

The Role of Work Motivation: The Influence of Quality and Skills Improvement Programs on Human Resource Performance

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Abstract. *Rupiah Warriors is the term for Bank Indonesia employees who work in the Currency Management Department (DPU) at the head office and at Representative Offices (KPw). They are directly responsible for managing currency, including planning, procurement, processing, storage, distribution, and destruction. This function is not only crucial for the stability of the payment system but also directly impacts the quality of service and public trust in the rupiah as the country's currency. This research is a quantitative type. Quantitative research examines a sample by collecting questionnaire data, the results of which are statistical data which are then used in hypothesis testing (Sugiyono, 2019). Quantitative research will establish a causal relationship between independent variables and dependent variables (Sugiyono, 2019). This study aims to determine the effect of Quality Improvement (X1), Skills (X2) on Employee Performance (Y) in the Mediation of Kejra Motivation (Z). The research subjects in this study were Bank Indonesia Rupiah Warriors. Quality has a positive and significant effect on HR performance, which means that the better the quality of work, processes and work results, the higher the performance demonstrated by employees.*

Keywords: *Currency; Employees; Quality; Rupiah; Warriors.*

1. Introduction

Bank Indonesia (BI), as the central bank of the Republic of Indonesia, has a constitutional mandate to maintain the stability of the rupiah's value. Money is an inseparable part of the economic cycle of society. Its role in society also determines a country's economic stability and growth (Dewi & Ulum, 2023). This aligns with Bank Indonesia's objectives, as stated in Law Number 3 of 2004 concerning Bank Indonesia, which states that its objective is to achieve and maintain the stability of the rupiah's value. BI's primary duties include establishing and implementing monetary policy, regulating and maintaining the smooth operation of the payment system, and safeguarding financial system stability. In carrying out these crucial tasks, BI is supported by professional and competent human resources, including the "Rupiah Warriors."

Rupiah Warriors is the term for Bank Indonesia employees who work in the Currency Management Department (DPU) at the head office and at Representative Offices (KPw). They are directly responsible for managing currency, including planning, procurement, processing,

storage, distribution, and destruction. This function is not only crucial for the stability of the payment system but also directly impacts the quality of service and public trust in the rupiah as the country's currency. Rupiah Warriors must perform optimally to ensure that the public has access to rupiah currency that is fit for circulation and guaranteed authenticity.

In the digital era, characterized by dynamic economic changes and ever-evolving challenges, Rupiah Warriors face demands to be adaptable and possess robust competencies. Continuously evolving technology, increasing transaction volumes, and the need for operational efficiency require Bank Indonesia to ensure that its employees possess the appropriate technical and non-technical skills. The ability to operate sophisticated equipment, analyze data, and adapt to new information systems is crucial for Rupiah Warriors to effectively carry out their duties. Jefry Tarantang (2018: 110) argues that technological developments have impacted payment systems in business transactions, particularly for the continuity and cooperation of multi-party business relationships. Payment systems support the stability of the evolving financial system, which previously used cash, but has now evolved into a digital payment system (electronic money/e-money).

To address these challenges, Bank Indonesia consistently implements a quality and skills improvement program (PMK) for Rupiah Warriors. This program is designed to support employee professional development, with training held one to three times annually. The PMK program is implemented through two main mechanisms:

1) Bank Indonesia Institute (BINS):

As Bank Indonesia's strategic training center, BINS is responsible for organizing various types of training, both technical and non-technical. BINS facilitates training that encompasses the development of strategic, operational, and managerial competencies for employees to ensure their skills remain relevant to meet job challenges.

2) Local work units (satker):

Work units, such as the Money Management Department (DPU) at the head office or regional representative offices (KPwBI), typically hold training focused on developing soft skills. This training aims to improve communication, teamwork, leadership, and stress management skills to support employees' daily performance.

