

Improving Human Resource Performance: Religiosity Mediates the Influence of Motivation

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Abstract. *This study aims to test and strengthen hypotheses regarding the relationships among variables using an explanatory research approach, which emphasizes examining the linkages among theoretical constructs. Primary data were collected through the distribution of closed-ended and open-ended questionnaires to respondents, while secondary data were used as supporting data. The research population consisted of all employees of the Customs and Excise Supervision and Service Office (KPPBC) Type Madya Pabean A Semarang, totaling 202 employees, with sampling measured using a 1–5 Likert scale. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results show that achievement motivation has a positive effect on human resource performance, achievement motivation has a positive effect on religiosity, and religiosity has a positive effect on human resource performance. These findings confirm that religiosity mediates the relationship between achievement motivation and human resource performance in encouraging the creation of more optimal human resource performance.*

Keywords: *Motivation; Religiosity; Performance.*

1. Introduction

Human Resource Management (HRM) faces global challenges, particularly related to religiosity and motivation, which directly impact employee performance. In a diverse work environment, differences in religiosity among employees can influence workplace dynamics, including communication styles and conflict resolution approaches. Therefore, organizations need to create a work environment that respects differences in religious beliefs while promoting cohesion among team members. This requires HRM to implement policies that accommodate religious practices, thereby increasing employee productivity. (Rapid, 2024).

Motivation is also a critical factor influencing employee performance globally. Different human resources have unique motivational drivers, making it difficult to implement a universal incentive program. HR professionals must understand these nuances to tailor team-based rewards, while individualistic human resources prioritize personal recognition. (Kineo,

2024)By aligning motivational strategies with cultural values, organizations can improve employee engagement and overall performance.(HRbrain, 2024).

These findings emphasize the importance of integrating employee-related factors, including religiosity and motivation, into HR strategies to optimize performance outcomes.(Ferrari, 2024). Employees as the main component of HR have a major role in achieving organizational goals.(Choudhary & Kunte, 2024; Dagher et al., 2024; Helaudho et al., 2024; Shankar & Ramsaroop, 2024)Human resource performance, encompassing various aspects such as productivity, work quality, and innovation, has become a primary focus in various management studies. The concept of human resource performance refers to the results achieved by individuals or groups within an organization. Optimal performance is not only determined by internal factors such as abilities and skills, but is also influenced by external factors such as work systems, organizational culture, and motivation. