

# Performance Improvement by Human Resources Competencies and Achievement Motivation

Sulistiyani<sup>1\*</sup>, Sri Suprapti<sup>1</sup>, Muchayatin<sup>1</sup>, Marhaeny<sup>1</sup>, Wahyu Handayani<sup>1</sup><sup>1</sup>Faculty of Economics and Business, University of 17 Agustus 1945 SemarangDOI: <https://doi.org/10.36347/sjebm.2025.v12i06.003>

| Received: 14.05.2025 | Accepted: 21.06.2025 | Published: 27.06.2025

\*Corresponding author: Sulistiyani

Faculty of Economics and Business, University of 17 Agustus 1945 Semarang

## Abstract

## Original Research Article

This study aims to examine the direct and indirect effects of achievement motivation and human resource quality on employee performance, with organizational commitment serving as a mediating variable. The research was conducted at the Regional Personnel Agency (BKD) of Pemalang Regency using a quantitative approach. The population comprised 51 employees, all of whom were included as respondents through a saturated sampling technique. Primary data were gathered through a validated questionnaire. The findings indicate that achievement motivation significantly and positively influences organizational commitment, while human resource quality also contributes significantly to enhancing organizational commitment. Moreover, organizational commitment is shown to have a significant positive impact on employee performance and functions as a mediator in the relationship between both achievement motivation and human resource quality with employee performance. These results underscore the critical role of strengthening organizational commitment in efforts to enhance civil servant performance within local government institutions.

**Keywords:** achievement motivation, human resource quality, organizational commitment, employee performance, public sector management.

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## 1. INTRODUCTION

### 1.1. Introduce the Problem

In the era of bureaucratic reform and clean, effective, and efficient governance, improving the performance of state civil apparatus (ASN) has become a primary focus in efforts to realize quality public services. The Regional Personnel Agency (BKD) as a strategic unit in regional government personnel management plays an important role in forming and managing competent and competitive apparatus human resources. Pemalang Regency as part of administrative area in Central Java Province requires optimization of ASN performance, particularly within the BKD environment, to support sustainable regional development.

ASN performance is the result of work processes that reflect the level of achievement of tasks and responsibilities assigned to them. According to Mangkunegara (2011), employee performance is influenced by two main factors, namely competence and motivation. Competence includes technical abilities, knowledge, skills. And attitudes that align with job requirements, while achievement motivation is a driving force (Handoko, 2016). In the context of public

organizations, especially in BKD, the presence of ASN who have high competence and strong achievement motivation will have positive implications for improving the quality of personnel services, such as employee data management, career development, and responsive administrative services.

The competence of State Civil Apparatus (ASN) encompasses not only technical aspects (hard skills), but also managerial, sociocultural, and leadership competencies in accordance with Government Regulation of 2020 no 17 concerning Civil Service Personnel Management. The competencies possessed by ASN must be continuously developed through training, education, and strengthening of professional work culture, in order to be able to respond to the increasingly complex dynamics of public service demands. Research by Angin & Ramadhani (2022) affirms that appropriate competence will increase ASN work effectiveness, as they are able to complete tasks efficiently and in accordance with organizational targets.

Meanwhile, achievement motivation as a psychological aspect also plays an important role in shaping productive work behavior. ASN with high

motivation tend to show dedication, initiative, and responsibility in completing work. Robbins & Judge (2019) state that achievement motivation is positively correlated with individual performance, especially when such motivation is combined with a supportive organizational culture. While the influence of achievement motivation on performance has a positive effect (Muslim, Hidayat, *et al.*, 2021), meanwhile Butar *et al.* (2020) state that the influence of achievement motivation on employee performance.

Research conducted by Aziz (2022). Putra *et al* (2019). Ariansyah & Roni (2023), D.A Lestari *et al* (2024) and Arham *et al.* (2023) proves that human resource quality produces positive and significant effect on employee performance. This differs from research conducted by Gerhana (2019) and Hasi *et al.* (2022) which proves that human resource quality produces positive but not significant effects on employee performance.