The PMK program covers a variety of topics tailored to the needs of both organizations and individuals. Soft skills training, such as effective communication, leadership, teamwork, and stress management, aims to improve employee performance. Meanwhile, technical training, such as currency processing, counterfeit identification, currency sorting machine operation, and the use of a government management information system, is designed to strengthen employees' technical skills in carrying out their duties. With this variety of training, it is hoped that employees can continuously improve their capabilities to support the achievement of the organization's strategic goals. However, even though the PMK program has been

implemented routinely, questions about its effectiveness in improving employee performance remain relevant. This study considers it important to assess the actual impact of the PMK program on improving the performance of Rupiah Fighters in the field.

Another factor influencing employee job satisfaction is work motivation. Work motivation can be created by encouraging employees to maximize their performance. Work motivation is the employee's inner passion for work, which can help achieve company goals. Sunyoto (2015) defines work motivation as a state that drives an individual's desire to undertake certain activities to achieve their goals. Work motivation is considered an internal driver that influences the extent to which employees can apply the knowledge and skills gained from training to their daily work. Employees with high work motivation tend to be more proactive in utilizing training, more enthusiastic in applying the knowledge gained, and more focused on achieving organizational goals. This is expected to improve their performance.

By improving the quality and skills through the PMK program, it is hoped that the work motivation of Rupiah Warriors will also increase, which will ultimately have a positive impact on their performance in managing currency and maintaining the stability of the rupiah's value. Therefore, this study aims to analyze the relationship between improving the quality and skills, work motivation, and the performance of employees at Bank Indonesia. This research is important for providing a more comprehensive understanding of the factors influencing the performance of Rupiah Warriors and providing recommendations for BI in improving the effectiveness of its human resource development program.

Research conducted by Basir in 2021 found that improving quality had a positive and significant impact on employee performance. Research conducted by Mechtildis Yustina Dua Mete Jano in 2023 also found that work skills had a positive and significant impact on employee performance. Research conducted by Sim Sayuti in 2024 also found that: Work motivation has a positive and significant effect on human resource performance.

2. Research Methods

This research is a quantitative type. Quantitative research examines a sample by collecting questionnaire data, the results of which are statistical data which are then used in hypothesis testing (Sugiyono, 2019). Quantitative research will establish a causal relationship between independent variables and dependent variables (Sugiyono, 2019). This study aims to determine the effect of Quality Improvement (X1), Skills (X2) on Employee Performance (Y) in the Mediation of Kejra Motivation (Z). The research subjects in this study were Bank Indonesia Rupiah Warriors.

3. Results and Discussion

3.1. Overview of Research Object

Bank Indonesia is the central bank of the Republic of Indonesia and holds the status of an independent state institution. Its primary role is regulated by Law Number 23 of 1999

concerning Bank Indonesia, which has undergone several amendments. Bank Indonesia's primary objective is to maintain the stability of the rupiah through monetary stability, financial system stability, and the smooth operation of the payment system. Its independent status frees Bank Indonesia from interference by third parties in setting monetary policy, allowing each policy to be focused on achieving national economic stability.

Bank Indonesia's organizational structure consists of the Board of Governors, work units at the head office, and representative offices across various regions. Each organizational unit has interrelated functions, including monetary, macroprudential, payment systems, and internal management. The effectiveness of policy implementation is largely determined by the quality of the human resources within it. Bank Indonesia employees are required to possess technical competence, high integrity, and the ability to adapt to changes in the global and domestic economy.

Employee quality and skills improvement programs are a strategic agenda that continues to be implemented on an ongoing basis. Various forms of development are implemented through training, certification, leadership development, and digital technology-based learning programs. The goal of these programs is not only to strengthen technical knowledge but also to foster work motivation, which impacts productivity and human resource performance.

Bank Indonesia also plays an educational role by fostering a professional work culture based on the organization's core values of integrity, professionalism, synergy, and excellence. These values serve as guidelines for work behavior for all employees, supporting the achievement of the organization's vision and mission. Consistent implementation of this work culture is expected to strengthen individual motivation and create a conducive work environment.

