

## Model of Improving human resource performance through achievement orientation, skill level and individual factors

Azizah Intan Maharani Pramana<sup>a\*</sup>, Olivia Fachrunnisa<sup>b</sup>

### Abstract

This study aims to identify 1). To analyze the effect of Organizational Commitment on Achievement Motivation. 2). To analyze the effect of Skill level on Achievement Motivation. 3). To analyze the effect of Proactivity on Achievement Motivation. 4.) To analyze the effect of Achievement Motivation on HR Performance. 5.) To analyze Achievement Oriented Leadership Moderates the Effect of Achievement Motivation on HR Performance. Respondents in this study were production employees of Demak manufacturing companies. The results of this study indicate that organizational commitment, skill level, proactivity have a significant effect on achievement motivation, achievement motivation has a significant effect on HR performance and Achievement oriented leadership moderates the significant influence between achievement motivation and HR performance.

**Keywords:** Organizational Commitment, Skill Level, Proactivity, Achievement Motivation, Achievement Oriented Leadership, HR Performance.

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### 1. Introduction

The globalization that exists in the world affects the national economy. As a result, there is rapid development of any sector including industry. This is evidenced by the increasing number of new competitors, making competition in the business world tighter. The government gives freedom to the private sector to participate in improving the country's economy and development. This situation forces entrepreneurs to be more careful in considering every business opportunity to achieve existing goals. With the presence of an economical and efficient workforce in order to get good results.

One of the interesting problems to be studied related to achieving company goals is related to HR performance. One company that is suspected of having less than optimal HR performance is the Demak manufacturing company. In addition, manufacturing companies are also required to always meet the estimated marketing needs and also provide product inventory so that products are always available based on consumer demand.

Key Performance Indicator (KPI) for all parts of production employees. As a percentage throughout 2023, the assessment made by the company on the performance

of its employees, especially the production department through the Key Performance Indicator (KPI) in the last 6 months has fluctuated. The ups and downs of employee performance began in April with an average performance of 62.28 and experienced an increase in May of only 4.98 with an average performance that month of 67.26. Meanwhile, in June it decreased by 5.11 with an average June 62.15. Then in June it increased by 10.26 with an average assessment of 72.21. In August it decreased by 8.63 with an average assessment of 63.58. And the last one in September experienced an increase of 10.06, namely with an average assessment of 73.64. This shows that the HR performance of the Demak manufacturing company in the production section from 2023 has not been optimal. With this, the human factor greatly influences the instability of the resulting performance. Based on the KPI data, it will become a standard related to the performance of personnel next year which needs to be improved so that the average performance assessment of this production section can increase every month or the average KPI can reach 100.00 because the data above the average is still far from 100.00 which means that the performance needs to be reviewed in order to

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increase HR performance.

Some previous research on efforts to improve the performance of production HR has been carried out, according to research from (Basri and Saman 2020) HR performance is influenced by speed, ability and initiative. However, from research (Yuniarti and Suprianto 2020) improving performance from the influence of leadership and education level. Meanwhile, according to (Hamdiyah, Haryono, and Fathoni 2016) improving HR performance is due to the leadership style. As well as work motivation and work discipline (Siregar, Effendy, and Ritonga 2022). From the results of previous research, it can be concluded that there are still rare studies related to efforts to improve HR performance involving achievement orientation, namely individual motivation to achieve, and achievement-oriented leadership.

Based on the theory that seeks to improve HR performance can be seen from organizational factors. According to (Sujadi, 2010) Work performance is the achievement of individuals and groups in carrying out work to the maximum in accordance with their authority and responsibility and in accordance with legal, moral and ethical regulations. HR performance can be said to be effective if the job has employee development opportunities so that employees will be motivated to do work effectively and commitment to the organization will be high. According to (Hornby 2000) performance is a form of action for the desired goal. To provide an assessment of a human resource performance with the factors of HR performance that influence performance in the organization is formed.

Achievement motivation is a theory of motivation stating that a person's productivity is determined by the needs that are driven that motivation is the ability to encourage employees and organizations to work well so that employee expectations and business goals can be achieved according to (Manik 2016). Achievement motivation is for encouragement to work diligently, goal-oriented and target to master difficult and challenging tasks thereby creating a sense of achievement. (Bornholt and Goodnow 1999).

Commitment means an attitude of sympathy for the willingness to do everything for the good of the organization in order to achieve its goals. (Luxmi 2022). There are three aspects of organizational commitment according to (Luxmi 2022) in the form of Identification, Involvement, Loyalty. According to (Meyer and Herscovitch 2001) argue that organizational commitment in the form of identification to individuals whose employee involvement is strong in the company will have a goal to try hard in the company.

