likely to be achieved; Need for power (nPow) is a person's desire to have influence and control over others. A person will tend to have high responsibility and try to influence others and be passionate if they are in a competitive situation; and the last Need for affiliation (nAff) is the need to obtain good social relationships. This need will encourage a person to work together with other colleagues and support each other to achieve common goals.

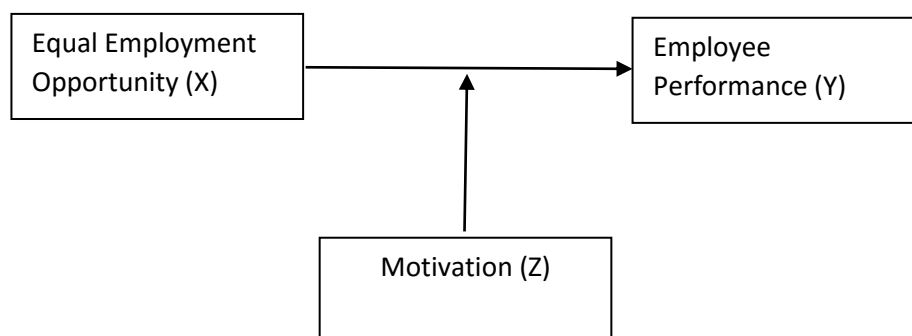
Employee Performance

Employee performance is one of the things that is beneficial for the company that can help the company achieve the set goals. According to Mangkunegara (in Tantiawandika and Suryalena, 2021) states that employee performance is the result of an employee's work which is measured in quality and quantity in accordance with his job responsibilities. Samsudin (2018) stated that employee performance is the level of success of employees in carrying out their duties and responsibilities. It can be concluded that performance is the result of the performance of employees in terms of quality and quantity in accordance with the tasks given to employees.

Employee performance appraisal is a company management policy to evaluate how well an employee performs his job. This performance appraisal can help companies in making decisions for employee development programs, promotions, and terminations. To measure the performance variables in this study, it was developed from a theory developed by Robbins and Judge (2017) using the following indicators: Quality is performance appraisal based on employee perception of the quality of work produced and the perfection of tasks based on employees' skills and abilities; Quantity is performance appraisal based on the number of units produced expressed in terms such as the number of units or the number of activity cycles completed; Punctuality is performance assessment based on the level of activity completed at the start of the specified time, as seen from the output as well as maximizing the time available for other activities; Effectiveness is the level of use of organizational resources (labor, money, technology, and raw materials) that is maximized with the aim of improving the results of each division; Independence is the level of an employee who will later be able to carry out his work functions according to work commitments and is a level where the employee has a work commitment with the agency and responsibilities to the company.

3. Research Method

This study is an explanatory research that examines the relationship between variables through hypothesis testing. This study uses a quantitative processing technique with the Moderated Regression Analysis (MRA) method to test the moderation relationship. MRA is regression technic which is used to analyze the regression between independent and dependent variables by involving the moderation variable as the intervening. In this research motivation, using as moderating variable, is a reinforcing or weakening variable of the relationship between EEO as independent variable and employee performance as dependent variable at PT Intidaya Dinamika Sejati. The selection of respondents in this study used population techniques as a sampling by focusing only on employees in the showcase section of PT Intidaya Dinamika Sejati. This method is used in relation to research phenomena that are found only in showcase division. The sample size involved in this study was 185 responden from employees in the showcase division. The research framework is presented in Picture 1.



Picture 1: Research Concept Framework

4. Result and Discussion

This study is a regression study with the addition of intervening variables that function as moderation. Before starting the regression analysis, this study first conducted a validity and reliability test of the research instrument used, namely the questionnaire used for data collection. Testing the validity of the research instrument using Pearson Product Moment correlation which used the comparison between r-count and r-table. The instrument will be said to be valid if the r-count value is greater than the r-table. The

r-table is selected by determining the value of the Degree of Freedom (sample size minus 2) at a certain level of significance. In this study, the significance level used was 5%. For reliability testing, a comparison of Cronbach's Alpha value with the specified significant level of 0.60 was used. If Cronbach's Alpha value is greater than the reliability standard, then every instrument in the equation is declared reliable. The results of the validity test are presented in Table 1 and reliability in Table 2.

