

# Optimizing Employee Performance through Achievement Motivation and Human Resource Quality with Organizational Commitment as an Intervening Variable (A Study at the Regional Financial and Asset Management Agency of Pemalang Regency)

Sutoni<sup>1\*</sup>, Sukarno<sup>1</sup>, Gita Sugiyarti<sup>1</sup>

<sup>1</sup>Master of Management, Faculty of Economics and Business, UNTAG Semarang, Indonesia

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\*Corresponding author: Sutoni

Master of Management, Faculty of Economics and Business, UNTAG Semarang, Indonesia

## Abstract

This study aims to examine the influence of achievement motivation and the quality of human resources on employee performance, both directly and indirectly through the mediating role of organizational commitment. The research was conducted as a case study at the Regional Financial and Asset Management Agency of Pemalang Regency. The population consisted of all 51 employees of the agency, with a saturated sampling technique employed, thereby involving the entire population as the research sample. Primary data were collected using a structured questionnaire, and the data were analyzed using the Partial Least Squares (PLS) method. The findings reveal that both achievement motivation and human resource quality have a positive and significant effect on employee performance. Additionally, achievement motivation and human resource quality each positively and significantly influence organizational commitment. Organizational commitment, in turn, has a positive and significant effect on employee performance. Furthermore, organizational commitment is found to mediate the relationship between achievement motivation and employee performance, as well as between human resource quality and employee performance.

**Keywords:** Achievement Motivation, Human Resource Quality, Organizational Commitment, Employee Performance.

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## I. INTRODUCTION

Human Resources (HR) represent one of the most critical components of any organization or institution, encompassing the employees who drive operational success. Achieving organizational objectives necessitates personnel who are capable of meeting institutional demands and executing their responsibilities effectively. Within the Regional Financial and Asset Management Agency of Pemalang Regency, various challenges frequently arise—particularly those concerning human resource management. An imbalance between workload and staffing levels can lead to inefficiencies, reduced employee performance, and an increased risk of administrative errors. The shortage of qualified personnel is a significant issue, as productive and high-quality human resources are essential to attaining organizational goals. Addressing this

imbalance and enhancing employee performance requires the implementation of strategic, effective, and efficient solutions (Chasanah *et al.*, 2022).

According to Fitriano *et al.* (2023), performance is a factor that contributes to job satisfaction, where high-achieving employees tend to feel more satisfied with their work. Employee performance serves as a benchmark for comparing the outcomes of task execution with organizational responsibilities over a given period and is relatively used to measure work achievement (Simon, 2023). Performance, as reflected in actual behavior, plays a pivotal role in achieving organizational goals. Poor performance can have negative consequences and hinder organizational progress. Thus, improving employee

performance is essential to providing better opportunities for achieving organizational objectives.

Optimizing employee performance requires organizations to fully utilize the potential of each employee to reach their goals. Every employee has the ability to contribute maximally to organizational advancement. Performance improvement can be achieved if organizations consistently pay attention to the factors that significantly influence performance. Several factors have been identified as influencing employee performance, including achievement motivation (Burhanuddin, 2022), human resource quality (Ariansyah & Roni, 2023), and organizational commitment (Konferensi & Mertiningsih, 2024).

Achievement motivation refers to the effort made by individuals to deploy their full capabilities in performing all tasks and responsibilities to meet specific targets (Santika *et al.*, 2022). For employees to perform effectively, they must maintain their motivation to work. This not only ensures effective job performance but also contributes to job satisfaction (Damanik, 2020).

The next factor is the quality of human resources. HR quality refers to individuals who have the ability to generate ideas, exhibit creativity, and take initiative to achieve organizational goals (Loliyani & Loliyana, 2024). High-quality HR is characterized by the capacity to create and implement ideas, problem-solving skills, forward-thinking, technical competencies, and expertise—traits that are essential for organizational success (Albrecht, 2018). Human resources play a fundamental role in the continuity of an organization, as its survival depends heavily on its employees.

Another factor that may significantly influence employee performance is organizational commitment, which refers to the psychological attachment an individual feels toward their organization, often manifesting as a sense of ownership. Organizational commitment is characterized by a strong belief in and support for the organization's values and objectives (Puryana & Shidiqy, 2022). According to Krisnawati and Suartana (2017), organizational commitment encompasses an individual's identification with organizational values, a willingness to contribute optimally to the organization's success, and a sense of loyalty reflected in the desire to remain within the organization.

Numerous previous studies have examined the effects of achievement motivation and HR quality on employee performance. However, findings are inconsistent, indicating a research gap. For example, studies by Wiwin Kurniasih *et al.* (2023), Muslim *et al.* (2021), Athiah (2022), Fitriano *et al.* (2023), and Purba *et al.* (2023) found a positive and significant relationship between achievement motivation and employee performance. On the other hand, studies by Butar *et al.*

(2020) and Sewang (2023) found a positive but statistically insignificant effect.

Similarly, research by Aziz (2022), Putra *et al.* (2019), Ariansyah & Roni (2023), Lestari *et al.* (2024), and Arham *et al.* (2023) indicated that HR quality positively and significantly affects employee performance. In contrast, studies by Gerhana (2019) and Hasi *et al.* (2022) reported a positive but insignificant relationship.

The phenomenon underlying this research gap may stem from a lack of workplace support, unclear organizational goals, or challenges in applying individual skills. Even employees with high motivation or strong HR quality may not always achieve optimal performance. Therefore, organizational commitment is introduced as a mediating variable to address this gap.