Skill level is defined as a function of the range and complexity of a set of tasks performed in a particular job. The greater the range and complexity of a set of tasks, the greater the skill level of an occupation (Australian Bureau of Statistics 2006). Skill level is the extent to which companies believe that frequent assessments

of employees' skills have a positive effect on their performance (Breu et al. 2002).

The success of the company to achieve its goals is largely determined by the success of its employees in carrying out its mission. The existence of achievement motivation will be a bridge for employees to maximize their performance and carry out their work optimally. In fact, the higher the achievement motivation, the higher the performance, thus HR performance will be maximized, achievement motivation has been seen as a goal by employees, so organizational factors in organizational commitment will be high. Organizational commitment is an attitude or behavior shown to prove loyalty to organizational goals.

High organizational commitment also increases because of the attitude of wanting to show good performance. Most employees certainly also want to show their skills at work. Of course, human resources at work are of course practicing, trying whatever it is to show the level of expertise that employees have more rapidly. The employee's skill level is high, so HR performance will be high easily.

Employee proactivity is an active attitude towards work because proactive personalities are individuals who do not feel limited by the situations that exist in their work environment in order to produce an ideal work environment. This proactivity attitude will facilitate HR performance. With the application of achievement oriented leadership as a support in this study that moderates between achievement motivation through HR Performance is very influential and significant.

Based on the description of the phenomena that occur, the problem formulation in this study is "How to improve HR performance in employees of manufacturing companies in the production section through Achievement Orientation, Skill Level and Individual Factors".

## 2. OVERVIEW

### 2.1 HR Performance

HR performance is an important key to performance management (Al-Musadieq et al. 2018). In improving performance, a key role is played by a good performance measurement and management system. (Al-Musadieq et al. 2018). The quality of HR performance is an application that cannot be separated from HR management or HR management operational policies established in the company's organization (Raharjo et al. 2018). Human resource performance is a presentation obtained by an individual or a group of organizations in their duties and responsibilities in order to achieve an organizational goal (Audenaert et al. 2019). There are indicators of HR Performance according to (Audenaert et al. 2019), namely 1) very productive in carrying out tasks 2) skilled in utilizing resources efficiently 3) maximum effort in every action.

## 2.2 Achievement Motivation

Motivation is a set of internal and external energy forces determining the direction, intensity, work effort, and perseverance. (Manik 2016). (Mangkunegara, 2013; (Manik 2016) argues that motivation is a state of pushing humans towards the expected goal. Meanwhile, according to (Manik 2016), there are several indicators of Achievement Motivation according to (Stephen P. Robbins and Timothy A. Judge 2008) 1) Focus on achieving goals 2) Enjoying challenges at work 3) Having high responsibility 4) Ready to take the necessary risks 5) Having high creativity and innovation.

## 2.3 Achievement oriented leadership

Achievement Oriented Leadership is a leadership behavior that encourages company employees to achieve superior performance (Skala et al. 2021). Achievement oriented leadership is the achievement of appropriate success in situations where employees are less resistant to autocracy, outwardly focused, and easily follow the leader's direction (Bisnis et al. 2019). There are several indicators of Achievement Oriented Leadership according to (Northouse, 2016; Yukl, 2014; Timmerman, 2012 in (Rana, K'aol, and Kirubi 2019), namely

- 1) Goal setting 2) Feedback 3) Rewards

## 2.4 Organizational commitment

Organizational commitment is the willingness of employees to work in a company in the future. Commitment is often reflected in employees' belief in the goals and mission of the organization, by making efforts for timely completion of work (Luxmi 2022). Organizational commitment is a psychological state in which employees identify with the values, rules that the organization wants to achieve (N. Allen and J. Meyer 1990). There are several indicators of Organizational Commitment according to (N. Allen and J. Meyer 1990), namely 1) Very difficult to leave the organization 2) Feel a lot of disturbance if you decide to quit the organization 3) It would not be too expensive for individuals to leave the organization

## 2.5 Skill Level

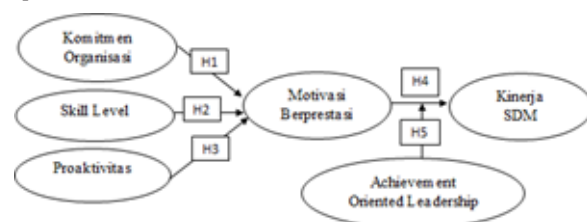
Skill Level is an effort to achieve from employees to study hard, perseverance, and persistence to hone their skills so that there is more progress because the more competent human resources in the company they have, the company's performance and productivity will increase and their level of expertise will be appreciated by the company (Australian Bureau of Statistics 2006). The Skill Level required by a job and the skill level of an employee are not necessarily the same (Pagell, Handfield, and Barber 2000). There are several indicators of Skill Level according to (Gunandar 2013), to measure the level of expertise, indicators can be used, namely 1) Technical ability 2) Interpersonal ability 3) Conceptual ability.

