



Is Work Motivation Important? The Role of Work Motivation to See the Consistency of Grit Influence on Individual Work Performance

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Received : July 28, 2025

Accepted : November 6, 2025

Published : January 31, 2026

Citation: Santoso, S., Aisyah, S., & Hardjo, S., (2026). Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance. *Ilomata International Journal of Social Science*, 7(1), 281-290.
<https://doi.org/10.61194/ijss.v7i1.1890>

ABSTRACT: This study aims to analyze the contribution of work motivation on the influence of grit on individual work performance. This research conducted quantitative non-experimental. The sample in this study amounted to 60 police personnel. Data were collected using three scales adopted from previous research. The results direct effect indicate it has been observed that grit exerts a significant influence on individual work performance, with an estimated value of 0.503. This influence is categorized as "strong" due to its magnitude, which exceeds 50%. The indirect effect is characterized by the influence of grit on individual work performance through motivation. Indirect effect has a lower value than the direct effect of 0.303, representing an effect size of approximately 30.3%. In the overall path analysis, it is evident that the strongest path is observed to be the influence of grit on work motivation, with a significant proportion of 65.8%. The correlation between work motivation and grit, with individual work performance is not particularly robust. Consequently, it can be deduced that motivation has the potential to enhance individual work performance, superseding the notion that grit is the sole contributor. The study provides a comprehensive overview of the research deficiencies and recommendations.

Keywords: Individual Work Performance, Work Motivation, Grit.



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INTRODUCTION

Work performance is defined as the accomplishment of a group of individuals within an organizational framework. Each group of people is assigned responsibility for each task they identify as being within their area of expertise, with the objective of achieving optimal work results within the organization. It is evident that the organization must establish effective mechanisms to ensure that its employees are able to perform their duties in an optimal manner, thereby maximizing the outcomes of their efforts. A number of factors must be prioritized in order to facilitate optimal employee work performance. These include organizational facilities, a conducive work environment, and training for employees. This approach is expected to enhance employee motivation, thereby promoting increased productivity and the attainment of objectives. Despite the extant research on grit and performance, the role of motivation as a mediator in the police context remains an understudied area.

Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

The prevailing conception of performance in the workplace is predicated on the principle of mutual consent regarding the quantity and quality of work output (Silaen et al., 2021). (Borman & Motowidlo, 1993) defined as an individual's effort that is not directly related to their main tasks. These behaviors are significant because they constitute organizational, social, and psychological elements that play a pivotal role in activities within the work process (Werner, 2000). In another sense, work performance is defined as the ability of each employee to achieve work goals, meet organizational expectations, and achieve benchmarks or achieve the goals of the organization (Y.-C. Wu, 2011).

As posited by (Koopmans et al., 2012), the development of work performance is influenced by a multitude of factors, including the quantity and quality of work, the individual's work skills, and job-specific knowledge. As (Omolayo & Omole, 2013) asserts, the performance of work is influenced by a multitude of factors, including but not limited to knowledge, accuracy, responsiveness, motivation, and support. In the context of professional endeavors, motivation plays a pivotal role in determining productivity. Employees who demonstrate a lack of motivation in their work may experience a decline in their output and performance. Conversely, employees with high work motivation exhibit increased productivity. However, there is a rationale behind the notion that grit exerts a contributing influence on performance. The presence of grit has been demonstrated to have a positive correlation with job satisfaction, work engagement, and performance (Dugan et al., 2019).

Grit has been identified as a significant predictor of success in both educational and professional contexts (Schimschal et al., 2021). Furthermore, the presence of grit has been demonstrated to enhance work performance and exert a favorable influence on employees (Caza & Posner, 2019). So, the higher an individual's grit, the better their performance. (Peleașă, 2018) explains that individuals with a strong need for achievement usually choose goals that are moderately difficult, neither too easy nor too difficult. Conversely, those with high perseverance tend to set very challenging long-term goals and remain consistent in pursuing them even if they do not receive positive feedback. The enhancement of employee work performance can be facilitated by the cultivation of resilience, a characteristic exhibited by individuals who demonstrate a strong focus on achieving their professional objectives (Cho & Kim, 2022).