Table 1. Instrument Validity Test Results

Variable	Item	r-count	r-table	Information
Equal Employment Opportunity (X)	X1	0,673	0,144	Valid
	X2	0,655	0,144	Valid
	X3	0,636	0,144	Valid
Motivation (Z)	Z1	0,873	0,144	Valid
	Z2	0,609	0,144	Valid
	Z3	0,784	0,144	Valid
	Z4	0,656	0,144	Valid
	Z5	0,580	0,144	Valid
	Z6	0,730	0,144	Valid
Employee Performance (Y)	Y1	0,723	0,144	Valid
	Y2	0,779	0,144	Valid
	Y3	0,749	0,144	Valid
	Y4	0,804	0,144	Valid
	Y5	0,784	0,144	Valid

Source: Data Processed (2025)

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard Reliability	Information
Equal Employment Opportunity (X)	0,686	0,60	Reliable
Motivation (Z)	0,725	0,60	Reliable
Employee Performance (Y)	0,632	0,60	Reliable

Source: Data Processed (2025)

The validity test is used to determine how accurate the statements in the questionnaire are to measure the research phenomenon. Based on the results of the instrument validity test in Table 1, the results of all statements used in this study are appropriate to measure the phenomenon that occurs at PT Intidaya Dinamika Sejati with all r-count are greater than r-table (r-count > r-table). So, the item of questioner in this research are valid. The Reliability Test is used to measure the reliability of the instrument which can be used as an indication of the results of the answers given consistently on all statement items. Based on the results of the reliability test in Table 2, the results of all statement items have a Cronbach's Alpha value of > 0.60, which means that the statements in the questionnaire used in this study are reliable and can guarantee that the results given are consistent.

After obtaining the results of the instrument test, the analysis of the multiple regression test with additional moderation was carried out. The results of this analysis test are presented in Table 3.

Table 3. Results of Regression and Moderation Analysis

Variable	Model 1 (Before Moderating)				Model 2 (After Moderating)			
	β	Std. error	t	sign	β	Std. error	t	Sign
Constanta	9,192				10,157			
EEO	0,358	0,0082	4,392	0,000	0,292	0,080	3,649	0,001
Motivation	0,149	0,060	2,483	0,016	0,158	0,057	2,791	0,007
EEO *								
Motivation					0,529	0,180	2,944	0,005
R ²		0,295				0,373		
ΔR^2						0,078		

Source: Data Processed (2025)

Based on the data in Table 3, it shows that EEO has a positive and significant influence on employee performance at PT Intidaya Dinamika Sejati ($\beta = 0.358$; $t = 4.392$; $p < 0.05$). The influence of EEO on the employee performance variable (R^2) was 29.5%. The results of this study are in line with the research that has been conducted previously by Yusniaulia and Sary in 2023. This proves that a company that is able to provide fair opportunities for employees can be a trigger for employees to explode their enthusiasm and produce their best performance.

The EEO is a policy that ensures that every employee has an equal opportunity to get a job, promotion, and facilities in the workplace without discrimination. A good implementation of this policy will create an inclusive work environment and have a positive impact on employee performance. Justice, which in this study focuses on the justice of involvement in work, is something that needs serious attention from PT Intidaya. Employees who get justice in their work and are given the opportunity to get involved in projects that match their skill set will feel valued and facilitated by the company. If the company is able to realize this policy, it will definitely get a good welcome from employees because employees will feel that they are

given the right place to develop their abilities. Honing their skills through appropriate jobs will have an impact on good performance as well as employees.