## 2.6 Proactivity

Proactivity is a person's initiative to work so that this attitude can influence his environment (Crant 2000). Proactivity is the action of employees who actively take the initiative to improve the situation or create new ideas when other employees are not active in dealing with various situations (Ashford and Black 1996). Proactivity includes behaviors that encourage a person to be active in their work so that the performance produced by a person gets results and assessments from good leaders. this attitude reflects positive, constructive, and helpful behavior as added value. (Seibert, Kraimer, and Crant 2001). Proactivity is the character of individuals who are not pressured in their work to influence the conditions at work (Bateman and Crant 1993). There are behaviors that are used as a measure or indicator for Proactivity according to (Crant 2000), namely 1) Skills in exploring opportunities 2) Readiness to take risks in initiating change 3) Motivation to create favorable situations.

## 2.7 Empiric Research Model

The empirical research model is organized into three variables, namely independent, dependent, and moderation. The independent variable is marked (X) which consists of X1, X2, X3, for the dependent variable marked with a sign (Y), then for the intervening variable marked with a sign (Z), and the moderating variable marked with a sign (M). In this empirical model, researchers want to know the relationship or the magnitude of the influence between Organizational Commitment, Skill level, Proactivity and Achievement Oriented Leadership moderating the effect of Achievement Motivation on HR Performance. The empirical model of this research is described as follows:



Gambar 2.1 Model Empirik

## 3. RESEARCH METHODOLOGY

### 3.1 Type of Research

Type of research with quantitative. According to (Sugiyono 2017: 6), the quantitative approach is the position of the variables to be studied and the effect of one variable on another. The reason the research uses explanatory research in order to answer the effect between variables Explanatory research is a hypothesis test using a quantitative approach because in this study it focuses more on testing theories or hypotheses by using statistical procedures to measure research variables.

### 3.2 Population and Sample

According to (Sugiyono 2010), population refers to an expanded place that includes objects with certain characteristics that researchers identify for

investigation, and are used to make conclusions. The research population is employees of the production department at the Demak Manufacturing Company with a population of 100 employees.

The sample method is part of the population selected by any method. (Ahyar et al. 2020). The data collection technique uses the census or saturation method. A census is a data collection technique in which all elements of the population are thoroughly examined. So that the number of samples for this study includes all employees of the manufacturing company in the production section of 100 employees because it matches the population.

### Source and Type of Data Primary Data

Primary data refers to data collected directly. Primary data is obtained through field surveys using various data collection methods. (Sugiyono, 2002). A primary data comes from direct observation of respondents in the field through questionnaire responses to provide answers to research variables. Primary data is collected specifically to solve research questions. According to (Sugiarto 2017: 87).

### Secondary Data

Secondary data is data available previously from indirect sources. Indirect data means that the data obtained by the research will be researched previously whose subjects are related to the subject to be studied. According to (Wariyanta 2017: 87). This data obtained an overview and data related to the influence of Achievement Orientation, Skill Level and Organizational Factors on improving HR performance.

### Data Methods

A questionnaire survey was used to collect research data. Data was collected by posing pre-written questions to respondents to seek answers to responses given to variables adjusted for the index of each variable. Rating scales are especially useful when assessing behavior, often using Likert scales. (Ahyar et al. 2020). To measure the respondent's answer or response on a Likert scale. Likert scale is a scale with 5 levels of preference for different responses from respondents (Imam Ghozali, 2005).

### Data Analysis Discriptive Analysis

Description is an analysis in explaining the data collected on the respondents' opinions on the answers to the selected statements and the frequency distribution on the respondents' statements. This analysis can also be used as a deeper depiction of the variables carried out in the study.

### Outer Model Convergent validity

Covergent validity measures the extent to which the indicators of a latent variable contain relevant

information related to the construct. Transportation of indicator scores and latent variable scores (J. F Hair, Hult, and Ringle 2017), states for this measurement, that the outer loading is  $> 0.7$ . If the loading score is appropriate, it is stated that the research variable indicator is valid, and vice versa. To check convergent validity, use Average Variance Extracted (AVE) with an AVE value  $> 0.5$ .