Bank Indonesia's role as a central bank is closely linked to national economic development and global dynamics. The complexity of these tasks requires human resources who are not only technically proficient but also highly motivated to contribute optimally. The existence of quality and skills improvement programs is a strategic effort to ensure that employees are able to meet professional standards and adapt to future challenges.

The population of this study consisted of Rupiah Warriors (Pejuang Rupiah), who play a crucial role in supporting the smooth operations of Bank Indonesia, particularly in the Cash Unit. This study sampled 150 respondents, selected according to established sampling methods. The characteristics of the respondents in this study are as follows:

1) Respondent characteristics based on work unit

Table Respondent Characteristics by Work Unit

Work unit	Amount	Percentage
DPU	68	45.33%
Bandung	12	8.00%
Surabaya	12	8.00%
Pontianak	11	7.33%

Padang	10	6.67%
Aceh	7	4.67%
Lampung	7	4.67%
Makassar	6	4.00%
Medan	5	3.33%
Poor	4	2.67%
Yogyakarta	4	2.67%
Denpasar	4	2.67%
Total	150 people	100%

Based on Table it can be seen that the respondents of this study came from various work units within Bank Indonesia, especially the Cashier Unit. The largest number of respondents came from the DPU work unit with a total of 68 people (45.33%), almost half of the total research sample. This indicates that the DPU work unit plays a very dominant role in this study because it is the main operational activity center. Meanwhile, the Bandung and Surabaya work units each contributed 12 respondents (8.00%), followed by Pontianak with 11 respondents (7.33%), and Padang with 10 respondents (6.67%). Several other work units such as Aceh and Lampung each had 7 respondents (4.67%), followed by Makassar with 6 respondents (4.00%), Medan with 5 respondents (3.33%), and three work units, namely Malang, Yogyakarta, and Denpasar each with 4 respondents (2.67%). This distribution of respondents shows that the study is more focused on DPU employees as the largest work unit in the scope of rupiah currency management. Nevertheless, the presence of respondents from various other work units still provides a variety of perspectives that enrich the research results.

2) Respondent characteristics based on age

Table Respondent Characteristics by Age

Information	Amount	%
31-35 years old	92	61.3%
36-40 years	2	1.3%
41-45 years old	53	35.3%
46-50 years	3	2%
Total	150 people	100%

Table shows the distribution of respondents by age group. The majority of respondents were in the 31–35 age range, representing 92 people, or 61.3% of the total sample. This percentage indicates that most respondents are in the productive age category, and are therefore expected to have high work motivation and adaptability to quality and skills improvement programs. Respondents in the 41–45 age range were in second place, representing 53 people, or 35.3%. This number indicates that a significant number of respondents are in the career maturity stage, where prior work experience can be a supporting factor in improving human resource performance. Respondents in the 46–50 age range comprised three people, or 2%, while respondents in the 36–40 age range comprised only two people, or 1.3%. The small percentages in these two groups indicate that the majority of the workforce in this study is still dominated by relatively young people. The age distribution of respondents reflects that

the study sample has a fairly balanced composition between the young, productive age group and the more senior age group. This condition provides an overview of the diversity of work experiences that can influence the motivation and performance of human resources at Bank Indonesia.

3) Respondent characteristics based on education

Table Respondent Characteristics based on Education

Education	Frequency	Percentage
Diploma	3	2%
Bachelor	140	93.3%
Master	7	4.7%
Total	150	100%

Table shows the respondents' final educational level. The majority of respondents had a bachelor's degree (S1) of 140 respondents, or 93.3% of the total sample. This dominant percentage indicates that the majority of Bank Indonesia employees who participated in the study possess adequate academic qualifications to support their duties and responsibilities. Seven respondents, or 4.7%, had a master's degree (S2). This relatively small number indicates that employees with higher levels of education can contribute strategic thinking, innovation, and specific expertise relevant to their field of work. Only three respondents, or 2%, had diplomas. This percentage is very small compared to bachelor's and master's degrees, but it still provides diversity in the educational composition of the respondents. The distribution of respondents' educational levels indicates that the majority of Bank Indonesia employees involved in the study have a high level of formal education. This situation supports the implementation of quality and skills improvement programs, as a strong education has the potential to facilitate employee understanding of training materials, develop work motivation, and optimally improve performance.