**Table 1: Research Gap**

No	Relationships between Variables	Researcher and Years	Findings
1	The impact of achievement motivation on employee performance	(Muslim, Hidayat, <i>et al.</i> , 2021) (Purba <i>et al.</i> , 2023)	A significant effect of achievement motivation on employee performance is evident.
		(Butar <i>et al.</i> , 2020)	No significant relationship is found between achievement motivation and employee performance

In the case of BKD Pemalang Regency, strengthening motivation can be done through providing performance rewards, setting clear goals, and creating a conducive and participatory work environment.

BKD often encounters problems, including those related to human resources. The number of work tasks that is not proportional to the number of personnel at the Regional Personnel Agency may decrease productivity, cause fatigue and risk of administrative errors. Limited human resources become a serious problem because quality and productive human resources are key achieving organizational goals. Addressing imbalance and continuously optimizing employee performance requires the implementation of effective and efficient solutions (Chasanah *et al.*, 2022).

The problem currently faced by various government institutions, including BKD of Pemalang Regency, is that there are still ASN who have not performed optimally. This can be caused by uneven employee competencies and weak motivation to achieve. Some ASN experience results-based performance evaluation mechanisms. A study by Fitriani *et al.* (2023) mentions that low ASN performance in regional government agencies is often triggered by misalignment between individual competencies and job demands, as

well as weak reward systems that can encourage employee's intrinsic motivation.

Given the importance of competence and motivation in supporting performance improvement, it's necessary to conduct an in-dept study of the relationship between these variables within the BKS of Pemalang Regency. The purpose of this is to analyze the extent to which ASN competence and achievement motivation influence their performance improvement, as well as to formulate policy recommendations that can enhance the effectiveness of apparatus human resource management in the region.

Thus, this research is expected to provide a real contribution to strengthening the quality of ASN who are competitive, have integrity, and are professional, in line with the direction of national development policy and society's need for excellent public services.

The performance achievements of the Regional Personnel Agency of Pemalang Regency from 2021 to 2023 show fluctuations. Employee performance assessment activity for three consecutive years. The assessment results also show that there was a decline in performance achievements from 2021 to 2022 in several activities. More details in Table 1.2 as follows:

**Table 2 Performance Achievement of the Regional Agency of Pemalang Regency from 2021 to 2023**

No	Performance Appraisal	Target	Work Outcomes		
			2021	2022	2023
1	Planning, Budgeting and Performance Evaluation Activities of Regional Apparatus	100%	79%	95%	98%
2	Finansial Administration Activities of Regional Apparatus	100%	96%	93%	98%
3	Personnel Administration Activities of Regional Apparatus	100%	97%	96%	96%
4	General Administration Activities of Regional Apparatus	100%	90%	88%	97%
5	Procurement of Regional Property as a Support for Government Affairs	100%	84%	96%	48%
6	Provision of Services to Support Regional Government Affairs	100%	90%	79%	98%
7	Maintenance of Regional Property as a Local Government Business	100%	85%	95%	97%
8	Procurement Activities, Dismissals and Personnel Information	100%	91%	73%	91%

No	Performance Appraisal	Target	Work Outcomes		
			2021	2022	2023
9	ASN Mutation and Promotion Activities	100%	56%	63%	89%
10	ASN Competency Development Activities	100%	95%	85%	88%
11	Apparatus Performance Assessment and Evaluation Activities	100%	90%	87%	88%

Source: Regional Civil Service Agency, 2024

#### Problem Formulation that arises are:

1. How does achievement motivation affect employee performance?
2. How does human resource competence affect employee performance?
3. How does achievement motivation affect organizational commitment?
4. How does human resource commitment affect organizational commitment?
5. What is the organization's commitment to employee performance?
6. How does organizational commitment function as a mediating factor between achievement motivation and employee performance?
7. How can organizational commitment functions as an intervening variable that connects workforce competencies with employee performance outcomes?