### Discriminant validity

Discriminant validity using cross loading. By comparing the Average Variance Extracted (AVE) value with the construct correlation and AVE with the correlation between structures. According to (Ringle et al. 2023), discriminant validity issues arise when the HTMT value increases. To check the validity of the discrimination, the HTMT ratio can be. If the HTMT value is  $< 0.90$  then the structure has good discriminant value.

### Reliability

Reliability is defined as a series of tests evaluating the reliability of questions. Reliability testing is used to measure the accuracy and accuracy of a measurement process. In testing reliability according to (Ringle et al. 2023) can be through composite reliability and Cronbach's Alpha. The variable is said to be reliable if it has a composite value of  $\geq 0.70$  and is supported by the Cronbach's Alpha value for each indicator categorized as 0.40-0.60 quite reliable, 0.61-0.80 reliable and 0.81-1.00 very reliable.

### Inner Model

#### R-Square ( $R^2$ )

The R-squared method displays each dependent latent variable. The  $R^2$  value can evaluate the effect of the current variable on the next latent variable. used to assess the effect of the current latent variable on the next variable. Knowing whether or not R-Square is significant is an evaluation aimed at measuring the predictive power of the inner model. According to (Joseph F. Hair et al. 2019) the R-Square value has criteria, namely if the  $R^2$  value = 1.00 - 0.75 so the model is substantially Strong, if the  $R^2$  value = 0.74 - 0.50 so the model is substantially Moderate, if the  $R^2$  value = 0.49 - 0.25 so the model is substantially Weak.

#### F-Square

F-square is the relative change value of variables affected by endogenous factors compared to variables affected by endogenous factors. To evaluate changes affected by endogenous factors in relation to variables affected by endogenous factors. If the value of  $F^2 = 0.02 - 0.14$ , the influence is small, if the value of  $F^2 = 0.15$  to 0.34, the influence is moderate, and if the value of  $F^2 \Rightarrow 0.35$ , the influence is very large.

#### Goodness of Fit (GoF)

In smart PLS GoF is a measure of evaluating the overall fit of the model. GoF provides an overview

of how well the model explains the influence of the hypothesized variables in the model. GoF is calculated as the square root of the average value of the communality index multiplied by the average R2. The GoF index has an interpretation value of a small one in the range of 0.1, while a medium one is around 0.25, and a large one is more than 0.36 (Ghozali, 2015). GoF has the following formula:

$$GoF = \sqrt{Com \times R}$$

**Uji Multikolonieritas (VIF)**

Variance Inflation Factor (VIF) to assess collinearity. Collinearity is widespread. Multicollinearity is a phenomenon in which two or more independent variables or exogenous constructs in statistical analysis are correlated or related to each other significantly and have a very high correlation that affects the predictive ability of the model (Ringle et al. 2023). The effectively used variance inflation factor (VIF) value is < 5, ideally < 3.

**Hypothesis**

This hypothesis is then tested empirically using data obtained from the questionnaire to see the extent to which these predictions can be supported by evidence. (Sugiyono. 2018). In this study, the t and p tests were used to measure the hypothesized relationship expressed by the path coefficient. The path coefficient can be determined from the T test value (critical coefficient) determined in the bootstrapping process (resampling method). At the alpha (α) level of 0.05, the assessment if the t test (critical coefficient) is used as a comparison criterion such as the hypothesis is rejected if the t-count < 1.65 or sig value > 0.05 and the hypothesis is accepted if the t-count > 1.65 or sig value < 0.05.

**Moderating Effect**

In SmartPLS, moderation effects correct for non-linear relationships by incorporating interaction effects into the model. This allows us to more accurately understand and model the relationship between variables in a more complex and dynamic context. (Ghozali, 2015). According to Henseler and Fassott (2010), the moderation effect indicates the interactive relationship between the independent variable and the moderator variable based on the impact on the variable.