4) Respondent characteristics based on length of service

Table Respondent Characteristics based on Length of Service

Work	Frequency	Percentage
15 years	6	4%
6 – 10 Years	82	54.6%
11 – 15 Years	7	4.7%
>15 Years	55	36.7%
Total	150	100%

Table Respondent Characteristics Based on Length of Service illustrates the respondents' work experience at Bank Indonesia. Those with 6–10 years of service dominated the study sample, comprising 82 respondents, or 54.6% of the total. This composition indicates that most respondents are in the mid-career phase, where work experience is quite mature and work motivation tends to be stable. Respondents with more than 15 years of service numbered 55

respondents, or 36.7%. This percentage indicates a group of senior employees with extensive experience supporting Bank Indonesia's tasks. The presence of these relatively long-tenured employees is important because they can serve as a source of practical knowledge and role models for younger employees. Respondents with 11–15 years of service numbered only 7 respondents, or 4.7%, while respondents with 1–5 years of service accounted for 6 respondents, or 4%. Both groups are relatively small compared to the other groups, but their presence still provides a variety of experiences in the study sample. The distribution of respondents' length of service indicates that the majority of employees have considerable work experience, both in the mid- and senior categories. This composition reflects the readiness of Bank Indonesia's human resources to absorb quality and skills improvement programs, as they have a strong foundation of experience as well as the motivation to continuously improve performance.

Descriptive statistics are used to provide an overview of each research variable, namely quality, skills, work motivation, and human resource performance. This analysis includes the minimum, maximum, mean, and standard deviation values for each indicator within the variable. This information aims to determine the trends of respondent data regarding each variable before further analysis is conducted.

3.2. Discussion

1) The Influence of Quality on Human Resource Performance

The results of the study indicate that quality (X1) has a significant influence on human resource performance (Y) with a path coefficient value of 0.147 and a p-value of 0.029 (<0.05). This figure indicates that the higher the quality of work possessed by an individual, the higher the level of performance that can be achieved. Although the path coefficient value is not too large, the significance obtained indicates that quality remains an important factor in determining employee performance. Work quality here includes accuracy, neatness, speed, and the ability to complete tasks according to organizational targets and standards. Thus, employees who have good work quality standards tend to make a more optimal contribution to organizational success.

This finding aligns with Hasibuan's (2019) opinion, which emphasizes that work quality is a key dimension in performance measurement. Quality is not simply about completing work, but rather how that work is produced in accordance with the quality standards set by the organization. Mangkunegara (2017) also added that an individual's performance is largely determined by ability and motivation. If an employee possesses good abilities, the quality of the work produced will also be higher. By maintaining quality, employees can reduce errors, increase productivity, and build a positive reputation for the organization. This confirms that quality is directly related to achieving optimal performance.

The results of this study are also consistent with various previous empirical findings. Adha, Qomariah, & Hafidzi (2019) found that work quality positively influences employee

performance at the Jember Regency Social Service, where employees with high work quality are able to provide better and faster services to the public. Similar findings were also demonstrated by Ashari et al. (2020) who studied state civil servants, where improving work quality significantly impacted the effectiveness of public service performance. Furthermore, in another study by Supriyanto & Maharani (2020) in the private sector, work quality was shown to contribute to customer satisfaction and company operational efficiency. The alignment of these findings provides confidence that quality is a universal factor that influences performance, both in the public and private sectors.

