

## A Model of Human Resource Improvement Based on Achievement Motivation at the Tanjung Emas Customs Type MID-Type KPPBC

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**Abstract.** *This study aims to analyze the effect of human resource (HR) planning and talent management on HR performance, as well as to examine the role of achievement motivation as a moderating variable in both relationships. The research used an explanatory associative design with a population of all employees at the Tanjung Emas Customs and Excise Office Class A (253 individuals). A sample of 180 respondents was selected using convenience sampling. Primary data were collected through a closed-ended Likert scale questionnaire (1–5) and analyzed using Partial Least Square (PLS). The results indicate that HR planning has a positive and significant effect on HR performance. Well-structured processes of recruitment, development, compensation, maintenance, and termination enhance employee loyalty, work motivation, leadership ability, collaboration, and accountability. Talent management also has a positive and significant impact on HR performance, particularly through career management, learning and development, and talent retention, which foster employee loyalty and motivation. The study finds that achievement motivation does not significantly moderate the relationship between HR planning and HR performance, suggesting that individual motivation levels do not affect the effectiveness of HR planning. Conversely, achievement motivation significantly strengthens the influence of talent management on HR performance. Employees with high achievement motivation are more responsive to career management and talent development strategies, resulting in improved overall performance. These findings provide practical implications for HR policies in the Customs and Excise environment, particularly in designing HR planning and talent management strategies integrated with employee achievement motivation to achieve optimal performance.*

**Keywords:** Achievement Motivation; HR Performance; HR Planning; Talent Management.

## 1. Introduction

Global developments are forcing many organizations to prioritize optimizing the performance of their employees.(Schweisfurth et al., 2020). Improving HR performance is not only aimed at achieving higher productivity, but also at keeping the organization afloat and competitive amidst increasingly fierce competition.(Dima et al., 2018).

Optimizing employee performance, talent management is the key; organizations must have the right strategy to identify, develop, and retain talented employees.(Kaliannan et al., 2023). Employee performance, as the core of a company's efficiency and effectiveness, is significantly influenced by how human resources are managed.(Coutinho et al., 2018)This confirms the view that HR is not only one of the main pillars in realizing the company's vision, mission, and goals, but also the key to creating added value for the company and differentiating the company from its competitors.(Sopiah et al., 2020).

In addition, to ensure that workforce needs are in line with the company's strategic objectives, effective HR planning is required.(Himma Ulya, 2022)This includes placing employees in appropriate positions and building their capacity to meet the company's future needs.(Purbaningrum & Tjahjaningsih, 2024).

The fact is that companies that manage their talent well tend to perform better than companies that don't.(Kwon & Jang, 2022)For example, recent research found that companies with good talent management systems can increase productivity, while companies that prioritize HR planning less tend to experience higher employee turnover rates.(Redondo et al., 2021)If this situation continues without adequate optimization, companies may face problems retaining their best talent.

The complex process of identifying, developing, retaining, and utilizing employees who have high potential to help achieve company goals is known as talent management.(Graham et al., 2024). A company's ability to attract and retain talent is crucial in an era of globalization and increasingly fierce competition.(Redondo et al., 2021).

Talent management in public service is not only a difficult and important task; it is also crucial to improving the efficiency and effectiveness of services provided to the public.(Mitosis et al., 2021). Amidst the difficult global economic conditions and the increasing number of job seekers, the public sector is facing a "Talent Mismatch" problem, which means it is difficult to find people with the right skills to meet the needs of this industry.(Dixit & Amit Arrawatia, 2018).

Given the competition with the private sector which offers often more attractive salaries and career opportunities, talent acquisition becomes more difficult and the task of retention is also more difficult.(Karumuri & Gowthami Kore, 2021). A more strategic and broader strategy must be used to manage talent in the public sector, which includes development and retention as well as acquisition.(Sen et al., 2023). To ensure that employees can adapt to changes in societal needs and expectations, they must be trained and mentored on an ongoing basis.(Li et al., 2018)If talent management in the public sector is successful, the quality of service will improve and employee engagement will increase.(Theodorsson et al., 2022)Employees who feel involved and appreciated are more likely to be highly committed to producing optimal performance.(Aina & Atan, 2020a).

Apart from talent management, human resource planning is also an element that plays a role in improving HR performance.A holistic and adaptive HR planning strategy plays an important role in achieving optimal organizational performance amidst ever-changing business dynamics (Khaeruman).Human resource planning includes a systematic process for determining workforce needs and strategies for meeting those needs, such as job analysis, workforce forecasting, and developing plans for recruitment, selection, training, and development.(Saputra et al., 2020a)Good human resource planning helps companies anticipate and prepare for changes in workforce demand, so they can avoid employee shortages or surpluses that can impact performance.(Satrio et al., 2023).

However, previous research on the role of talent management and HR planning on HR performance remains controversial. Among these studies, there are differing opinions regarding the influence of talent management on organizational performance. Several previous researchers(Aina & Atan, 2020b)as well as(Widodo & Mawarto, 2020)stated that talent management does not have a significant impact on organizational performance, whereas(Kravariti et al., 2023; Saputra et al., 2020b) supports the opposite view.

Furthermore, regarding the role of HR planning on HR performance, previous research has shown a positive and significant influence between HR planning, recruitment, and selection on employee performance (Kristianto). However, this result contradicts Virene's findings, which stated that HR planning had no effect on employee performance. This discrepancy in research findings suggests an interesting area of research to analyze, and therefore, in this study, achievement motivation is proposed as a moderator to address the existing gap.

Achievement motivation is proposed as a moderating variable because it can improve employee performance through intrinsic motivation that encourages individuals to achieve success and accomplishment. (Anderman, 2020). Employees who are highly motivated to achieve tend to set higher standards for themselves, strive to continually improve, and achieve results that exceed expectations.(Adriana et al., 2023).

Achievement motivation is the encouragement, inspiration, or drive that comes from success or achievement (Smith, 2015). The desire to perform well and be successful, the desire to master challenges and obstacles, the desire to achieve significant accomplishments, and the mastery of greater skills are all examples of motivation for achievement. (Brunstein & Heckhausen, 2018). Employees with Achievement Motivation usually set challenging and ambitious goals. (Werdhiastutie et al., 2020) They are also motivated by achievement, recognition for their hard work, and the opportunity to demonstrate their abilities. (Pintrich, 2000). Human resources who are motivated to achieve their best will be driven to achieve the best results, both in individual tasks and their contribution to the team. (Krista De Castella et al., 2013).

## 2. Research Methods

The type of research used is associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This research aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis, in the hope of strengthening the underlying theory. In this case, the research focuses on human resource planning, talent management, achievement motivation, and human resource performance.

## 3. Results and Discussion

### 3.1. Descriptive Analysis of Research Data

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. A detailed description of each research variable can be described in the following section:

#### Human Resource Planning

The description of respondents' responses in the form of descriptive statistics of HR Planning variable data can be presented as follows:

Descriptive Statistics of Human Resource Planning Variables

| Variables and indicators       | Mean        | Standard Deviation |
|--------------------------------|-------------|--------------------|
| <b>Human Resource Planning</b> | <b>3.72</b> |                    |
| 1. Procurement                 | 3.78        | 0.77               |
| 2. Development                 | 3.72        | 0.79               |
| 3. Compensation                | 3.69        | 0.76               |
| 4. Maintenance                 | 3.67        | 0.74               |
| 5. Termination                 | 3.74        | 0.74               |

The data presented in Table shows that The average value of the HR planning indicators ranged from 3.67 to 3.78, with an overall average of 3.72. The indicator with the highest value was X1\_1 (HR Procurement) at 3.80, indicating that employees assessed that the HR recruitment and procurement process was running well and in accordance with the organization's needs. Meanwhile, the indicator with the lowest value was X1\_4 (HR Maintenance) at 3.67, indicating that there are still challenges in maintaining employee welfare, comfort, and loyalty. This is important to note because the sustainability of HR performance is greatly influenced by optimal maintenance.

### Talent management

The description of respondents' responses in the form of descriptive statistics of Talent Management variable data can be presented as follows:

#### Descriptive Statistics of Talent Management Variables

| Variables and indicators           | Mean        | Standard Deviation |
|------------------------------------|-------------|--------------------|
| <b>Talent management</b>           | <b>3.75</b> |                    |
| 1. <i>Talent attraction</i>        | 3.80        | 0.77               |
| 2. <i>Talent retention</i>         | 3.64        | 0.77               |
| 3. <i>Learning and development</i> | 3.74        | 0.82               |
| 4. <i>Career management</i>        | 3.82        | 0.84               |

The average talent management indicator ranges from 3.64 to 3.82, with an overall average of 3.75. The highest indicator is X2\_4 (Career Management) with a value of 3.82, reflecting that employees feel there is attention to career management within the organization. Conversely, the lowest indicator is X2\_2 (Talent Retention) with a value of 3.64, indicating that employee retention remains a challenge, particularly in creating a work climate capable of retaining top talent from moving to other agencies.

### Achievement motivation

Description of respondent responses in the form of descriptive statistics of variable data Achievement motivation can be presented as follows, nThe mean value of achievement motivation ranges from 3.71 to 3.80, with an overall average of 3.76. The indicator with the highest value is Z\_4 (Competitive Attitude) with a mean of 3.80, indicating that employees have a fairly high competitive spirit in achieving targets.

#### Descriptive Statistics of Variables Achievement motivation

| Variables and indicators      | Mean        | Standard Deviation |
|-------------------------------|-------------|--------------------|
| <b>Achievement motivation</b> | <b>3.76</b> |                    |
| 1. Work hard                  | 3.72        | 0.94               |
| 2. Hope for success           | 3.73        | 1.02               |
| 3. Worry about failure        | 3.79        | 1.00               |
| 4. Competitive attitude       | 3.80        | 1.07               |

Meanwhile, the lowest indicator is Z\_1 (Working hard) with a value of 3.71, which indicates the need for improvement in the consistency of daily hard work so that achievement motivation can be maintained optimally.

### HR Performance

The description of respondents' responses in the form of descriptive statistics of HR Performance variable data can be presented as follows:

#### Descriptive Statistics of HR Performance Variables

| Variables and indicators | Mean        | Standard Deviation |
|--------------------------|-------------|--------------------|
| <b>HR Performance</b>    | <b>3.75</b> |                    |
| 1. Faithfulness          | 3.59        | 0.97               |
| 2. Work motivation       | 3.79        | 0.93               |
| 3. Leadership skills     | 3.83        | 0.88               |
| 4. Collaboration         | 3.74        | 0.98               |
| 5. Accountability        | 3.78        | 0.89               |

In the overall HR Performance variable, the value obtained was The average HR performance indicator ranges from 3.59 to 3.83, with an overall average of 3.75. The indicator with the highest score is Y1\_3 (Leadership Ability) at 3.83, indicating that employees have good leadership capabilities, supporting team and organizational performance. The indicator with the lowest score is Y1\_1 (Loyalty) at 3.59, indicating that employee loyalty is still relatively low compared to other aspects, so there is a need for strengthening organizational culture and improving welfare to encourage long-term loyalty.

### 3.1.1. Discriminant Validity

*Discriminant validity* This is a measure that shows that a latent variable differs from other constructs or variables theoretically and is empirically proven through statistical testing. Discriminant validity is measured using the Fornell-Lacker Criterion, HTMT, and cross-loading. The test results for each variable can be explained as follows:

#### Fornell Lacker Criterion Test Results

Validity testing using the Fornell-Larcker Criterion is conducted by examining the root value of the Average Variance Extraction (AVE) compared to the correlation between constructs. This test is met if the root of the AVE is greater than the correlation between variables.

Mark Discriminant Validity Test with the Fornell-Larcker Criterion

|                         | HR Performance | Talent Management | Achievement motivation | Human Resource Planning |
|-------------------------|----------------|-------------------|------------------------|-------------------------|
| HR Performance          | <b>0.860</b>   |                   |                        |                         |
| Talent Management       | 0.411          | <b>0.859</b>      |                        |                         |
| Achievement motivation  | 0.760          | 0.196             | <b>0.890</b>           |                         |
| Human Resource Planning | 0.650          | 0.299             | 0.625                  | <b>0.842</b>            |

Note: The values in bold are the AVE root values.