**4. RESULTS AND DISCUSSION**

**Outer model Convergent Validity**

Convergent validity uses the outer loading score in its testing. An indicator is categorized as good if the outer loading score is ≥ 0.70 (J. F Hair, Hult, and Ringle 2017) means that convergent validity is very feasible. Meanwhile, Average Variant Extracted (AVE) for each indicator individually provided that the score is required to be > 0.50. The following is the value of outer loading and AVE:

**Table 4.13 Validity Outer loading dan AVE**

Variabel	Indikator	Penarikan Luar (Outer loading)	AVE	Hasil
Achievement Oriented Leadership	AOL 1 < AOL	0.773	0.683	Valid
	AOL 2 < AOL	0.842		
	AOL 3 < AOL	0.841		
Kemampuan Organisasi	KO 1 < KO	0.811	0.633	Valid
	KO 2 < KO	0.772		
	KO 3 < KO	0.803		
Kinerja SDM	Kinerja SDM 1 < Kinerja SDM	0.877	0.792	Valid
	Kinerja SDM 2 < Kinerja SDM	0.902		
	Kinerja SDM 3 < Kinerja SDM	0.891		
Motivasi Berprestasi	MB 1 < MB	0.730	0.570	Valid
	MB 2 < MB	0.800		
	MB 3 < MB	0.799		
	MB 4 < MB	0.712		
Proaktivitas	P 1 < P	0.729	0.766	Valid
	P 2 < P	0.810		
	P 3 < P	0.913		
Skill Level	SL 1 < SL	0.711	0.631	Valid
	SL 2 < SL	0.872		
	SL 3 < SL	0.791		
AOL & MB > AOL & MB		1.000		Valid

Sumber: Data primer diolah, 2024

From table 4.13 above each indicator or outer loading has a value of > 0.5, which indicates that the indicators meet the criteria of convergent validity. Thus, additional analysis can be carried out because the indicators effectively reflect the measured construct. Meanwhile, the validity of Average Variance Extracted (AVE) states that the study is said to be satisfactory if it has an AVE value of > 0.5. The results of this study state that all variables have a value of >0.5, this result can be said to have a value of good validity.

**Discriminant Validity**

Discriminant validity measures how much different a construct is from another, indicating how unique it is. One of the best methods to measure discriminant validity is through the Herriott-Monotrait Ratio (HTMT) value. If the HTMT value is less than 0.90, this indicates that the construct has good discriminant validity. In the context of new measurements, HTMT is an effective criterion for ensuring that differently measured constructs actually have significant differences between them. (Joseph F. Hair et al. 2019).

**Table 4.14 HTMT**

	Rasio heterotrait-monotrait (HTMT)
KO <> AOL	0.199
Kinerja SDM <> AOL	0.733
Kinerja SDM <> KO	0.185
MB <> AOL	0.868
MB <> KO	0.262
MB <> Kinerja SDM	0.620
P <> AOL	0.058
P <> KO	0.156
P <> Kinerja SDM	0.277
P <> MB	0.273
SL <> AOL	0.337
SL <> KO	0.183
SL <> Kinerja SDM	0.701
SL <> MB	0.836
SL <> P	0.132

Sumber: Data primer diolah, 2024

Based on table 4.14 above, the HTMT value of the study states that all variables result in < 0.90. So that the results of the study have met the requirements, the HTMT results can be stated that the construct on the validity of the description is good.

**Reliability**

The reliability test applied should refer to the composite reliability score aimed at measuring the variable/construct in the block of an indicator and the cronbach alpa. The results obtained to show the

variable will be said to be reliable if the composite reliability displays a score of > 0.70, meaning that the data obtained is reliable, while the cronbach alpha value or score is used to strengthen the reliability test with the previous composite reability (Ringle et al., 2023). Cronbach alpha value of (0.40-0.60; 0,61-0,80; and 0.81-1.00) has a fairly reliable, reliable, and very reliable level of reliability (Ringle et al. 2023). Here are the values of Cronbach's alpha and Composite reliability for this research variable:

**Table 4.15 Cronbach alpha dan composite reability**

Variabel	Cronbac h's alpha	Composite Reability	Hasil
AOL	0.820	0.891	Reliabel
Komitmen Organisasi (KO)	0.716	0.839	Reliabel
Kinerja SDM	0.865	0.917	Reliabel
Motivasi Berprestasi (MB)	0.823	0.870	Reliabel
Proaktivty (P)	0.853	0.891	Reliabel
Skill Level (SL)	0.720	0.837	Reliabel

*Sumber: Data Primer diolah, 2024*

Based on table 4.15, Cronbach's alpha value of all variables has a value of 0.61 – 0.80 which in reality is a reliable value and 0.81 – 1.00 even a very reliable value. The Cronbach alpha value in the study fits the criteria. Therefore, the Cronbach alpha value of each variable has a reliable level of reliability. While the reliability level of each composite has been shown to exceed 0.60. This indicates that each variable has met the composite reliability criteria, indicating that it has an excellent level of reliability. Inner model

**R-Square (R<sup>2</sup>)**

According to (Joseph F. Hair et al. 2019) said R-Square is a benchmark for comparing the types of scores of influenced variables which can be explained by variables that have influenced. R-Square is used in estimating the good / bad of a model.

**Table 4.16 R-Square**

Variabel	R-square
Kinerja SDM*	0,467
Motivasi Berprestasi**	0,637

*Sumber: Data primer yang diolah, 2024*

Based on table 4.16, the R-square value of two variables are HR Performance and Achievement Motivation. In the HR Performance variable with an R-square value of 0.467 has a meaning that the HR Performance variable is influenced by Achievement Motivation by 46.7%. While the variable Achievement Motivation has an R-Square value of 0.637, the influence on Organizational Commitment, Skill Level, and Proactivity can explain 63.7%, so from the results of this influence the model can be declared Moderate / moderate.

**F-Square**

This study will look at the substantive influence

of endogenous conception influenced by exogenous conception through the value of F-Square (F<sup>2</sup>). The magnitude of the substantive influence is classified into three namely 0.02-0.14 ; 0,15-0,34 ; and >.35 respectively fall into the categories of small, medium, and large influences (Joseph F. Hair et al. 2019). F-Square (F<sup>2</sup>) value data can be seen below:

**Table 4.17 F-Square**

Variabel	f-square
KO -> MB	0.023
P -> MB	0.047
SL -> MB	1.504
MB -> Kinerja SDM	0.132
AOL x MB -> Kinerja SDM	0.138

*Sumber: Data primer yang diolah, 2024*

Based on table 4.17 above, the results of F- Square to determine the large substantive influence occurred on the Skill Level (SL) variable on Achievement Motivation (MB) of (1.417), while for a small substantive influence occurred in the relationship of the Organizational Commitment (KO) variable with substantive Achievement Motivation (MB) of (0.023), Proactivity (P) on substantive Achievement Motivation (MB) of (0.047), then Achievement Motivation (MB) on HR Performance (0.132), and the moderation variable of Achievement Oriented Leadership (AOL) on Achievement Motivation (MB) through HR Performance with a substantive value of (0.138).

**Goodness of Fit (GoF)**

In this test evaluating the performance of the combined measurement model and the structural model, the Goodness of Fit (GoF) value is used which ranges from 0 to 1. GoF is calculated as follows :

**Nilai AVE :**

- Organization Commitmen (X1) = 0.633
- Skill Level (X2) = 0.631
- Proactivity (X3) = 0.766
- Achievement Motivation (Z) = 0.570
- HR Performance (Y) = 0.792
- Achievement Oriented Leadership (M) = 0.732
- R<sup>12</sup> = nilai R-Square variabel Motivasi Berprestasi = 0,637

Com = total nilai AVE/6

**Penyelesaian :**

$$GoF = \sqrt{Com \times R}$$

$$= \sqrt{[0,633+0,631+0,766+0,570+0,797+0,732] \times 0,637}$$

$$= \sqrt{0,68817 \times 0,637}$$

$$= 0,52840292 \text{ dibulatkan } 0,53$$

The result of this calculation GoF shows a value of 0.53, which is categorized as a large GoF value. Therefore, such models include good ambushes.

**Multikolonerity (VIF)**

A variable can be incorporated into a model if there is no high collinearity, which is usually indicated by a VIF value of less than 5. If the VIF value exceeds 5, it is advisable to exclude such variables from the research model to avoid collinearity problems. (Ringle et al. 2023).

**Table 4.18 Nilai VIF**

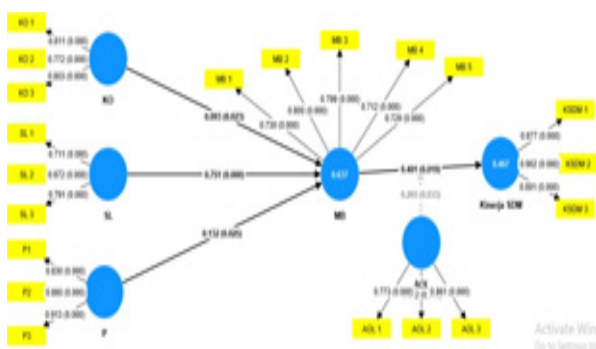
Hipotesis	VIF
KO -> MB	1.027
P -> MB	1.024
SL -> MB	1.033
MB -> Kinerja SDM	2.275
AOL x MB -> Kinerja SDM	2.908

Sumber: Data primer yang diolah, 2024

The VIF value in table 4.18 all values above show that the VIF value < 5 so that the results of the collinearity value research do not have high collinearity. This means that it shows that the variables used will not cause errors in the assessment of significance and weight estimation.

**Hypothesis**

Hypothesis testing is carried out using bootstrapping techniques, where the data used is the data generated at the measurement stage. Hypothesis testing is done by comparing predetermined t-statistics. With an alpha statistic value of 5% and a t-statistic value of 1.65, the criterion for accepting or rejecting a hypothesis is that the t-statistic produced in the bootstrapping test must be greater than the one-sided t-table value, which is 1.65 for a standard error of 5%, or have a p-value of less than 0.05. (Joseph F. Hair et al. 2019). The hypothesis test model of this research will be explained in the following figure:



From the figure above, to determine the accepted or rejected hypothesis, you can pay attention to the significance value between the t value and the p-value. This approach, being a measurement based on statistical assumptions. However, this may be based on empirical observations. For bootstrap resampling the hypothesis is acceptable if the significance of the t-value is greater than 1.65 and the p-value is less than 0.05. So it can be concluded that Ha is accepted and Ho is rejected, or vice versa. Here are the results of hypothesis testing conducted as part of the study:

**Table 4.19 Hypothesis**

Hipotesis	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (OSTDEV)	P Value	Hasil
Komitmen Organisasi -> Motivasi Berprestasi	0.093	0.091	0.046	1.993	0.023	Signifikan
Skill Level -> Motivasi Berprestasi	0.751	0.759	0.048	15.743	0.000	Signifikan
Proactivity -> Motivasi Berprestasi	0.132	0.138	0.067	1.957	0.025	Signifikan
Berprestasi -> Kinerja SDM	0.401	0.395	0.192	2.084	0.019	Signifikan
AOL x Motivasi Berprestasi -> Kinerja SDM	0.265	0.259	0.144	1.840	0.033	Signifikan

Sumber: Data primer yang diolah, 2024

**Moderation Analysis**

Moderation analysis is to measure and test the differential effect of the independent variable on the dependent variable as a moderator function (Cheah, Hiram, and Memon 2017). The results of the moderation effect test are shown in the table below as follows:

**Table 4.20 Moderation Analysis**

Hipotesis	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (OSTDEV)	P Value
AOL x Motivasi Berprestasi -> Kinerja SDM	0.265	0.259	0.144	1.840	0.033

Sumber: Data primer yang diolah, 2024

Based on table 4.20 that the interaction between the variables of Achievement Oriented Leadership (AOL) and Achievement Motivation (MB) is positive. So it is concluded that achievement-oriented leadership moderates the influence between achievement motivation and HR performance. With this study proving that achievement-oriented leadership with achievement motivation has a significant effect on HR performance, the results of moderation are declared successful and can strengthen.

Furthermore, in the comparison before and after related to the moderation of the achievement oriented leadership variable on the R-Square value as follows:

Table 4.21 shows that with the moderation of the achievement oriented leadership variable, the results of the R-Square value on the HR performance variable and achievement motivation are greater than the R-Square value of HR performance and achievement motivation that do not moderate. So it is concluded that the achievement oriented leadership variable strengthens the influence of achievement motivation and HR performance so that the R-square results are high.

Organizational Commitment has a significant effect on Achievement Motivation.

The results of Organizational Commitment affect Achievement Motivation has a P-Value of 0.023 and T-Statistics of 1.993, so the results of the hypothesis test are in accordance with the requirements of P-Values < 0.05 and T-Statistics greater than 1.65. So that this

study means that Organizational Commitment has a significant influence on employee achievement motivation in the company. The results of this study mean that having high organizational commitment also tends to encourage achievement.

Skill Level has a significant effect on Achievement Motivation.

The results of the Skill Level affect achievement motivation have a P-value of 0.000 and T-statistics of 15.743 values are in accordance with the hypothesis test where P-values  $< 0.05$  and T-statistics greater than 1.65. The results of this study mean that if someone has a good skill level, they can be encouraged to excel. In this case, if employees are able to have this level of skill, employees can be responsible and, dare to take risks so that employees can be encouraged to excel at work.

Proactivity has a significant effect on achievement motivation.

The results of Proactivity affect Achievement Motivation has a P-Value of 0.025 and T-Statistics of 1.957 which tests the hypothesis where the P-Values  $< 0.05$  and T-Statistics are greater than 1.65. The results of this study mean that employees have good productivity so they can be encouraged to excel. So that the activities carried out by employees in this company have an attitude of initiative, action and perseverance to successfully implement change with this attitude that can affect a person's motivation to excel at their job.