#### 1.2. Theoretical Framework and Hypotheses Development

##### Human Resource Performance

Work achievement refers to the achievement of an individual in carrying out his duties, both in terms of quality and quantity obtained through the implementation of the responsibilities and authority that have been given to him (Siahaan & Bahri, 2019), Work achievement as an achievement in a process that has referred to a certain time and is based on specified provisions and agreements (Edison *et al.*, 2018), while employee performance is the result of work or achievements obtained by an employee in carrying out the duties and responsibilities that become his workload.(Elvi Lastriani *et al.*, 2024)

##### Work motivation

Work motivation is the result of the accumulation of various forces, both from within the individual (internal) and from the external environment, which encourages a person to choose a certain direction of action and direct work behavior according to the goals to be achieved. Motivation related to goals, setting organizational goals that include behavior at work (Umar & Norawati, 2022). Each individual exerts all his abilities to carry out activities that have become his task and authority to achieve the predetermined targets that must be achieved (Purba *et al.*, 2023).

##### Indicators of Achievement Motivation

Indicators in a person who is motivated in high achievement according to McClelland cited by (Purba *et al.*, 2023), are:

1. Responsible

2. Considerations on the risk of division of tasks
3. Attention to feedback
4. Imaginative and Creative
5. Effectiveness in the completion of assigned tasks

##### Human Resource Competencies

Human resource competence refers to any mixture derived from knowledge, skills, attitudes, and behaviors that are used to achieve optimal performance in a certain work context. According to Spencer and Spencer (2020), competence is an underlying characteristic of a person that relates to effective performance in a particular job or situation. Competencies include not only technical aspects (hard skills) but also behavioral and social aspects (soft skills) that determine the effectiveness of individuals in contributing to organizational goals.

In the modern context, human resource competencies also involve adaptability, digital literacy, and critical thinking skills (World Economic Forum, 2023). This shows that competence is not a static attribute, but a dynamic one, evolving as the business and technological environment changes.

The dimension of human resource competence can be categorized into several main aspects:

1. **Technical Competence:** Includes specific knowledge and technical skills that are directly related to job functions. For example, a data analyst must master statistical programming and data interpretation (Gomez-Mejia *et al.*, 1995)
2. **Managerial Competence:** Includes skills in managing teams, making strategic decisions, developing work plans, and managing change. These competencies are increasingly important in organizations that adopt project-based and agile work structures.)(Ulrich *et al.*, 2010)
3. **Social and Emotional Competence:** Includes emotional intelligence, communication skills, teamwork, and empathetic leadership. In the post-pandemic era, social-emotional skills are crucial in managing virtual teams and building an inclusive organizational culture (Bakhshandeh, 2023)
4. **Kompetensi Kognitif (Cognitive Competence):** It concerns critical thinking skills, problem solving, innovation, and digital literacy. A study by (Lund *et al.*, 2021) emphasizes that today's organizations need human resources who are able to analyze complexity and adapt to rapid change.

5. **Ethical and Professional Competence:** Refers to integrity, social responsibility, and understanding of the principles of business ethics. Sustainability and governance are new competencies that receive great attention (Canton, 2021).

### Organizational Commitment

According to (Alumbida *et al.*, 2001), an organizational commitment means a condition in an individual who is on the side of the organization which is a goal and desire to retain members in the organization. Organizational commitment is a bond that has a relationship with the organization, so that individuals feel that they own their organization. (Puryana & Shidiqy, 2022). Organizational commitment is a driver in the psychological aspect of individuals to conduct an organization with the achievement of expected performance (Arthana., et 2015).

Meanwhile, according to (Krisnawati & Suartana, 2017), Organizational Commitment is defined as a sense that identifies belief in organizational values and involvement in efforts for the common interests of the organization. Robbins and Judge (2015) quoted by Zainudin *et al.*, (2023) define organizational commitment as a condition in which individuals show loyalty to the organization and its goals and have the intention to maintain their membership in each organization. Based on the explanations of some of the figures above, it can be concluded that organizational commitment is employee loyalty to an organization and to collaborate with each other in achieving the goals and vision and mission of an organization in accordance with mutual agreement.