The indirect impact of grit has the potential to influence performance by shaping employee motivation. The presence of grit, whether in low or high concentrations, has the potential to exert an indirect influence on performance outcomes. However, it can also exert a direct impact on the motivation of the individual. The notion that motivation is a significant factor in determining work performance within an organizational context is a well-established principle (Sun et al., 2022). Grit is a personal quality that is developed through a framework of thinking, expertise, and environment (Duckworth, 2016) and primary predictor of exceptional accomplishment (Duckworth et al., 2007). Individuals who are characterized by grit tend to allocate a greater proportion of their time to the ongoing refinement and perfection of their abilities (Kaufman & Duckworth, 2017). (Winarto et al., 2019) clarify, individuals who possess a high degree of grit are able to persevere in the face of challenges and maintain a focus on long-term objectives.

Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

The motivation of employees have a significant impact on their cooperation and acceptance of an organization's structure. Motivation can be defined as the internal or external forces that propel an individual to engage in specific actions or behaviors. The degree to which employees are motivated by their superiors has been demonstrated to be associated with their satisfaction and turnover intentions. Motivation constitutes all factors that are required to encourage employees to work by satisfying or otherwise addressing their needs ([Ogunrombi & Elogie, 2015](#)). Moreover, motivation is regarded as a pivotal factor that propels an individual to accomplish a given objective. The motivation to achieve significant heights is driven by a combination of willpower and a fervent enthusiasm. Motivation can be categorized as either intrinsic or extrinsic ([Singh & Tiwari, 2011](#)), underscored the notion that the extent of motivation directly correlates with the quality of work performance among employees ([Saka & Salman, 2014](#)).

It is evident that motivation will necessitate physical and mental activity. Physical activities encompass a range of behaviors, including exertion, perseverance, and tenacity, among others. Mental activities encompass a range of cognitive processes, including planning, training, organizing, monitoring, decision-making, problem-solving, and assessing the progress of work that has been carried out ([Schunk et al., 2014](#)).

The relationship between motivation and work performance is one of the main points of interest in organizational behavior research. Although performance is influenced by many factors, motivation has been proven to play an important role in influencing performance and is still considered one of the most dominant factors. ([Caza & Posner, 2019](#)) demonstrates a correlation between grit and performance outcomes. Furthermore, ([Kim et al., 2019](#)) demonstrates that grit exerts a significant influence on the performance of individuals in their respective professional endeavors. So in this study, the hypothesis is (1) there is a direct influence between grit and individual work performance, and (2) there is an indirect influence between grit and individual work performance through work motivation.

Consequently, the present study aims to examine how the dynamics of the influence of grit on individual work performance are mediated by motivation. The present study seeks to ascertain whether motivation will augment the positive outcomes of the influence of grit on individual work performance, or whether it will mitigate these outcomes, resulting in negative effects.

METHOD

This research conducting non-experimental quantitative has obtained ethical permission from the Master of Psychology study program at Medan Area University. Meanwhile, the respondent's agreement is on the first sheet or the first part of the scale that has been provided. This research was conducted from October 2024 to January 2025. Data collection is carried out using a printed scale or electronic media (Google Form). Each data collection will be accompanied to avoid miscommunication in filling in or other matters. We took all personnel as samples in the human resources division, so that 60 police personnel were collected, and there are only 2 policewomen in this sample which was successfully collected.

The individual work performance variable was measured using a scale adapted from ([Dwiliesanti & Yudianto, 2022](#)) and had good reliability. The results of the study showed that the assumption of unidimensionality of each IWPQ subscale was met. The five Likert assessment scales of this instrument have adequate functionality. Person reliability for all subscales ranged from .58 - .80. Meanwhile, item reliability ranged from .90 - .97. Separation is considered high with values ranging from 3.04 - 5.77. All items of this instrument function well to measure individual work performance except for one item on the Contextual Performance subscale.

Grit is measured by The grit scale has been validated by ([Duckworth & Quinn, 2009](#)). This Grit Scale measures trait-level perseverance and passion to achieve long-term goals. The Short Grit Scale (Grit-S) maintains a 2-factor structure with 4 fewer items and improved psychometric properties. We present evidence for the internal consistency of the Grit-S, test-retest stability, consensual validity with an informant report version, and predictive validity. Among adults, the Grit-S was associated with educational attainment and fewer career changes.

The work motivation scale was measured by The motivation scale has been validated by ([Trépanier et al., 2023](#)) and the findings show that the three problematic items were eliminated, and indicate that work motivation measured using the MWMS is most accurately described by a factor structure comprising autonomous motivation, introjected regulation, and external regulation.