However, performance data from BPKAD Pemalang Regency from 2021 to 2023 show fluctuations. Employee performance has consistently fallen below the 100% target in various performance evaluations over the past three years. This decline in several performance components presents a significant issue for the agency in achieving its vision, mission, and objectives. The problem arises in part due to differences in organizational commitment, which have led to friction between leadership and subordinates. In addition, employees' achievement motivation is considered suboptimal, as evidenced by low enthusiasm and lack of drive among some staff.

Based on this background, the author is interested in conducting a study titled: "Optimizing Employee Performance through Achievement Motivation and Human Resource Quality with Organizational Commitment as an Intervening Variable (A Case Study at the Regional Financial and Asset Management Agency of Pemalang Regency)."

The research questions explored in this study consist of:

1. What is the effect of achievement motivation on employee performance?
2. What is the effect of human resource quality on employee performance?
3. What is the effect of achievement motivation on organizational commitment?
4. What is the effect of human resource quality on organizational commitment?
5. What is the effect of organizational commitment on employee performance?
6. To what extent does organizational commitment mediate the relationship between achievement motivation and employee performance?
7. To what extent does organizational commitment mediate the relationship between human resource quality and employee performance?

The Research Objectives are :

1. To examine and analyze the effect of achievement motivation on employee performance.
2. To examine and analyze the effect of human resource quality on employee performance.
3. To examine and analyze the effect of achievement motivation on organizational commitment.
4. To examine and analyze the effect of human resource quality on organizational commitment.
5. To examine and analyze the effect of organizational commitment on employee performance.
6. To examine and analyze whether organizational commitment mediates the effect of achievement motivation on employee performance.
7. To examine and analyze whether organizational commitment mediates the effect of human resource quality on employee performance.

2. HR quantity
3. Multiple task assignments

### Organizational Commitment

Alumbida *et al.* (2001) describe commitment as a condition in which an individual aligns with the organization and is willing to maintain membership in pursuit of shared goals. Organizational commitment serves as a psychological driver that encourages employees to contribute to the organization's success (Arthana *et al.*, 2015). Thus, organizational commitment can be defined as employee loyalty toward the organization, fostering cooperation in achieving the organization's vision and mission. According to Puryana & Shidiqy (2022), the indicators of organizational commitment are:

1. Affective Commitment: Emotional attachment and belief in the organization's values.
2. Continuance Commitment: Perceived value of staying with the organization compared to leaving.
3. Normative Commitment: A moral or ethical obligation to remain in the organization.

## II. LITERATURE REVIEW AND HYPOTHESIS

### A. Literature Review

#### Achievement Motivation

Achievement motivation is an internal drive that encourages individuals to perform tasks to the best of their abilities in order to achieve commendable accomplishments (Mangkunegara, 2019). It is the inner urge that pushes individuals to strive for excellence and optimal results, guided by standards of perfection and supported by one's potential and resources (Susanto, 2018). Based on these definitions, achievement motivation can be defined as a person's internal drive to achieve success and develop their abilities to the fullest in order to attain outstanding achievements. According to McClelland, as cited by Purba *et al.* (2023), the indicators of high achievement motivation include:

1. Responsibility
2. Risk assessment in task delegation
3. Attention to feedback
4. Imagination and creativity
5. Timely task completion

#### Human Resource Quality

Prastiwi *et al.* (2022) define human resource quality as the overall quality of human capital, which is determined not only by talent or physical capabilities but also by education level, skills, access to information, engagement, personal development, attitudes, and values. The quality of an employee greatly influences the efficiency and effectiveness with which they complete their responsibilities. The better an individual's skills, the higher their capacity to perform tasks successfully (Rahayu, 2020). Thus, human resource quality refers to the knowledge, skills, and competencies individuals possess that enable them to effectively fulfill their roles and responsibilities within an organization. According to Alimudi (2018), the indicators of human resource quality include:

1. HR competence

### Employee Performance

Employee performance refers to the work outcomes achieved by an individual in fulfilling assigned tasks, influenced by competence, experience, dedication, and time management (Hasibuan, 2019). Thus, employee performance encompasses the measurable results of task execution, both in terms of quality and quantity. According to Afandi (2018), the indicators of employee performance are:

1. Work quality: The standard or excellence of work outcomes.
2. Work quantity: The amount of work produced, often measured numerically.
3. Timeliness: The extent to which tasks are completed within predetermined timeframes.
4. Cooperation: Willingness to collaborate with colleagues both vertically and horizontally.
5. Work initiative: The ability to take action without being instructed and continue working under difficult conditions.
6. Employee dynamism: The degree to which employees adapt to regulations and changes.

### B. Relationships Between Variables

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

Achievement motivation manifests as the desire or tendency to undertake difficult tasks quickly and effectively (Purwanto *et al.*, 2019). Studies by Athiah (2022), Fitriano *et al.* (2023), Purba *et al.* (2023), and Kurniasih *et al.* (2023) indicate that higher achievement motivation among employees positively influences performance.

**H1:** Achievement motivation has a positive and significant effect on employee performance.

## 2. The Effect of Human Resource Quality on Employee Performance

Putra *et al.* (2019) assert that higher human resource quality within an organization is associated with enhanced employee performance, emphasizing the role of human resources as key drivers of organizational development. This conclusion is further supported by the findings of Ariansyah and Roni (2023), Arham *et al.* (2023), and Lestari *et al.* (2024), all of whom confirm that improvements in the quality of human resources positively contribute to better employee performance.