### Factors Affecting Organizational Commitment

Some of the factors that can affect organizational commitment according to Malayu S.P Hasibuan (2014, p.78) quoted by (Puryana & Shidiqy, 2022) are:

1. The factor of consciousness that explains a person's state is the meeting point of various considerations obtained in the beliefs and the determination of the continuous day in question.
2. The rule factor is an important thing in the actions taken by a person. The task in a rule is very large, the existence of such things is made and supervised which can finally be achieved who has the authority to achieve the goals of the organization.
3. Organizational Factors, have examples of education services based on things that are not different from other organizations but slightly different in their application.
4. Income Factor, is an acceptance obtained from a person through a reward for energy, or even thoughts that others pour out in the form of money.

5. **Skill Ability Factor,** Ability is defined as being able to exercise authority in a job that produces goods or services that are in accordance with what is expected. Ability is a trait that is aimed at a person to carry out a task.

### 1.2.1. The Effect of Achievement Motivation on Employee Performance

Motivation to achieve achievements can manifest as desire, enthusiasm or a tendency to do difficult things quickly (Purwanto *et al.*, 2019). The results of the study (Muslim, Nurhidayat, *et al.*, 2021) show that the higher the motivation to achieve achievement of an employee, the more it will be able to make a positive contribution to improving employee performance. The results of the study (Fitriano *et al.*, 2023) suggest that the higher the motivation to achieve achievement possessed by employees, it will have a positive impact on improving employee performance. The results of the study (Athiah, 2022) state that the high motivation to achieve from an employee will have a positive effect on improving employee performance. This statement is supported by research findings conducted by Purba *et al.*, (2023), and Wiwin Kurniasih *et al.*, (2023) showing that increasing achievement motivation has a positive influence on employee performance. Based on the explanation above, the proposed hypothesis is H1: Achievement motivation has a significant positive effect on employee performance.

### 1.2.2. The Influence of Human Resource Quality on Employee Performance

According to (Puryana & L., 2022) HR is a capital generated in an organization, institution and even a company. Human resources is the key that explains the development of an organization that has a role in moving the organization to achieve the goals to be achieved. Research by Putra *et al.*, (2019) shows that improving the quality of human resources in an organization contributes positively to employee performance.

Similar findings were also conveyed by Ariansyah & Roni, (2023) who stated that the quality of human resources in the agency has a positive impact on improving employee performance. In addition, Arham *et al.*, (2023) also emphasized that the high quality of human resources in organizations has a positive effect on the performance of employees produced. H2: The quality of human resources has a significant positive effect on employee performance.

The Influence of Motivation to Excel on Organizational Commitment. H3: Motivation to excel has a significant positive effect on employee commitment.

### 1.2.3. The Influence of Human Resource Quality on Organizational Commitment

The relationship between the quality of human resources (HR) and organizational commitment is very

close, because the high quality of human resources supports the creation of a strong commitment to the organization. The quality of human resources includes competencies, skills, knowledge, attitudes, and positive work ethics. The results of the study (Mudhar *et al.*, 2023) suggest that the quality of human resources in an institution can make a positive contribution to increasing organizational commitment. Based on this description, the hypothesis proposed is H4: The quality of human resources has a significant positive effect on the organization's commitment.

#### 1.2.4. The Influence of Organizational Commitment on Employee Performance

Organizational commitment describes the individual's attitude that shows strong desire, dedication, and maximum effort in supporting the organization's goals and interests. Contrary to this theory, individuals who have a low level of commitment tend to focus less on achieving organizational goals and focus more on fulfilling personal interests. According to Rochmadona *et al.*, (2024) and A. Umar & Norawati, (2022), the higher the level of organizational commitment, the greater the contribution to improving the performance of the employee. H5: Commitment has a significant positive effect on employee performance

#### Research Objectives

The objectives of this research are as follows:

1. Analyze and test the influence of achievement motivation on employee performance.
2. Analyze and test the influence of human resource competencies on the performance of teachers.

3. Analyze and test the influence of achievement motivation on organizational commitment.
4. Analyze and test the impact of human resource competencies on organizational commitments.
5. Analyze and test the influence of organizational commitment on employee performance.
6. Conduct analysis and testing to determine the mediating effect of organizational commitment on the achievement, motivation and employee performance.
7. Conduct analysis and testing to determine the mediating effect of organizational commitment on the human resource competencies-employee performance relationship.