Table shows that the AVE root value is higher than the correlation value between other constructs. This result indicates that the constructs in the estimated model have met the criteria for high discriminant validity, meaning the results of the data analysis are acceptable because the values describing the relationships between constructs develop. This can mean that all constructs have good discriminant validity. Therefore, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

### Heterotrait-Monotrait Ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The accepted HTMT criterion was below 0.9, indicating that the discriminant validity evaluation was acceptable.

Mark Discriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

|  | <i>Heterotrait-monotrait ratio(HTMT)</i> |
|--|--|
| Talent Management <-> HR Performance                   | 0.450                                    |
| Achievement motivation <-> HR performance              | 0.833                                    |
| Achievement motivation <-> Talent Management           | 0.213                                    |
| Human Resource Planning <-> Human Resource Performance | 0.713                                    |
| Human Resource Planning <-> Talent Management          | 0.327                                    |
| Human Resource Planning <-> Achievement Motivation     | 0.691                                    |

Source: Processed primary data (2024)

Table shows that the values in the HTMT matrix are not greater than 0.9. This means that the model shows that the discriminant validity evaluation is acceptable. From the results of the discriminant validity test, it can be seen that the HTMT test requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning the results of the data analysis are acceptable.

### Cross Loading

The results of the analysis regarding the correlation of the construct with its own indicators or the correlation of the construct with other indicators can be presented in the cross loading table section.

Correlation Value of Constructs with Indicators (Cross Loading)

### 3.1.2. Reliability Test

Reliability measurement in quantitative research, especially in measurement models based on Structural Equation Modeling (SEM), can be done using three main methods, namely (Ghozali & Latan, 2015):

#### Cronbach's Alpha

*Cronbach's Alpha* Used to assess the internal consistency of a construct or latent variable. This value indicates the extent to which the indicators used are able to consistently measure

the same concept. Generally, a Cronbach's Alpha value  $\geq 0.70$  is considered to indicate good reliability, although in exploratory research, a value  $\geq 0.60$  is still acceptable.

### **Composite Reliability (CR)**

*Composite Reliability* Measures internal reliability by considering the weight (loading) of each indicator on the construct. Unlike Cronbach's Alpha, which assumes all indicators have the same contribution, CR provides a more accurate assessment of the SEM model because it takes into account the relative contribution of each indicator. A CR value  $\geq 0.70$  generally indicates that the construct has adequate internal consistency.

### **Average Variance Extracted(AVE)**

AVE is used to measure convergent validity and to indicate the proportion of indicator variance that is successfully explained by the latent construct. An AVE value  $\geq 0.50$  indicates that more than half of the indicator variance can be explained by the construct, thus indicating an adequate level of consistency.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results

|                         | <i>Cronbach's alpha</i> | <i>Composite reliability (rho_c)</i> | <i>Average variance extracted (AVE)</i> |
|-------------------------|-------------------------|--------------------------------------|---|
| HR Performance          | 0.911                   | 0.934                                | 0.740                                   |
| Talent Management       | 0.880                   | 0.918                                | 0.738                                   |
| Achievement motivation  | 0.910                   | 0.938                                | 0.791                                   |
| Human Resource Planning | 0.893                   | 0.923                                | 0.709                                   |

Source: Processed primary data (2024)

Based on the table above, the reliability test results for each construct show that the Cronbach's Alpha value is above 0.7, the composite reliability value also exceeds 0.7, and the AVE value for each construct exceeds 0.5. Thus, it can be concluded that this research instrument has a good level of reliability.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

### **3.2. The influence of HR planning on HR performance.**

The results of this study indicate that human resource planning has a positive and significant impact on human resource performance at the Tanjung Emas Customs Middle Type KPPBC. These results confirm previous findings that human resource planning has a significant impact on improving employee performance.(Saputra et al., 2020)These findings indicate that the better the recruitment, development, compensation, retention, and termination processes, the more optimal HR performance. This performance is reflected in indicators of loyalty, work motivation, leadership skills, collaboration, and accountability.



The results of the study show that in the HR Planning variable, the indicator with the highest outer loading value is development, while in the HR Performance variable, the highest indicator is work motivation. These findings indicate that the better an organization designs and implements HR development processes through training, skills development, and career development, the higher employee work motivation will be. In other words, organizational investment in HR development is a key factor in driving employee enthusiasm, dedication, and commitment to deliver top performance.