**H2:** Human resource quality has a positive and significant effect on employee performance.

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

Achievement motivation drives employees to aim for high levels of performance. Employees with high organizational commitment feel emotionally attached to the organization, display greater responsibility, and are more loyal. Empirical studies conducted by Zainudin *et al.* (2023), Zahira *et al.* (2023), and Nurochim (2021) confirm that achievement motivation has a positive influence on organizational commitment.

**H3:** Achievement motivation has a positive and significant effect on organizational commitment.

## 4. The Effect of Human Resource Quality on Organizational Commitment

According to Mukti (2021), employees are a critical element of an organization; thus, having skilled and knowledgeable staff contributes significantly to organizational efficiency. Organizations that invest in training, recognition, and career development enhance employee commitment. Mudhar *et al.* (2023) also affirm that higher human resource quality increases organizational commitment.

**H4:** Human resource quality has a positive and significant effect on organizational commitment.

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

Strong organizational commitment motivates employees to achieve organizational goals and maintain a positive attitude toward their responsibilities. Studies by Rochmadona *et al.* (2024) and Umar & Norawati (2022) find that high organizational commitment leads to improved employee performance.

**H5:** Organizational commitment has a positive and significant effect on employee performance.

## 6. Organizational Commitment as a Mediator between Achievement Motivation and Employee Performance

Employees with high achievement motivation are more likely to exhibit strong organizational commitment and strive for optimal outcomes, thereby improving performance. Norawati (2022) confirms that organizational commitment mediates the relationship between achievement motivation and performance.

**H6:** Organizational commitment mediates the effect of achievement motivation on employee performance.

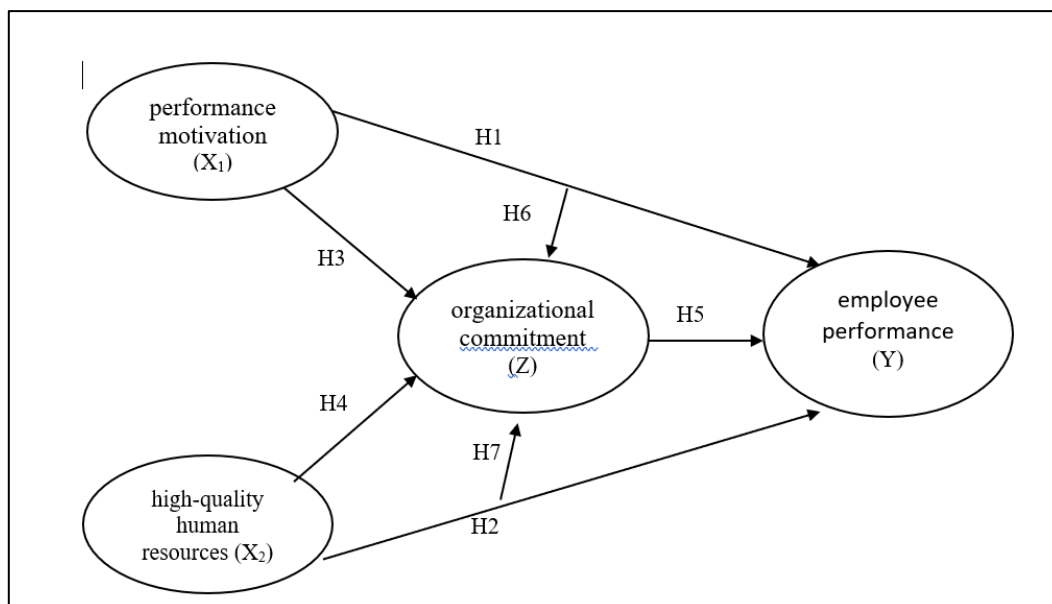
## 7. Organizational Commitment as a Mediator between Human Resource Quality and Employee Performance

High-quality human resources tend to possess higher commitment levels, which in turn enhance organizational performance. Organizational commitment acts as a bridge that channels human resource quality toward improved performance. Mukti (2021) supports this mediating role.

**H7:** Organizational commitment mediates the effect of human resource quality on employee performance.

## C. Theoretical Framework of the Study

The conceptual framework underlying this research is outlined as follows:





### III. RESEARCH METHOD

#### Type of Research

This study employs an explanatory research design with a quantitative approach. As stated by Sugiyono (2019), explanatory research seeks to clarify the positions of the variables under investigation and to examine the relationships among them. The primary objective of this research is to test the hypotheses that have been previously formulated.

#### Population and Sample

The population in this study consists of employees at the Regional Financial and Asset Management Agency (BPKAD) of Pemalang Regency, totaling 51 employees. Based on the principle that if the population is fewer than 100 respondents, the entire population may be used as the research sample, the study includes all 51 individuals as respondents (Arikunto, 2013). This method, in which the entire population is used without sampling, is referred to as a census technique. Therefore, the census sample in this study includes all BPKAD employees in Pemalang Regency.

#### Data Collection Method

The data collection method used in this study is primary data, obtained directly from the source through field research (H. Umar, 2019). Data were collected using a questionnaire, which is a structured set of questions or statements provided to respondents for them to answer (Sugiyono, 2019). The questionnaire responses were measured using a Likert Scale, as described by Sugiyono (2019):

Score 1 — Strongly Disagree (STS)

Score 2 — Disagree (TS)

Score 3 — Somewhat Disagree (KS)

Score 4 — Agree (S)

Score 5 — Strongly Agree (SS)

#### Data Quality Test

**1. Validity Test:** The validity of the instrument was assessed by correlating the score of each individual item with the total score of its corresponding construct or variable. Instrument is considered valid if the calculated correlation coefficient ( $r$ -count) is greater than the critical value from the correlation table ( $r$ -table) and is positive, at a significance level of 0.05. If  $r$ -count <  $r$ -table, the item is deemed invalid.