This study will look at mediation function of work motivation (M) on the influence of grit on work performance. The collected data will be tabulated in Excel and then analyzed for mediation using Jeffrey's Amazing Statistics Program. Data normality will be assessed using skewness and kurtosis. Face validity was assessed by translating the English scale into Indonesian. Each scale was first translated using a machine translation tool similar to an expert translator ([Jung et al., 2024](#)). Meanwhile, the consistency of the scale uses internal reliability with the alpha formula.

RESULT AND DISCUSSION

Scale consistency

The scale consistency of work motivation result explains that the variable model analysis is fit because each estimated value of 16 contains two items (m4, and m9) that have not met the standard value. The standard estimated value moves from 0.3 to 0.6, which means that on average each item has a value of more than 40% which can explain the work motivation construct. Meanwhile, the reliability of work motivation looks quite good because the consistency value $\alpha = 0.93$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

The scale consistency of individual work performance result explains that the variable model analysis is fit because each estimated value of 18 contains five items (iwp14, iwp15, iwp16, iwp17, and iwp18) that have not met the standard value. The standard estimated value moves from 0.3 to 0.5, which means that on average each item has a value of more than 40% which can explain the work performance construct. Meanwhile, the reliability of work performance looks very good because the consistency value $\alpha = 0.830$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

The scale consistency of grit result explains that the variable model analysis is fit because each estimated value of 12 contains two items (g3 and g9) that have not met the standard value. The standard estimated value moves from 0.3 to 0.5, which means that on average each item has a value of more than 40% which can explain the grit construct. Meanwhile, the reliability of grit looks very good because the consistency value $\alpha = 0.902$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

Mediation analysis

In the context of mediation, it has been observed that grit exerts a significant influence on individual work performance, with an estimated value of 0.503. This influence is categorized as "strong" due to its magnitude, which exceeds 50%. The indirect effect is characterized by the influence of grit on individual work performance through motivation. This indirect influence has a lower value than the direct effect of 0.303, representing an effect size of approximately 30.3%.

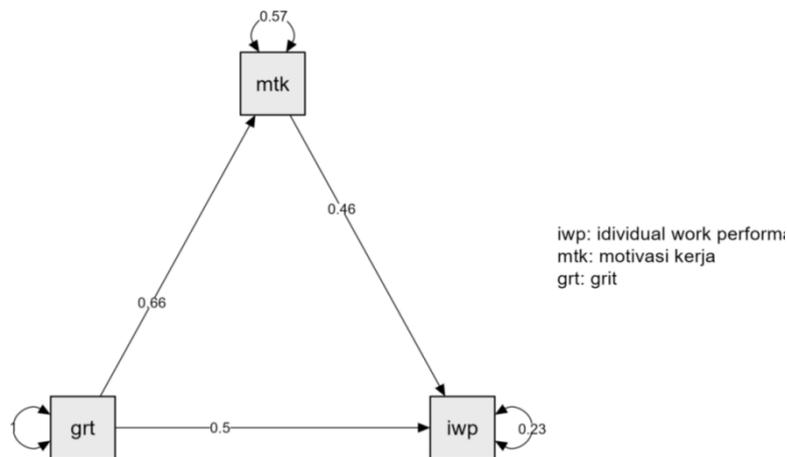


Figure 1. path analysis of three variables

In the overall path analysis, it is evident that the strongest path is observed to be the influence of grit on work motivation, with a significant proportion of 65.8%. The correlation between work motivation and grit, on the one hand, and individual work performance, on the other hand, is not particularly robust. Consequently, it can be deduced that motivation has the potential to enhance individual work performance, superseding the notion that grit is the sole contributor.

The results of the analysis demonstrate that there is an indirect effect between grit and individual work performance through work motivation. It has been demonstrated that grit exerts a direct influence on the performance of individuals in their professional endeavors. Moreover, its impact extends beyond the individual, manifesting in heightened work motivation. This is in line with (Y. T. Wu et al., 2022) who explained that grit has a greater impact and is the best predictor of individual work performance.

This assertion is supported by the findings of (Duckworth et al., 2007), who demonstrated that individuals who possess a high level of grit are able to positively influence work performance and

Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

employee engagement within the organizational context. That grit was not positively related to IQ but was highly correlated with personality. Therefore, a person's intelligence does not significantly impact the presence and persistence of grit. Therefore, when grit is present, work performance will be enhanced, and they will continually strive to work toward organizational goals.