## 2. METHOD

The research applies a quantitative methodology featuring an explanatory design that implemented ysung survey procedures. The sample determination was carried out by purposive sampling technique taken from a predetermined population. The data in this study was collected through a questionnaire instrument. The study applies *Smart Partial Least Square* (Smart PLS) analysis methodology, processed using Smart PLS software. The study focused on examining achievement motivation, human resource quality, organizational commitment, and employee performance as primary variables. To ensure the reliability and accuracy of the model, validity, reliability and hypothesis tests were carried out.

## 3. RESULTS

### 3.1. Description of respondents

**Table 3: Respondent Description**

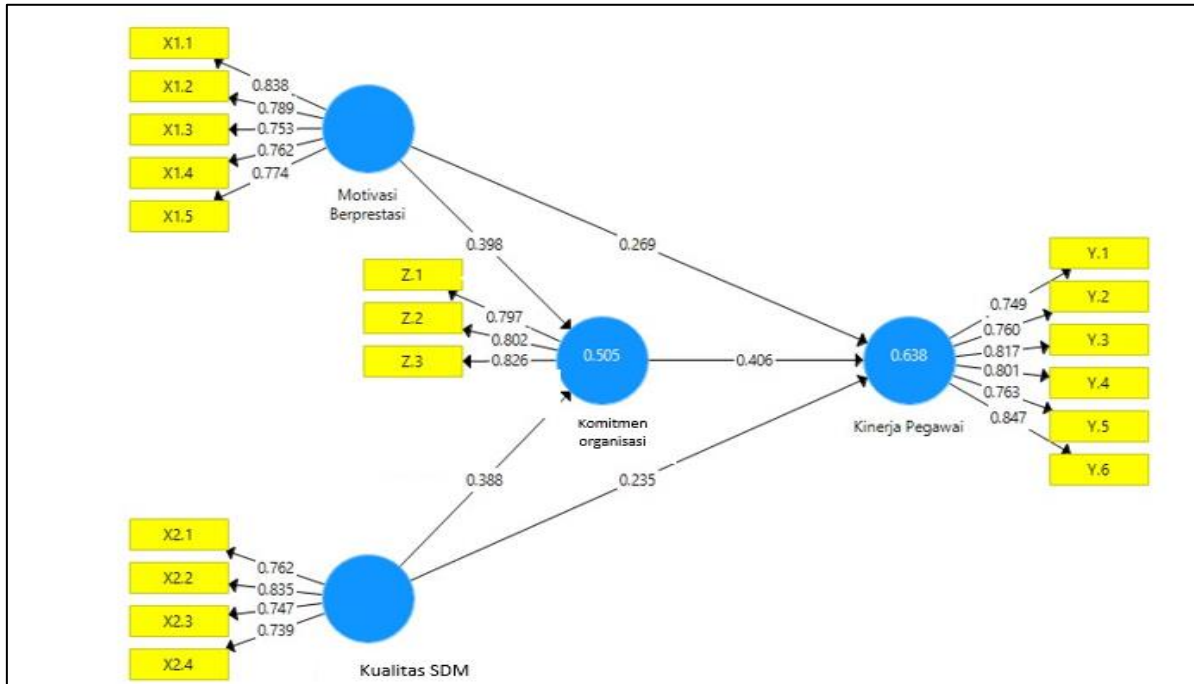
Characteristics	Information	Frequency	Percentage
Respondent Gender	Man	26	58.8
	Woman	25	41.2
	<b>Total</b>	<b>51</b>	<b>100</b>
Respondent Age	21 – 25 years old	2	9.2
	26 – 30 years old	4	10.5
	31 – 35 years old	7	15.1
	36 – 40 years old	5	7.8
	41 – 45 years old	11	19.9
	46 – 50 years old	13	23.6
	> 50 years old	9	13.9
	<b>Total</b>	<b>51</b>	<b>100</b>
Respondent Education	SLTA	13	16.5
	Diploma	1	7.4
	Bachelor	24	59.6
	Postgraduate	13	16.5
	<b>Total</b>	<b>51</b>	<b>100</b>
Respondent's Length of Service	01 – 10 years old	17	34.4
	11 – 20 years old	22	45.1
	21 – 30 years old	12	20.5
	> 30 years old	1	2.1
	<b>Total</b>	<b>51</b>	<b>100</b>