These findings have significant implications for organizations. Improving work quality can be achieved through ongoing training programs, performance evaluations based on quality standards, and providing work facilities that support employee effectiveness. For example, companies can hold workshops to improve work accuracy and precision, or provide an integrated quality control system to consistently monitor work quality. Furthermore, an organizational culture that emphasizes quality as a core value in all work activities is crucial. Organizations that build a tradition of quality work will create employees who are disciplined, responsible, and committed to achieving the best possible results.

Improving work quality also impacts individual employee satisfaction. Employees who feel capable of performing to high standards will take pride in their work, increasing their intrinsic motivation. This creates a positive cycle where high quality leads to high performance, high performance increases job satisfaction, and job satisfaction, in turn, drives quality improvement. Therefore, human resource development strategies must prioritize quality as a key foundation for employee development. Thus, improving work quality not only benefits individual performance but also strengthens the organization's long-term competitiveness.

2) The Influence of Skills on Human Resource Performance

The results of the study indicate that skills (X2) have a positive and significant effect on human resource performance (Y) with a path coefficient value of 0.312 and a p-value of 0.000 (<0.05). This figure indicates that skills have a stronger contribution than quality variables in influencing employee performance. Employees with high skills are able to work more efficiently, adapt quickly to change, and are more innovative in completing tasks. This finding shows that skills are not only related to technical abilities, but also include managerial, communication, and problem-solving skills which are important provisions in supporting the achievement of organizational targets.

Theoretically, these results support the view of Robbins & Judge (2017), who emphasized that skills are a key factor in determining the success of individual performance. Skills are not only born from natural talent but can also be developed through education, training, and work experience. Mathis & Jackson (2019) also stated that skills relevant to job requirements will increase productivity and effectiveness, enabling organizations to achieve competitive

advantage. Within the framework of human resource management theory, skills are viewed as a critical asset that determines how an employee can optimally contribute to the organization.

This finding aligns with Rahardjo's (2019) research, which found that job skills positively influence employee performance in government settings, where skill enhancement through training significantly impacts the effectiveness of public services. Research by Santosa & Indrawati (2020) in the industrial sector also showed that employee technical and non-technical skills significantly contribute to increased company productivity. Meanwhile, Rahayu (2021) found that communication and interpersonal skills are crucial factors in supporting employee performance in service organizations. This consistency with previous research confirms that skills are a fundamentally relevant variable across various work sectors.

The results of this study emphasize the importance of organizations continuously improving the skills of their employees. This can be achieved by implementing training and development programs tailored to job requirements, such as digital technology training to prepare for the Industry 4.0 era, leadership training for aspiring managers, or effective communication training to strengthen teamwork. Furthermore, organizations need to create a work environment conducive to learning, for example through mentoring or coaching systems, to ensure effective skill transfer from senior employees to new hires. This way, skills are not only improved individually but also become a collective work culture within the organization.

Skills development also has a positive impact on employees personally. Highly skilled employees feel more confident in carrying out their duties, are better able to face work challenges, and have greater opportunities for career development. This confidence will increase work motivation, which ultimately drives overall individual and organizational performance. In other words, skills create a ripple effect: good skills lead to higher performance, high performance leads to job satisfaction, and job satisfaction strengthens employee commitment to the organization. Therefore, skills should be viewed as a long-term investment that will bring strategic benefits to the organization's sustainability.

3) The Influence of Quality on Work Motivation

The results of the study indicate that quality (X1) has a positive and significant effect on work motivation (Z) with a path coefficient value of 0.286 and a p-value of 0.002 (<0.05). This value indicates that the higher the quality of work possessed by employees, the greater their work motivation. Employees with high work quality tend to feel proud of their work results, are more confident, and are more motivated to continue contributing to the organization. This means that work quality not only directly improves performance results but also influences the psychological aspects of employees in the form of motivational encouragement.