However, the relationship between grit and work performance warrants further study, considering the potential impact of other factors on work performance within organizations. ([Dugan et al., 2019](#)) findings indicating that grit exerts a positive effect on work performance. Furthermore, extant research findings indicate that grit exerts a positive and significant influence on work performance. These results show that high and low grit impact employee performance by 57%. ([Youanda et al., 2023](#)).

On the whole, the quality of grit has been demonstrated to have a significant impact on the enhancement of professional performance. Individuals who exhibit high grit are often characterized by heightened motivation, enhanced job satisfaction, and a stronger sense of commitment to the organization. These qualities collectively contribute to an enhancement in work performance within the professional setting. In addition to grit, motivation has been demonstrated to have a significant influence on work performance. Motivation, in its essence, signifies a process that originates from the individual's needs, thereby engendering a void within the individual ([Maduka & Okafor, 2014](#)). The impetus for individual motivation is rooted in fundamental needs, desires, and the drive to act in pursuit of one's needs or objectives. This index is indicative of the strength of the drive, effort, intensity, and willingness to sacrifice in pursuit of goals. This suggests that the strength of motivation directly correlates with the level of performance achieved by the individual ([Mahardhika, 2013](#)).

The degree of motivation that an individual exhibits has been demonstrated to exert a significant influence on the level of work performance that can be attained within the context of an organization. The present body of research indicates that motivation has a positive and significant effect on work performance. Therefore, motivation exerts a considerable influence on organizational actions related to employee motivation. Consequently, efforts to improve employee work performance will also increase ([Purnomo et al., 2017](#)). ([Gultom, 2014](#)) study also indicated a substantial relationship between motivation and work performance.

As ([Munandar, 2008](#)) posits, a positive correlation exists between motivation and work performance, which is conceptualized as achievement. This suggests that individuals who exhibit high motivation tend to demonstrate high work performance. Conversely, individuals with low motivation are likely to exhibit low work performance. Moreover, extant research suggests that motivation exerts a positive yet inconsequential influence on employee work performance ([Andayani & Tirtayasa, 2019](#)). The concept of motivation, which is rooted in the needs, desires, and drives of individuals to achieve goals, determines the level of effort, intensity, and commitment to work. However, this relationship can vary depending on individual factors and the organizational environment, where low motivation can lead to poor performance. Despite the findings of certain studies indicating that motivation's impact is not invariably substantial, it is imperative for organizations to accord priority to initiatives that bolster employee motivation, with a view to enhancing overall performance.

Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

The findings of this study are of particular relevance to human resources departments, as they demonstrate a positive correlation between work performance and grit. However, the presence of extrinsic motivation has been shown to result in a decline in performance. Consequently, intrinsic motivation has been shown to be a more effective catalyst for enhancing work performance when compared with extrinsic motivation. External motivation is characterized by its uncontrollable nature, given the numerous and diverse external factors that contribute to it.

CONCLUSION

The outcomes of the initial hypothesis evaluation can be elucidated in light of the estimated value obtained, which is 0.503 or more than 50%. This suggests a direct impact of grit on individual work performance. The outcomes of the second hypothesis test can be elucidated in light of the estimated value obtained, which is 0.303 or approximately 30.3%. This suggests that there is an indirect influence of grit on individual work performance through motivation, with a lower value than the direct effect. In terms of overall path analysis, the strongest path is evident in the influence of grit on work motivation, accounting for 65.8% of the variance. Conversely, the correlation between work motivation and grit on individual work performance is not significant. Consequently, it can be deduced that motivation, in addition to grit, plays a pivotal role in enhancing individual work performance.

It is anticipated that these efforts will be directed towards enhancing motivation, with the implementation of both external incentives and the cultivation of a supportive work environment. This will be achieved by recognizing personnel contributions and aligning tasks with members' personal values. This has the potential to enhance autonomous motivation, which functions as an intermediary in the association between grit and performance. Furthermore, the HR unit is tasked with the periodic measurement and evaluation of the level of work motivation among personnel, particularly those in administrative positions. A more profound comprehension of the underlying factors that motivate individuals can facilitate the development of more efficacious and enduring performance enhancement strategies.

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Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

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Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

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Is work motivation important? The role of work motivation to see the consistency of grit influence on individual work performance

Santoso, Aisyah and Hardjo

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