Source: Primary data processed, 2025



### 3.2. Smart PLS Analyzes

The results of the model evaluation or outer model obtained from the results of data processing using Smart PLS are:



**Figure 4.1 Outer Model Results**  
Source: Primary data processed, 2025

The R Square value of 0.67 is said to be a strong model, 0.33 – 0.66 is said to be a moderate model, and 0.19 – 0.32 is said to be weak. The results of the *R-Square* test are shown in table 4:

**Tabel 4: R-Square Result**

Construct	R Square	R Square Adjusted
Employee Performance (Y)	0,896	0,892
Organizational Commitment (Z)	0,822	0,814

Source: Primary data processed, 2025.

According to the analysis results, the R-Square value in the second model is 0.822. This shows that the variables of achievement motivation and quality of human resources are able to explain the variance in the

organizational commitment variable of 82.2%, the remaining 17.8% of the variance can be attributed to factors not included in this study. The result of *f-square* can be seen in the following table 5:

**Tabel 5: f-Square Result**

Construct	Employee Performance	Organizational Commitment
Motivation to perform (X1)	0,687	0,490
Quality of HR (X2)	0,577	0,581
Organizational commitment (Z)	0,426	

Source: Primary data processed, 2025

Table 5 The f-square analysis reveals that both achievement motivation and human resource quality exert substantial influence on employee performance,

with effect sizes of 0,687 and 0,577 respectively, indicating strong predictive power.

**Table 6: Path Coefficient Result**

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1. Motivation for Achievement -> Y Employee Performance	0,398	0,378	0,120	1,689	0,000
X2. Quality of Human Resources -> Y Employee Performance	0,368	0,400	0,256	1,438	0,000
X1. Motivation Is Motivated -> Z Organizational Commitment	0,312	0,317	0,220	1,723	0,001
X2. HR Quality -> Z Organizational Commitment	0,438	0,437	0,21	2,054	0,004
	0,874	0,866	0,069	12,615	0,000

Source: Primary data processed, 2025

Table 6 explains the *bootstrapping analysis* explaining that the variables of achievement motivation, quality of human resources, and an organizational commitment have a positive effect on employee performance, so that there is an increase in achievement motivation, the quality of human resources, and an

organizational commitment to produce increased employee performance.

Based on the Smart PLS, the influences among variables are detailed in the table presented below:

**Table 7: Hypothesis Test Results**

Construct	T Statistics (O/STDEV)	P Values
Motivation to Excel: -> Employee Performance	2,225	0,012
Human Resource Quality - > Employee Performance	2,491	0,013
Motivation for achievement -> Organizational commitment	3,678	0,000
Quality of human resources -> Organizational commitment	3,702	0,000
Organizational Commitment -> Employee Performance	4,171	0,000

Sumber: Data primer diolah, 2025

### 1. The Effect of Achievement Motivation on Employee Performance

The t-statistic of 2.225 demonstrates the impact of achievement motivation on employee performance, with a corresponding P-value of 0.012. The findings indicate that the calculated t-statistic exceeds the tabulated value ( $2.225 > 1.96$ ), while the P-value of 0.012 falls below the significance threshold of 0.05.

### 2. The Influence of Human Resources Quality on Employee Performance

HR quality demonstrates a positive and significant impact on employee performance. Therefore, the hypothesis proposing that human resource positively and significant affects employee performance is confirmed.

### 3. The Influence of Achievement Motivation on Organizational Commitment

Analysis results revealed a t-value of 3,678 and a significance level (p-value) of 0,000. Given that the calculated t-statistic exceeds the tabulated value ( $3,678 > 1,96$ ) and the p-value falls under the 0,05-significance criterion, it can be concluded that achievement motivation has a statistically significant positive effect on organizational commitment.