The results of this study align with Herzberg's (1966) motivation theory, which emphasizes that good work quality is a motivating factor that can foster satisfaction and enhance work motivation. According to Robbins & Judge (2017), the quality of work produced by an

employee is closely related to their perception of their own competence. The higher the quality of work, the greater the sense of achievement, thus generating intrinsic motivation to continuously improve performance. In other words, quality not only reflects good work standards but also triggers work enthusiasm.

These findings are supported by previous research. Lestari (2019) found that work quality has a positive relationship with employee motivation in the education sector, where teachers who are able to deliver high-quality work tend to be more motivated in teaching. Setiawan & Rahayu (2020) also stated that high work quality increases employee motivation in the service sector, as they perceive their work provides tangible benefits to consumers. Fauzi's (2021) research in manufacturing organizations showed that good work quality provides satisfaction and pride for employees, which in turn strengthens work motivation to achieve production targets. Consistent with previous research, this shows that work quality is always closely related to motivation, both in the public and private sectors.

The results of this study emphasize the importance of organizations establishing high work quality standards to increase employee motivation. Quality standards can be achieved through the implementation of a quality management system, monitoring work results, and providing clear feedback to employees. Organizations also need to provide rewards or recognition for quality work, as this appreciation will strengthen feelings of worth and increase intrinsic motivation. For example, providing monthly awards to employees with the best work quality or providing promotion opportunities based on work quality achievements.

Furthermore, improving work quality can also be achieved through training and competency development. By improving work quality, employees are not only more productive but also more motivated to face work challenges. The motivation that arises from good work quality will result in sustainable performance, create a positive work climate, and strengthen long-term organizational commitment. Thus, quality not only serves as a performance indicator but also becomes a primary source for building high work motivation.

4) The Influence of Skills on Work Motivation

The results of the study indicate that skills (X2) have a positive and significant effect on work motivation (Z) with a path coefficient of 0.394 and a p-value of 0.000 (<0.05). This finding indicates that the higher the skills possessed by employees, the greater the work motivation they will have. Skilled employees are usually more confident in completing tasks, feel capable of facing work challenges, and are driven to achieve higher achievements. This confirms that skills are not only important for direct performance improvement, but also play a role as a driving factor for work motivation.

The results of this study align with McClelland's (1961) Achievement Motivation Theory, which states that individuals with strong abilities and skills tend to be driven by a need for achievement. The more skilled a person is, the greater the drive to prove themselves through optimal work results. According to Robbins & Judge (2017), skills provide a strong sense of

competence and self-efficacy, which in turn generates intrinsic motivation to work harder. Thus, skills are not only technical capital but also a source of psychological motivation for employees.

Previous research also supports these findings. Handayani (2018) found that job skills significantly influence employee motivation in the banking sector, where skilled employees feel more confident and are more motivated to provide excellent service. Pratama & Wulandari (2020) also showed that employee technical and non-technical skills in manufacturing companies can increase work motivation because employees feel capable of meeting company targets. Nuraini's (2021) research in the context of MSMEs revealed that good managerial and operational skills provide a motivational boost because workers feel they have a crucial role in the business's success. Consistent with previous research, this demonstrates that skills are closely linked to increased work motivation across various sectors.

The results of this study have important implications for organizations, namely the need for ongoing skills development programs. Organizations can conduct training, workshops, and mentoring to improve employees' technical and interpersonal skills. The more skilled employees are, the more motivated they are to perform well because they feel capable of meeting the demands of the job. Furthermore, organizations need to create reward systems that recognize employee skills, such as internal certification, promotion opportunities, or skills-based bonuses.

Skills development also plays a role in creating an adaptive work environment. In the digital age, technological skills are crucial for maintaining employee motivation and keeping up with developments. Work motivation will grow if employees feel their skills are relevant to the organization's needs and can make a real contribution. Thus, skills are not only an individual's asset at work but also a crucial instrument for maintaining high and sustainable work motivation in supporting the achievement of organizational goals.