In addition, the results in Table 3 also show that motivation has succeeded as an intermediary factor as a moderating variable between EEO on employee performance at PT Intidaya ($\beta = 0.529$; $t = 2.944$; $p < 0.05$). The magnitude of the influence of EEO on employee performance with motivation as a moderator was 37.3%. The influence of (R^2) EEO on performance with motivation as a moderator has a greater value than the direct influence of EEO on the performance of PT Intidaya employees. This indicates that the research model with this moderation is stronger than its direct influence. Based on these results, it can be said that employee motivation is a factor that strengthens EEO in the performance of PT Intidaya Dinamika Sejati employees. The results of this study indicate that motivation is able to be a driver both internally and externally that can direct, arouse and also maintain positive behavior of employees in achieving company goals. The results of this study are in line with previous research conducted by Rizky and Zahro (2023).

Employee high motivation can amplify the positive impact of EEO on employee performance. When employees are treated fairly and have equal opportunities, especially in engagement during work and are given the opportunity to choose the desired project, employee motivation tends to increase. The existence of increased motivation will in turn encourage better employee performance and reach its optimal point. Conversely, if motivation levels are low due to a lack of fairness in the workplace, the positive impact of the EEO is less likely to be significant. In addition to the high level of motivation, the positive impact of the implementation of the EEO on employee performance will be very prominent. Employees who are highly motivated and feel they are in a fair work environment will tend to invest more energy and effort. They believe that their hard work will be recognized and rewarded objectively, without bias, thus encouraging them to achieve maximum performance. This is in line with Luthans' motivational theory, where employees believe that performance will result in commensurate rewards reinforced by a fair EEO environment, thus motivating greater effort.

Applying EEO principles, especially in terms of fairness and care for employees, will have the impact of encouraging employees to bring up the need for achievement that can be achieved. The desire and encouragement to be able to improve their achievements in the workplace will also have an impact on improving performance achievements optimally. Therefore, PT Intidaya must be able to provide a work environment that truly pays attention to and implements the principles of the EEO. Although the organization has confidently implemented EEO to its employees, if the organization is not able to be a source of motivation in employees (lack of appreciation from superiors, unharmonious working relationships with teammates, lack of opportunity to delegate tasks) the potential of EEO to improve employee performance is not fully realized. On the other hand, if employees are highly motivated and in a company environment that is able to implement EEO principles well, it is likely that employees will do their best to achieve optimal performance. Because employees know that every effort that has been made will be recognized fairly and each will get the opportunity to achieve the expected goals that in this research phenomenon are expected to become the chairman in the project carried out at PT Intidaya.

The results of this study indicate that the application of EEO principles (objective, fair, and care) in PT Intidaya Dinamika Sejati has an important role in improving employee performance. When employees feel that the company they work for upholds justice and equality in job opportunities, it will create a positive work environment and have an effect on improving employee performance. With fair employment opportunities, employees will also feel that they get the same opportunity to grow and get recognition for their contributions. In addition, fairness can also generate motivation for employees. The motivation that employees have to achieve something greater than what has been achieved today will encourage employees to improve performance to the optimal level. PT Intidaya also needs to ensure that there are efforts to continue to foster motivation in each employee, especially employees of the showcase division. The motivation that is sought to always be maintained is to cultivate things that can increase the need for power (n-Pow) and need for achievement (n-Ach) which is a phenomenon in this study. The existence of efforts to foster this motivation will later be able to strengthen the relationship between the implementation of EEO in improving the performance of showcase employees at PT Intidaya Dinamika Sejati.