### 4. The Influence of Human Resources Quality on Organizational Commitment

The statistical analysis reveals a t-statistic of 3.702 and an associated p-value of 0.000 for the relationship between human resource quality and organizational commitment. Since the computed t-value exceeds the critical threshold ( $3.702 > 1.96$ ) and the p-value remains below 0.05, the results demonstrate that human resource quality exerts a statistically significant influence on organizational commitment.

### 5. The Influence of Organizational Commitment on Employee Performance

The statistical testing produced a t-value of 4,171 and a p-value of 0,000 regarding organizational

commitment's impact on employee performance. With the observed t-statistic results confirm that organizational commitment positively and significantly influences employee performance.

**Tabel 8. Mediation Test Results (Direct Influence)**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Value (P values)
X1. Motivation for Achievement -> Y Employee Performance	1,434	1,426	0,294	2,225	0,012
X1. Motivation to Be Committed-> Z Organizational Commitment	1,142	1,117	0,268	2,491	0,013
X2. Quality of Human Resources -> Y Employee Performance	2,626	1,601	0,305	3,678	0,000
X2. Motivation to Be Committed-> Z Organizational Commitment	2,314	1,27	0,277	3,702	0,000
Z Organizational Commitment -> Y Employee Performance	3,776	0,761	0,086	4,171	0,000

Source: Primary data processed, 2025.

**Table 9: Mediation Test Results (Indirect Influence)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation to Be Committed: -> Organizational Commitment -> Employee Performance	0,162	0,160	0,059	2,725	0,007
Quality of Human Resources -> Organizational Commitment -> Employee Performance	0,158	0,163	0,059	2,656	0,008

Source: Primary data processed, 2025

Table 8 & 9 explains that the *output of Bootstrapping* from the mediation test has the effect of achievement motivation and human resource quality on employee performance variables through organizational commitment.

### CONCLUSIONS AND SUGGESTIONS

This study concludes that achievement motivation and quality of human resources are the main determinants of employee performance, with organizational commitment to play a mediator role in strengthening these relationships. It is recommended for the Pemalang Regency BKD to focus on increasing achievement motivation and human resource competency development, as well as building

1. The higher the motivation for achievement possessed by employees when carrying out work, the performance produced by employees at the Pemalang Regency Regional Civil Service Agency will increase.
2. The quality of human resources has a positive and significant impact on improving employee performance.
3. Motivation to excel has a positive and negative influence on organizational commitment.
4. The quality of human resources positively and negatively affects the organization's commitment.
5. Organizational commitment contributes positively and significantly to employee performance.



6. Organizational commitment plays a mediator in the relationship between achievement motivation and employee performance.
7. Organizational commitment functions as an intermediary variable linking human resource quality to employee performance, suggesting that human resource quality impacts employee performance through its ability to strengthen organizational commitment.

### Managerial implications

1. Creation of a Supportive Work Environment. Creating a work environment that supports motivation to perform and increases employee satisfaction will strengthen their commitment to the organization.
2. Effective and Transparent Communication. Good communication between management and employees is essential in building better relationships and strengthening organizational commitment

### Theoretical Implications

Commitment as an intervening variable, organizational commitment theory shows that employees who have a high commitment to the organization will be more motivated to work harder and longer, thereby improving performance

### Future research agenda

Future research to improve the quality, skills, abilities and expertise of employees in carrying out their work. The addition of job training variables is expected to improve the ability of research to predict employee performance and organizational commitment better and more accurately. These findings are consistent with previous research (Muslim et al., 2021; Ariansyah & Roni, 2023) and reinforcing the importance of building organizational commitment as a bridge between employee motivation and ability and the performance output produced.

**Author Contributions:** All authors contributed to this research.

**Funding:** Not applicable

**Conflicts of Interest:** The authors declare no conflict of interest

**Informed Consent Statement/Ethics approval:** Not applicable.

**Acknowledgments:** deep appreciation to bestjalu who supports to accomplish this article. Likewise, to our colleagues may give administrative and technical support.

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