**2. Reliability Test:** Reliability testing aims to determine the consistency of results from repeated measurements of the same phenomenon. Reliability was measured using Cronbach's Alpha for each instrument within a variable. A construct or variable is considered reliable if it yields a Cronbach's Alpha value greater than 0.70.

#### Techniques of Data Analysis

After collecting data, the next is data analysis, conducted as follows:

**1. Descriptive Analysis:** According to Sugiyono (2017), descriptive analysis is used to describe or illustrate the characteristics of the variables based on the data

collected without drawing general conclusions. The descriptive analysis uses frequency distribution tables or percentages to show the proportion of responses.

**2. Partial Least Squares (PLS):** PLS is often used when the sample size is relatively small and the theoretical foundation is weak. In PLS analysis, two models are evaluated, the outer model is evaluated to assess the validity and reliability of the measurement constructs, while the inner model is used to test causal relationships, evaluate hypotheses, and assess the predictive capability of the model.

#### a. Evaluation of the Measurement Model (Outer Model)

This model is used to assess the reliability and validity of measurement constructs.

- 1) Convergent Validity:** This is assessed by the factor loading of each indicator. A loading factor  $\geq 0.7$  is considered ideal, while a value  $\geq 0.5$  is still acceptable, and some scholars accept values  $\geq 0.4$  (Haryono, 2017).
- 2) Discriminant Validity:** This is tested by comparing the correlation of indicators with their respective latent variables to their correlation with other latent variables (cross loading). Discriminant validity is established when the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlations with other constructs, and the AVE value is greater than 0.50.
- 3) Composite Reliability:** Composite reliability is interpreted similarly to Cronbach's Alpha. A value  $\geq 0.7$  is acceptable, and  $\geq 0.8$  is considered highly satisfactory. The AVE (Average Variance Extracted) indicates the amount of variance in indicators explained by the latent construct—the higher the AVE, the better the representation of the construct.

#### b. Structural Model Evaluation (Inner Model)

This model (also called the inner relation) specifies relationships between latent variables based on the theoretical framework.

- 1) R-Square ( $R^2$ ):**  $R^2$  assesses the model's Goodness of Fit.  $R^2 = 0.67$  indicates a strong model,  $R^2 = 0.33$  indicates a moderate model, and  $R^2 < 0.33$  indicates a weak model (Ghozali, 2017).
- 2) Predictive Relevance ( $Q^2$ ):**  $Q^2$  measures how well the model predicts observed values.  $Q^2 > 0$  indicates predictive relevance. Values of 0.02, 0.15, and 0.35 are interpreted as indicating moderate, weak and strong predictive relevance, respectively.
- 3) Goodness of Fit (GoF) Index:** GoF is a global optimization criterion combining the measurement and structural model evaluations. GoF values: 0.10 (small), 0.25 (medium), and 0.36 (large) (Ghozali, 2017).

#### c. Hypothesis Testing (Bootstrapping)

To assess the significance of relationships between variables, a bootstrapping procedure is used,

which involves resampling from the original dataset. Imam (2014) suggests using 5,000 bootstrap samples, although 200–1,000 samples may suffice for estimating standard errors. The critical t-values for two-tailed tests are:

- 1.65 (significance level = 10%)
- 1.96 (significance level = 5%)
- 2.58 (significance level = 1%)

## IV. ANALYSIS AND DISCUSSION OF RESULTS

### Validity Testing

The The instrument was tested using responses from 51 participants. With a significance level of  $\alpha = 0.05$ , the degrees of freedom (df) are calculated using the formula  $df = n - 2$ , resulting in  $df = 51 - 2 = 49$ . Based on this, the corresponding *r-table* value is 0.276. The validity testing results for this study are presented as follows.

**Table of Validity Testing Results**

Variables	Item	r count	r table	Information
Performance Motivation (X1)	X1.1	0.714	0.276	Valid
	X1.2	0.760		Valid
	X1.3	0.916		Valid
	X1.4	0.739		Valid
	X1.5	0.829		Valid
High-Quality Human Resources (X2)	X2.1	0.774	0.276	Valid
	X2.2	0.742		Valid
	X2.3	0.867		Valid
	X2.4	0.811		Valid
Organizational Commitment (Z)	Z1	0.910	0.276	Valid
	Z2	0.914		Valid
	Z3	0.763		Valid
Employee Performance(Y)	Y1	0.810	0.276	Valid
	Y2	0.840		Valid
	Y3	0.881		Valid
	Y4	0.807		Valid
	Y5	0.782		Valid
	Y6	0.728		Valid

**Source:** Result of Data Processing, 2025

Based on the table above, the results of the validity test show that the *r-calculated* values for all research indicators exceed the *r-table* value. Therefore, it can be concluded that for variables X, Y, and Z, each indicator is considered valid, as the *r-calculated* values are greater than the threshold of 0.276.

### Reliability Testing

The results of the reliability test for the research instrument are presented in the following table.