5. Conclusion

Based on the results of data processing and discussion, it can be concluded that EEO has a positive and significant influence on employee performance and motivation also strengthens the influence of EEO in improving employee performance. The analysis shows that the EEO has a significant impact on employee performance. Companies that are able to apply EEO principles well and consistently can motivate their employees to improve their performance at optimal points. In addition, strategies in increasing and maintaining employee motivation need to be formulated well in order to maximize the impact of the EEO application at PT Intidaya, especially in terms of fairness to employees to choose a project that is carried out according to their abilities. The results of this study can provide additional insights for companies in formulating EEO policies and their applications to improve employee performance to the optimal level. This research is focused on employees in the showcase division. For further research development in the same company, PT Intidaya Dinamika Sejati, it can involve other divisions that also experience inequality issues in the election of division heads or project chairs. In addition, this research can also be developed by adding variables about Organizational Citizenship Behavior (OCB) or organizational commitment with the same phenomenon either in the same research object or in different business.

References

- Ateeq, Ali. (2023). The Mediating Role of Engagement in The Relationship be Equal Opportunities and Employee Performance. *Problems and Perspectives in Management*, 21(3), 435-447.
- Avitya, M., & Yusnianto, A. (2024). Pengaruh Modal Psikologis, Motivasi dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior. *Jurnal Ilmiah Manajemen, Ekonomi, dan Akuntansi (MEA)*, 8(1), 1165-1182.
- Bagchi, D., Karthi, A., Shreeya, A., & Xavier, JK. (2023). Relationship Between Employee Performance and Equal Opportunities. *Humanities and Social Science Studies*, 12(2), 137-152.
- Masrurroh, R., Disman, Feniawati, A., & Maulana, Y. (2023). Peran Budaya Organisasi dan Equal Employment Opportunity dalam Meningkatkan Kinerja Pegawai. *Prosiding FRIMA (Festival Riset Ilmiah Manajemen dan Akuntansi)*, 1(6), 639-651.
- Nuraini, Y., & Larasati, H.S. (2024). Pengaruh Diversity dan Equal Opportunity, Green Strategy, dan Green Commitment Terhadap Pengungkapan Laporan Keberlanjutan Pada Perusahaan Transportasi dan Logistik yang Terdaftar di Bursa Efek Indonesia dan Singapura. *Jurnal Akuntansi Trisakti*, 11(1), 141-156.
- Qomariah, N. (2020). Manajemen Sumber Daya Manusia: Teori, Aplikasi dan Studi Empiris. Jember: CV. Pustaka Abadi.
- Robbins, S.P., and Judge, T.A. (2017). *Organizational Behavior* 7th Edition. Edinburgh Gate: Pearson Education Limited.
- Rizky, M., dan Zahro (2023). Pengaruh Motivasi, Lingkungan Kerja, dan Equal Employment Opportunity terhadap Kinerja Karyawan. *Unikal National Conference*, 1121-1127.
- Samsudin, H. (2018). *Kinerja Pegawai: Tinjauan dari Dimensi Gaya Kepemimpinan, Budaya Organisasi dan Komitmen Organisasi Edisi: Pertama*. Sidoarjo: Indomedia Pustaka.
- Tantiawandika, C., dan Suryalena (2021). Pengaruh Pelaksanaan Pelatihan dan Budaya Organisasi Terhadap Kinerja Karyawan. *Jurnal Aplikasi Bisnis*, 17(1), 37-53.
- Tarmizi, A., & Hutasuhut, J. (2021). Pengaruh Motivasi Kerja dan Gaya Kepemimpinan Partisipatif Terhadap Kinerja Aparatur Sipil Negara Pada Kantor Camat Perbaungan Kabupaten Serdang Bedagal. *Jurnal Bisnis Mahasiswa*, 2(1), 24-33.
- Yudiatamaja, Wahyu Eko. (2020). Equal Employment Opportunity in Indonesia: Antecedent of Human Resource Management Practices and Services Performance of Government Employees in Tanjungpinang. *Jurnal Borneo Administrator*, 16(2), 179-198.
- Yusniaulia, A. N., & Sary, F.P. (2023). The Effect of E-Recruitment and Equal Employment Opportunity on Employee Performance in The Indonesia Banking Industry. *Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 7(1), 76-89.