5) The Influence of Work Motivation on Human Resource Performance

The results of the study indicate that work motivation (Z) has a positive and significant effect on human resource performance (Y) with a path coefficient of 0.512 and a p-value of 0.000 (<0.05). This finding confirms that the higher the work motivation possessed by employees, the higher their performance will be. Motivated employees will be more enthusiastic in completing tasks, able to maintain consistent productivity, and demonstrate a disciplined and responsible work attitude. Thus, work motivation is proven to be an important factor that drives improvements in the quality and quantity of human resource work results.

These findings are consistent with Maslow's (1943) Hierarchy of Needs Theory, which states that motivation plays a crucial role in driving individual behavior toward achieving higher-order needs, including self-actualization through work performance. Furthermore, according to Herzberg's (1959) Two-Factor Theory, intrinsic motivations such as achievement, recognition, and responsibility play a significant role in improving employee performance.

Robbins & Judge (2017) also emphasize that strong motivation can direct employee energy, effort, and commitment toward achieving organizational goals. In other words, work motivation is the primary driving force connecting individual desires with the achievement of tangible work outcomes.

Previous research also supports these findings. Sutanto (2018) found that work motivation significantly influences employee performance in government agencies, with highly motivated employees demonstrating more consistent productivity. Rahmawati (2019), in her research in the education sector, also showed that teachers with high work motivation are more creative in teaching and achieve learning targets. Meanwhile, Wijayanti & Nugroho (2021) found that in private companies, work motivation is a determining factor in maintaining employee performance amidst work pressure. These consistent findings demonstrate that across various sectors, work motivation remains a key factor in improving human resource performance.

The results of this study provide important implications: organizations need to prioritize strategies to improve employee work motivation. This can be achieved through fair rewards, performance-based incentives, career development opportunities, and the creation of a healthy and supportive work environment. Employees who feel valued and supported will have stronger intrinsic motivation, thus encouraging them to perform optimally. Furthermore, it is crucial for leaders to establish effective communication, provide positive feedback, and involve employees in decision-making to maintain their motivation.

Work motivation also plays a role in strengthening employee resilience in facing work challenges. Motivated employees tend to be more resilient, less likely to give up, and more able to find solutions when faced with difficulties. This is particularly relevant in the face of competitive dynamics and rapid changes in the work environment. Therefore, work motivation is not merely a momentary motivator, but rather a sustainable energy that ensures human resources are able to deliver optimal performance for the organization's sustainability and success.

6) The Mediating Role of Work Motivation on the Influence of Quality on Human Resource Performance

The results of the mediation analysis show that work motivation (Z) is able to mediate the influence of quality (X) on human resource performance (Y) with a significant indirect effect (path coefficient = 0.267, p-value = 0.001). This indicates that good quality not only has a direct impact on performance but also increases employee work motivation, which in turn strengthens their performance. Thus, work motivation acts as an intermediary variable that strengthens the relationship between quality and human resource performance.

These findings align with Self-Determination Theory (Deci & Ryan, 1985), which emphasizes that individuals are more motivated when they perceive a sense of competence and high self-worth. When employees perceive their work to be of high quality, they are encouraged to maintain intrinsic motivation to maintain high-quality work. Robbins & Judge (2017) also

emphasized that high-quality work can increase psychological satisfaction, ultimately strengthening work motivation. This demonstrates that quality and motivation are two complementary components in shaping optimal performance.

Consistent with the findings of this study, several previous studies have also found a mediating role for work motivation. Wibowo (2018) found that work motivation mediates the relationship between work quality and employee performance in the banking sector, where high work quality increases motivation to maintain that standard. Sari & Hidayat (2020) showed that good service quality increases teacher motivation in teaching, which ultimately has a positive impact on learning performance. Furthermore, Putra (2021) also found that in manufacturing companies, work quality drives increased employee motivation to work more productively and efficiently. The consistency of these results confirms that work motivation plays a key role in linking quality to performance across various sectors.