**Table of Reliability Testing Results**

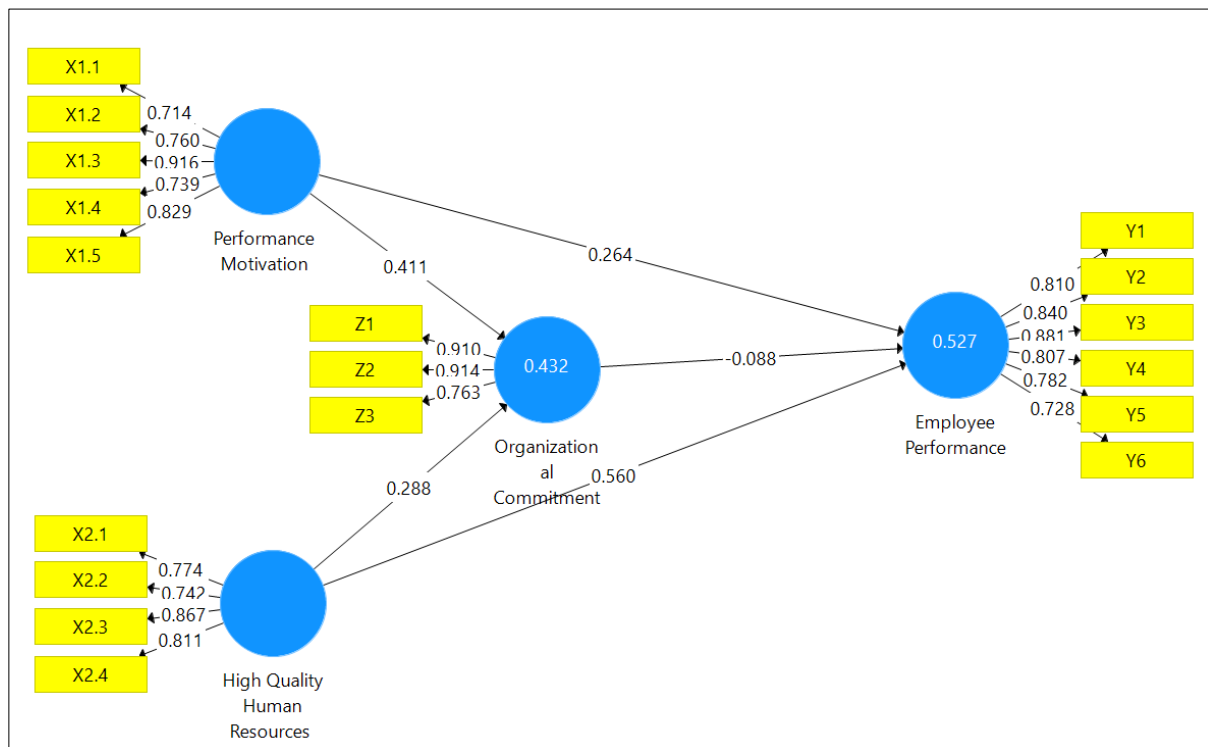
No	Variables	Cronbach's Alpha	Minimum Value	Information
1	Performance Motivation (X1)	0.895	0.70	Reliable
2	High Quality Human Resources (X2)	0.813	0.70	Reliable
3	Organizational Commitment (Z)	0.829	0.70	Reliable
4	Employee Performance(Y)	0.852	0.70	Reliable

**Source:** Data Processing Results, 2025

Based on the table, the results of the reliability test indicate that the Cronbach's Alpha values for all indicators exceed 0.70. Therefore, the indicators can be considered reliable.

### Partial Least Square (PLS)

- 1. Evaluation of the Measurement Model (Outer Model):** When the data is processed using Smart Partial Least Squares (SMART-PLS), the results of the model evaluation—specifically the outer model—are as follows:

**Result Image Outer Model**

Source: Processed from primary data, 2025

The figure above illustrates that the learning motivation variable is measured using five indicators (X1.1–X1.5), human resource quality using four indicators (X2.1–X2.4), organizational commitment using three indicators (Z1–Z3), and employee performance using six indicators (Y1–Y6). Each indicator is represented by a single questionnaire item. The arrows directed from the latent constructs to the indicators indicate that this study employs reflective measurement models. Reflective indicators are used to represent the underlying constructs, meaning that the indicators are manifestations of the latent variables and

are assumed to covary as they reflect the same underlying concept.

#### a. Convergent Validity Testing

Two techniques were employed to assess the convergent validity of each variable's indicators. First, the loading factor values were examined, as shown in the outer loading table. Convergent validity, based on outer loading, is established when an indicator has a loading factor greater than 0.70, indicating that the indicator reliably reflects the underlying construct. The outer loading results are presented in the following table.

**Table of Outer Loading Results**

Construct	Performance Motivation	High Quality Human Resources	Organizational Commitment	Employee Performance
X1.1	0.714			
X1.2	0.760			
X1.3	0.916			
X1.4	0.739			
X1.5	0.829			
X2.1		0.774		
X2.2		0.742		
X2.3		0.867		
X2.4		0.811		
Z1			0.910	
Z2			0.914	
Z3			0.763	
Y1				0.810
Y2				0.840

Y3				0.881
Y4				0.807
Y5				0.782
Y6				0.728

Source: Processed from primary data, 2025

According to the table above, the analysis results show that the loading factor for each indicator across all variables exceeds the threshold of 0.70. Therefore, it can be concluded that the indicators for each variable—achievement motivation, human resource quality, organizational commitment, and employee performance—demonstrate satisfactory convergent validity and are considered valid

Examining the AVE, the second method used to assess convergent validity is by examining the Average Variance Extracted (AVE) value. An indicator is considered to have adequate convergent validity if the AVE value exceeds 0.50. Table below displays the Average Variance Extracted (AVE) results.