On the other hand, the HR Planning variable with the lowest outer loading value is dismissal, while in the HR Performance variable, the indicator with the lowest value is collaboration. This indicates that although dismissal is part of the HR planning cycle, its influence on performance improvement is not as significant as other indicators. However, this finding also implies that when the dismissal mechanism is managed fairly, transparently, and professionally, it can still contribute to the creation of work motivation and a collaborative climate, although its influence is not dominant. This means that the dismissal aspect plays more of a supporting factor in maintaining stable performance and work relationships than as a primary driver of increased work motivation and collaboration.

### **3.2.1. The influence of talent management on HR performance.**

The results of this study indicate that talent management has a positive and significant effect on HR performance at the Tanjung Emas Customs Middle Type KPPBC. Other researchers have strengthened the assumption about the positive and significant relationship between talent management and performance. (Dermawan et al., 2022). These findings indicate that the better the implementation of talent management aspects, which include *tattention attraction, talent retention, learning and development*, as well as *career management*, the higher the performance of human resources. This improved performance is reflected in indicators of employee loyalty, work motivation, leadership skills, collaboration, and accountability.

The talent management variable with the highest outer loading value is indicated by the career management indicator, while the HR performance variable with the highest outer loading value is the work motivation indicator. This finding indicates that the more effective the implementation of career management, the higher the employee work motivation. This means that when an organization is able to provide clear career paths, development opportunities, and targeted career prospects, employees will be encouraged to work harder, be committed, and be motivated to achieve optimal performance. In other words, well-managed career management plays a crucial role in creating a workforce with high work enthusiasm and strong loyalty to the organization.

Meanwhile, the talent management variable with the lowest outer loading value was the talent retention indicator, and the HR performance variable with the lowest outer loading value was collaboration. These results indicate that although talent retention is influential, its contribution to increasing collaboration is relatively lower compared to other indicators. This means that organizational efforts to retain talented employees, for example through compensation systems, a comfortable work environment, or welfare programs, can indeed

improve teamwork, but their impact is not as strong as career management on work motivation. Thus, strengthening talent retention strategies remains necessary, although the main focus on improving HR performance is more effectively achieved through clear and targeted career management.

### **3.2.2. The moderating effect of achievement motivation on the relationship between HR planning and HR performance**

The results of this study indicate that the moderating effect of achievement motivation on the relationship between human resource planning and human resource performance is insignificant. This means that achievement motivation does not strengthen the relationship between human resource planning and human resource performance at the Tanjung Emas Customs Middle Type KPPBC. In other words, even though human resource planning has been well-designed, the level of individual achievement motivation does not make a significant difference in improving performance.

The results of the study indicate that achievement motivation does not play a significant role as a moderating variable in the relationship between HR planning and HR performance at the Tanjung Emas Customs Middle Type KPPBC. This finding can be explained through McClelland's Achievement Motivation Theory, which states that individuals with high achievement motivation tend to be driven to achieve superior performance standards, take personal responsibility, and seek feedback on work results. However, in the context of this study, the majority of employees are of productive age (80% under 40 years old), highly educated (bachelor's and master's degrees more than 60%), and have a relatively long work period (more than 6 years reaching 62.8%). This condition makes the level of employee achievement motivation relatively homogeneous, so it does not produce sufficient variation to strengthen the relationship between HR planning and performance.

Furthermore, according to Herzberg's Two-Factor Theory, performance-driving factors can be divided into motivators (such as achievement, recognition, and responsibility) and hygiene factors (such as organizational policies, working conditions, and employee relationships). In the context of Customs and Excise, employee performance is more determined by structural factors—such as targeted HR planning, career systems, and work experience—which are hygiene factors, rather than by individual motivational factors. This explains why achievement motivation is unable to strengthen the relationship between HR planning and performance, because the drive for individual achievement has been internalized evenly in the organizational work culture. Thus, the results of this study confirm that HR performance at the Tanjung Emas Customs Middle Office is more influenced by institutional and systemic factors than differences in individual achievement motivation. Thorough HR planning, long work experience, and organizational support have proven to be more dominant in shaping employee performance.