The implication of these results is that organizations need not simply ensure high work quality standards; they also need to facilitate employee motivation so that these qualities can be truly internalized in daily work behavior. Good work quality should be accompanied by a reward system, ongoing training, and a work environment that supports competency development. This way, employees will not only be able to produce quality work but also have a stable motivation to continuously improve their performance.

This mediating role of motivation underscores the importance of a holistic human resource management strategy. Maintaining work quality fosters a sense of pride and satisfaction among employees, ultimately enhancing their intrinsic motivation. This motivation then drives employees to be more disciplined, innovative, and focused on achieving organizational goals. Therefore, it can be concluded that work quality and motivation are two interrelated and inseparable aspects in efforts to sustainably improve human resource performance.

7) The Mediating Role of Work Motivation on the Influence of Skills on Human Resource Performance

The results of the mediation analysis test show that work motivation (Z) significantly mediates the influence of skills (X) on human resource performance (Y), with an indirect effect of 0.295 (p-value = 0.000). This finding indicates that the skills possessed by employees not only contribute directly to improved performance, but also can increase their work motivation, which ultimately strengthens overall performance. Thus, work motivation plays an important intermediary that bridges the relationship between skills and human resource performance.

These results align with Human Capital Theory (Becker, 1993), which emphasizes that the skills and knowledge possessed by workers are important forms of capital that drive productivity and performance. However, this skill capital will be more optimal if accompanied by strong work motivation. Expectancy Theory (Vroom, 1964) also supports these findings, as good skills will foster employee confidence in expected work results, thus making them more motivated

to optimize performance. This means that skills serve as a foundation, while work motivation becomes the driving force in their implementation.

Several previous studies also support this finding. Herlina (2019) found that work motivation mediated the influence of workforce skills on employee performance in the healthcare sector, where technical skills boosted morale and impacted service quality. Riyanto & Prabowo (2020), in their research on the hospitality industry, demonstrated that employee interpersonal and technical skills boost work motivation, thereby strengthening customer service performance. Susanti (2021) also reported that in the manufacturing industry, high employee skills drive motivation to innovate and work more productively, ultimately resulting in improved performance. This demonstrates that the relationship between skills, motivation, and performance is consistent across sectors.

These results convey an important message: organizations should not only develop employees' technical and non-technical skills through training, but also ensure that these skills foster motivation at work. Skills development should be accompanied by appropriate work challenges, career development opportunities, and a fair reward system, so employees feel their skills are valued and utilized effectively. This way, work motivation can grow naturally as a consequence of skills improvement, ultimately driving optimal human resource performance.

The role of work motivation as a mediator emphasizes the importance of synergy between employee competency and psychological aspects. Adequate skills will be ineffective if employees lack the motivation to utilize them optimally. Therefore, company management needs to design a balanced HR development policy, which involves enhancing skills while creating a work environment that maintains motivation. This combination will result in performance that is not only superior in quantity but also superior in quality and sustainability.

4. Conclusion

Based on the results of the data analysis and previous discussion, several main points can be concluded as follows: Quality has a positive and significant effect on HR performance, which means that the better the quality of work, processes and work results, the higher the performance demonstrated by employees. Skills have a positive and significant impact on HR performance, so that improving employees' technical and non-technical skills will directly boost productivity and work effectiveness. Quality has a positive influence on work motivation, which shows that high quality standards can foster intrinsic and extrinsic motivation for employees to work harder. Skills have a positive influence on work motivation, so that competent competencies not only improve performance, but also strengthen employees' enthusiasm and determination in carrying out their tasks. Work motivation has a positive effect on HR performance, which means that the higher the employee motivation, the more optimal the performance achieved in terms of quality, quantity and timeliness. Work motivation mediates the influence of quality on HR performance, meaning that good quality will foster work motivation, which ultimately strengthens the impact of quality on improving

performance. Work motivation also mediates the influence of skills on HR performance, which shows that good skills will increase motivation, then strengthen employee contributions to organizational performance.

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