**Test Results Table Average Variant Extracted (AVE)**

Variables	Average Variance Extracted (AVE)
Performance Motivation	0.655
High Quality Human Resources	0.640
Organizational Commitment	0.748
Employee Performance	0.632

Source: Processed from primary data, 2025

The table above shows that the Average Variance Extracted (AVE) values for all variables—achievement motivation, human resource quality, organizational commitment, and employee performance—exceed the threshold of 0.50. This indicates that the indicators for each construct have adequate convergent validity. Consequently, the measurement model for each variable can be considered reliable and valid.

#### b. Discriminant Validity Testing

Discriminant validity is assessed by examining the cross-loading values of each indicator. An indicator is considered to demonstrate discriminant validity if its loading on the associated construct is higher than its loadings on any other constructs. The results of the cross-loading analysis are presented in the following table:

**Results Table Cross Loading**

	Achievement Motivation	High- Quality Human Resources	Organizational Commitment	Employee Performance
X1.1	0.714	0.504	0.434	0.426
X1.2	0.760	0.703	0.428	0.472
X1.3	0.916	0.795	0.610	0.687
X1.4	0.739	0.362	0.433	0.358
X1.5	0.829	0.578	0.561	0.506
X2.1	0.530	0.774	0.539	0.619
X2.2	0.365	0.742	0.341	0.418
X2.3	0.635	0.867	0.481	0.607
X2.4	0.803	0.811	0.520	0.578
Z1	0.588	0.552	0.910	0.419
Z2	0.600	0.532	0.914	0.344
Z3	0.430	0.471	0.763	0.304
Y1	0.460	0.556	0.278	0.810
Y2	0.536	0.664	0.362	0.840
Y3	0.652	0.677	0.459	0.881
Y4	0.497	0.501	0.327	0.807
Y5	0.400	0.423	0.255	0.782
Y6	0.479	0.548	0.286	0.728

Source: Processed from primary data, 2025

The table above indicates that, based on the cross-loading test results, each indicator loads more highly on its associated construct than on any other constructs. This confirms that all indicators meet the criteria for discriminant validity. This result indicates

that, based on the cross-loading analysis, the indicators in this study are adequate, so that each variable measure can be considered discriminantly valid.



### c. Composite Reliability Testing

A reliability test is conducted to assess the consistency of the measurement instrument. In this study, reliability is evaluated using both Cronbach's Alpha and Composite Reliability values, with the

threshold for both set at 0.70. The results of the reliability analysis are presented in the following table:

**Reliability Test Results Table**

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Achievement motivation	0.895	0.919
High-Quality Human Resources	0.813	0.876
Organizational commitment	0.829	0.899
Employee performance	0.852	0.895

**Source:** Processed from primary data, 2025.

According to the reliability test results, the Cronbach's Alpha and Composite Reliability values for each variable—achievement motivation—were shown in the above table, high-quality human resource, organizational commitment, and employee performance—were greater than 0.70. Thus, the measurement of each variable can be considered reliable. This means that each variable measure meets the requirements for use in research.

## 2. Structural Model Testing (Inner Model)

### a. R-Square

The R-Square (coefficient of determination) test is used to evaluate how well the independent variables explain the variance in the dependent variable. The criteria for interpreting the R-Square value are as follows: a value of 0.67 or higher indicates a strong model; values between 0.33 and 0.66 indicate a moderate model; and values between 0.19 and 0.32 indicate a weak model. The results of the R-Square test are presented in the table below:

**Results Table R-Square**

<b>Construct</b>	<b>R Square</b>	<b>R Square Adjusted</b>
Employee performance (Y)	0.527	0.497
Organizational commitment (Z)	0.432	0.408

**Source:** Primary data analyzing, 2025.

Based on the output results, the R-Square ( $R^2$ ) value for the first model is 0.527, as shown in the table above. This indicates that 52.7% of the variance in employee performance can be explained by achievement motivation and human resource quality, while the remaining 47.3% is attributed to other factors not included in the model. According to the R-Square interpretation criteria, this model falls into the moderate category.

Similarly, the R-Square ( $R^2$ ) value for the second model is 0.497, suggesting that 49.7% of the variance in organizational commitment is explained by achievement motivation and human resource quality, with the remaining 50.3% influenced by other unexamined variables. This second model is also classified as moderate based on the R-Square coefficient.

### b. Predictive Relevance ( $Q^2$ )

Predictive relevance ( $Q^2$ ) is used to assess the predictive capability of the structural model through the blindfolding procedure. A model is considered to have predictive relevance if the  $Q^2$  value is greater than zero ( $Q^2 > 0$ ), indicating that the model has sufficient predictive accuracy for endogenous constructs.

According to the results, the  $Q^2$  values for both employee performance and organizational commitment are greater than 0, which suggests that the model has good predictive relevance for these variables. Therefore, it can be concluded that the structural model possesses adequate predictive power and is appropriate for further analysis

- $Q^2 > 0$ : Indicates that the model has predictive relevance, meaning it can effectively predict the data.
- $Q^2 \leq 0$ : Indicates that the model lacks predictive relevance and does not predict the data adequately.

Further interpretation of the  $Q^2$  value is categorized into three levels:

- $Q^2 = 0.02$ : Weak predictive relevance.
- $Q^2 = 0.15$ : Moderate predictive relevance.
- $Q^2 = 0.35$ : Strong predictive relevance.

Thus, a  $Q^2$  value greater than zero signifies that the model has acceptable predictive capability. Conversely, if the  $Q^2$  value is less than or equal to zero, the model may require revision or improvement to enhance its predictive relevance.