Achievement Motivation has a significant effect on HR Performance.

The results of Achievement Motivation affect HR Performance is known to have a P-Value of 0.019 and T-Statistics of 2.084 which criteria according to the hypothesis test where P-Values  $< 0.05$  and T-Statistics are greater than 1.65. The results of this study mean that employees who have good achievement motivation can affect HR performance. With this, it can be seen that the achievement motivation of employees who have the drive to give their best in completing this work can improve the quality of HR performance carried out at each job.

Achievement Oriented Leadership moderates the influence between Achievement Motivation and HR Performance.

The results of Achievement Oriented Leadership moderate the influence between Achievement Motivation and HR Performance with a moderation path coefficient of P-value of 0.033 and T-statistics of 1.840 which value has met the requirements of the hypothesis test where P-values  $< 0.05$  and T-statistics greater than 1.65. Because the results of P-value and T-statistic are in accordance with the requirements, achievement-oriented leadership moderates a positive and significant influence between achievement motivation and HR performance. The conclusion of this study means that achievement-oriented leadership can strengthen the influence between Achievement Motivation and HR Performance.

## 5. CONCLUSION

The results of the study show and provide conclusions that allow us to briefly answer research statements related to improving high HR performance that there must be achievement motivation (Achievement Motivation), while in order to have achievement motivation there must be organizational commitment (Organization Committee), skill level (Skill Level), proactivity (Proactivity) besides that there must be an oriented leader (Achievement Oriented Leadership).

### Implication

Based on research on manufacturing companies, Demak can do the following things related to the implementation of policy implications that will be applied to employees so that high-achieving motivation such as companies set specific, measurable, relevant and time-limited short-term goals to lead efforts in the organization. Employees are given the flexibility to create innovative solutions and think beyond conventional boundaries to achieve desired results. Companies can provide responsibilities according to the level of skill, experience and trust. This capability allows employees to make informed decisions. Companies can create a culture where employees feel supported to take rational and measurable risks. And empower employees to be given the right to be creative and innovative by providing suggestions, ideas, suggestions and opinions that will really help managers make decisions.

To improve achievement-oriented leadership, policies that can be applied by the company are leaders can implement strategies that help employees to be encouraged to always excel at work. Leaders can provide feedback, transparency, and good open communication with employees. Because the purpose of conveying information related to task coordination must be clear through understanding and implementation in accordance with the job description, accompanied by efforts to solve problems and exchange information. And leaders can give good appreciation in the form of praise, bonuses or incentives for employees who have succeeded in providing good work results.

Even the commitment of the company's management organization can be able to implement a policy in the form of the company receiving complaints and complaints so that the company will review the situation carefully to find out the commitment of employees. Companies can conduct monitoring to monitor the situation to ensure that there is no disruption felt by its employees. Companies can also implement rules where if an employee often overtime to complete his or her work, members of management will come to discuss why they continue to work overtime and how to help reduce the workload or simplify processes if needed.

The existence of skill levels from company management employees can be able to implement policies in the form of conducting intense training



related to engineering skills and tasks in technical contexts such as programming or mechanics this involves the ability to operate tools, apply techniques, and use special software to solve problems and achieve set goals. Providing human skills training which aims to improve one's ability to carry out tasks for a higher career level. Provide employee development in honing their conceptual skills. Concept skills are strategic skills used when bringing in new ideas and concepts, allowing managers to see the big picture.

Realizing a proactivity attitude in employees, company management can implement policies in the form of companies can provide opportunities for employees to encourage active participation from employees so that they can contribute to the implementation of changes to increase the effectiveness of employees. The company supports employees in trying new things. It can create and develop innovative ideas from employees. And the company prioritizes professional development for employees. Encouraging employees to set goals is one of the best ways to encourage proactive behavior in the workplace.

#### Limitations in research

In this study with the limitation of objects less broad, only limited to production employees consisting of only 100 respondents.

The R-Square value in the HR performance variable is influenced by Achievement Motivation 0.467 which means  $R^2 < 0.49$  so that it is categorized as weak.

#### Future research

For future researchers, in order to expand the object of research in different business sectors. Aiming that if you do it in other sectors, research will be more complete and decision making.

To improve R-Square can consider other variables that affect HR performance. Further research should update more variables so that it can strengthen research, make problems more comprehensive, and potentially encourage the possibility of finding new concepts.

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