The achievement motivation variable shows that competitiveness is the indicator with the highest outer loading value. This suggests that an individual's tendency to compete and strive to outperform others is the strongest aspect in shaping achievement motivation. However, the research results indicate that this competitiveness does not directly

strengthen the influence of human resource development planning on work motivation. In other words, employee work motivation is more determined by the quality of systematic and sustainable human resource development, not solely by the individual's competitive drive. This confirms that targeted human resource development planning, such as training, competency development, and career development, is a key factor in fostering high work motivation among employees.

On the other hand, the analysis also shows that the indicator with the lowest outer loading value for achievement motivation is worry about failure, for HR planning it is dismissal, and for HR performance it is collaboration. These findings indicate that excessive fear of failure does not play a role in strengthening the link between employee dismissal and collaboration skills. In fact, excessive worry tends to hinder collaboration because individuals focus more on potential risks and mistakes than on teamwork. This suggests that HR management strategies that emphasize dismissal are not relevant for enhancing collaboration, especially in situations where fear of failure dominates employee motivation. Therefore, organizations need to develop an approach that fosters self-confidence, directs employees toward achievement, and creates a supportive work environment for optimal collaboration.

### **3.2.3. The moderating effect of achievement motivation on the relationship between talent management and HR performance**

The results of this study show that achievement motivation is proven to be significant in strengthening the influence of talent management on HR performance. Tanjung Emas Customs Middle Type KPPBC. When employees are highly motivated, they not only follow talent management instructions but also actively engage in the design and development of new ideas, which in turn improves the overall performance of the organization. (Damarasri & Ahman, 2020).

The results of this study can be interpreted as meaning that achievement motivation acts as a reinforcing factor (moderator) in the relationship between talent management and HR performance. In other words, when employees have high achievement motivation demonstrated through hard work, a desire to achieve success, awareness of failure, and a competitive attitude, the implementation of talent management (including talent attraction, talent retention, learning and development, and career management) will have a more significant impact on improving HR performance. HR performance is reflected in loyalty to the organization, consistent work motivation, leadership ability, collaboration skills, and accountability in carrying out tasks. This means that the higher the employee's achievement motivation, the more optimal the influence of talent management strategies in producing superior HR.

The achievement motivation variable with the highest outer loading value is indicated by the competitive attitude indicator. For the talent management variable, the highest indicator is career management, while for the HR performance variable, the highest indicator is work motivation. These results indicate that a high competitive attitude can strengthen the influence of career management on work motivation. This means that when employees have a strong competitive drive, they will be more responsive to career

management programs provided by the organization, such as opportunities for self-development, promotions, and clear career paths. This condition will generate higher work enthusiasm because employees feel there is an opportunity to compete healthily and achieve success. Thus, the combination of an individual's competitive attitude and an effective career management strategy can encourage increased work motivation, which ultimately has a positive impact on overall HR performance. The achievement motivation variable with the lowest outer loading value is an indicator of concern about failure.

For the talent management variable, the indicator with the lowest outer loading value is talent retention, while for the HR performance variable, the lowest indicator is collaboration. These results indicate that talent retention plays a role in strengthening collaboration, although its position is still weak compared to other indicators. This means that an organization's success in retaining and retaining talented employees can provide an impetus for better collaboration in the workplace. When employees feel valued, have certainty in career development, and have the opportunity to remain within the organization, their motivation to collaborate and contribute to the team will increase. However, if talent retention is not managed well, the potential for collaboration will also decrease because employees may feel less committed to the organization and are reluctant to make optimal contributions.

#### 4. Conclusion

Based on the discussion of the research results above regarding the research objectives to analyze the role of achievement motivation in strengthening HR planning and talent management to improve performance Human Resources of the Tanjung Emas Customs Middle Type KPPBC. So the answer to the research question is as follows: 1) HR planning has a positive and significant impact on HR performance. 2) Talent management has been proven to have a positive and significant impact on HR performance. 3) the moderating effect of achievement motivation on the relationship between HR planning and HR performance is not significant. 4) Achievement motivation has been proven to be significant in strengthening the influence of talent management on HR performance.

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