**Test Results Table Q2 Predictive Relevance**

Construction	Q2 Prediction
Employee performance	0.312
Organizational commitment	0.314

Source: Analyzing of Primary data, 2025.

Based on the output results, the  $Q^2$  values for all variables—achievement motivation, human resource quality, organizational commitment, and employee performance—are greater than 0.35. This indicates that the model possesses strong predictive relevance for each construct. Therefore, it can be concluded that the model is effective in predicting the variability of these variables, demonstrating a high level of predictive power.

### c. Testing of Quality Index

Partial Least Squares (PLS) Path Modeling is used to identify global optimization criteria that assist in evaluating the overall goodness of fit (GoF) of a model. The GoF index serves as a single measure to assess both the measurement model and the structural model, providing an indication of the model's overall predictive

accuracy. The GoF value is interpreted using the following criteria:

- 1) GoF = 0.10: Small goodness of fit
- 2) GoF = 0.25: medium goodness of fit
- 3) GoF = 0.36: large goodness of fit

The Goodness of Fit (GoF) value is used to evaluate how well the overall model predicts the observed data. A higher GoF value indicates a better alignment between the model and the actual data, reflecting stronger overall model performance. The GoF values for the models analyzed in this study are presented in the table below, which provides the detailed results of the GoF measurement.

**Test Results Table Quality Index**

Construct	Average variance extracted	R Square
Achievement Motivation	0.655	0.632
Human Resources Quality	0.640	0.748
Organizational Commitment	0.748	
Employee Performance	0.632	

Source: Primary data analyzing, 2025.

Average AVE =  $(0.655+0.640+0.748+0.632)/4 = 0.669$

Average R2 =  $(0.632+0.748)/2 = 0.690$

GoF =  $\sqrt{\text{AVE average} \times (\text{R2 average})^2}$

GoF =  $\sqrt{0.669 \times 0.690^2}$

=  $\sqrt{0.690 \times 0.477}$

= 0.564

Information:

GoF: Goodness of Fit

R: Average R-square

The table above and the formula calculation show a GoF value of 0.564. Therefore, this model meets the large criteria.

### 3. Hypothesis Testing (Bootstrapping)

The bootstrapping test is used to assess whether the independent variables have a significant effect on the dependent variables. Hypothesis testing is conducted by comparing the  $t$ -statistic with the critical  $t$ -value from the  $t$ -table, and by examining the corresponding  $p$ -value. If the  $t$ -value exceeds 1.96 and the  $p$ -value is less than 0.05, the alternative hypothesis ( $H_a$ ) is accepted, indicating a statistically significant relationship. Conversely, if the  $t$ -value is less than 1.96 and the  $p$ -value exceeds 0.05, the null hypothesis ( $H_o$ ) is accepted, indicating no significant effect. The table below presents the results of the structural model analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach:

**Table of t-statistic testing results**

Construct	The Original Sample (O)	Mean of the Sample (M)	The Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Criteria
X1 Achievement Motivation -> Y Employee performance	0,264	0,249	0,189	1,394	0,164	Accepted
X2 high-Quality Human Resources -> Y Employee Performance	0,560	0,598	0,188	2,976	0,003	Accepted

X1 Achievement motivation -> Z Organizational commitment	0,441	0,441	0,195	2,108	0,036	Accepted
X2 Human Resources Quality -> Z Organizational Commitment	0,288	0,278	0,192	1,500	0,134	Accepted
Z Organizational Commitment -> Y Employee Performance	0,088	0,097	0,116	0,759	0,448	Accepted

Source: Primary data analyzing, 2025.

### PLS Analysis with Mediation

The mediation test employed in this study is demonstrated by the t-statistic value in the Specific Indirect Effects table, which was analyzed using Smart Partial Least Squares (Smart-PLS). The findings of the

test of how achievement motivation and human resource quality affect employee performance through organizational commitment are shown in the table below.

### Mediation Test Results Table (Direct Effect)

Construct	The Original Sample (O)	Mean of the Sample (M)	The Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Criteria
X1 performance motivation -> Y Employee performance	0,264	0,249	0,189	1,394	0,164	Accepted
X2 Human Resources Quality -> Y Employee Performance	0,560	0,598	0,188	2,976	0,003	Accepted
X1 performance motivation -> Z Organizational commitment	0,441	0,441	0,195	2,108	0,036	Accepted
X2 Human Resources Quality -> Z Organizational Commitment	0,288	0,278	0,192	1,500	0,134	Accepted
Z Organizational Commitment -> Y Employee Performance	0,088	0,097	0,116	0,759	0,448	Accepted

Source: Analyzing of Primary data, 2025.

### Mediation Test Results Table (Indirect Effect)

	The Original Sample (O)	Mean of the Sample (M)	The Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
performance motivation-> Organizational commitment-> Employee performance	-0.025	-0,032	0,051	0,502	0,616
Human resource quality-> Organizational commitment-> Employee performance	-0,036	-0,038	0,056	0,645	0,519

Source: Analyzing of Primary data, 2025.

## V. CONCLUSION

### The Influence of Achievement Motivation on Employee Performance

The findings of this study support the first hypothesis, which states that achievement motivation has a positive and significant effect on employee performance. This is evidenced by the positive coefficient, a t-statistic exceeding the critical t-value, and a p-value below 0.05. These results indicate that employees at the Regional Financial and Asset Management Office of Pemalang Regency who are more highly motivated to achieve their goals tend to perform better. Achievement motivation—reflected in factors such as enjoyment of responsibilities, receptiveness to feedback, willingness to take risks, creativity, and the

desire to excel—contributes directly to enhanced performance. These findings are consistent with previous studies by Fitriano *et al.* (2023), Athiah (2022), Purba *et al.* (2023), and Kurniasih *et al.* (2023), which also demonstrate the positive impact of achievement motivation on performance. This underscores the importance of continuously developing employees' skills to foster greater motivation and achievement.

### The Influence of High-Quality Human Resources on Employee Performance

The second hypothesis, which proposes that high-quality human resources have a positive and significant effect on employee performance, is supported by the results. The analysis shows a positive relationship, with statistically significant values indicating that

employees perform better when the organization invests in high-caliber human capital. A capable and skilled workforce is more adept at acquiring knowledge, improving work practices, and adapting to organizational needs—ultimately leading to improved performance. These results are aligned with findings from Arham *et al.* (2023), Ariansyah & Roni (2023), and Lestari *et al.* (2024), confirming the crucial role of human resource quality in enhancing employee outcomes.

### **The Influence of Achievement Motivation on Organizational Commitment**

The results validate the third hypothesis: achievement motivation has a positive and significant effect on organizational commitment. Employees who are highly motivated to succeed demonstrate greater loyalty and commitment to the organization. This is supported by statistical analysis and aligns with previous research by Zainudin *et al.* (2023), Zahira *et al.* (2023), and Nurochim (2021). The implication is that achievement motivation not only drives individual performance but also strengthens employees' emotional and professional attachment to the organization.

### **The Influence of High-Quality Human Resources on Organizational Commitment**

The fourth hypothesis is confirmed by the analysis, indicating that the quality of human resources positively and significantly influences organizational commitment. When organizations provide high-quality human capital—through training, development, and appropriate placement—employees are more likely to develop a sense of belonging and commitment. These findings are consistent with the research of Mudhar *et al.* (2023), which shows that long-term organizational loyalty is closely linked to the quality of people management within the organization. Success in this area results from a cumulative process of individual and organizational efforts.

### **The Influence of Organizational Commitment on Employee Performance**

The fifth hypothesis is also supported: organizational commitment significantly and positively affects employee performance. Employees who are more committed to their organization are more likely to perform their tasks with dedication and innovation. This finding is in line with research by Rochmadona *et al.* (2024) and Umar & Norawati (2022), which indicate that strong organizational commitment enhances work performance by fostering responsibility, enthusiasm, and initiative.

### **Organizational Commitment as a Mediator Between Achievement Motivation and Employee Performance**

This study finds that organizational commitment mediates the relationship between achievement motivation and employee performance. High motivation alone does not guarantee optimal performance unless it is supported by a strong

commitment to the organization's values and goals. Employees who are motivated and simultaneously committed are more likely to align their personal ambitions with organizational objectives, resulting in better performance. This finding corroborates the work of Norawati (2022), who also identified organizational commitment as a mediating variable in this relationship.

### **Organizational Commitment as a Mediator Between Human Resource Quality and Employee Performance**

The study also confirms that organizational commitment mediates the effect of human resource quality on employee performance. Even when organizations invest in high-quality human resources, employee performance may not reach its full potential unless employees are also committed to the organization. Commitment bridges the gap between potential and actual performance by motivating employees to apply their skills in alignment with organizational goals. This conclusion is supported by Prastiwi *et al.* (2022) and Alam & Oktaviani (2023), reinforcing the idea that organizational commitment is a critical link between resource quality and performance outcomes.

Based on the results of this research, the following conclusions can be drawn:

1. Achievement motivation has a positive and significant effect on employee performance. This indicates that employees at the Regional Financial and Assets Management Office of Pemalang District are likely to demonstrate improved performance when they are highly motivated to achieve their goals.
2. The quality of human resources has a positive and significant effect on employee performance. This suggests that employees at the Regional Financial and Assets Management Office of Pemalang District tend to perform better when the organization maintains a high standard in developing and managing its human resources.
3. Achievement motivation has a positive and important effect on how committed employees are to the organization. This means that when employees have a higher level of achievement motivation while doing their job, their commitment to the Regional Financial and Assets Management Office in Pemalang District also tends to be higher.
4. Human resource quality has a positive and significant influence on organizational commitment. This indicates that the better the quality of human resources provided by the agency, the stronger the organizational commitment demonstrated by employees at the Regional Financial and Assets Management Office of Pemalang District.
5. Organizational commitment helps improve employee performance in a positive way. This

shows that when employees in the agency have stronger commitment to the organization, their work performance at the Regional Financial and Assets Management Office in Pemalang District tends to be better.

6. Organizational commitment mediates the effect of achievement motivation on employee performance. This indicates that while achievement motivation influences employee performance, its impact is strengthened through the presence of organizational commitment. In other words, achievement motivation alone may not directly enhance performance unless it is supported by a strong sense of organizational commitment among employees.
7. The connection between the quality of human resources and how well employees perform could be influenced by their level of commitment to the organization. This means that being committed to the company might affect how well employees do their jobs, not directly, but through the overall quality of the workforce. So, in the link between employee performance and human resource quality, organizational commitment also plays a role as something that comes between them.

### Research Limitations

In this study, the research results have some limits. A high R-Square value shows that the independent variables in the model explain most of the changes in employee performance and organizational commitment. But there is still 18 to 47 percent of the change that isn't explained, meaning other things outside the model also play a role.

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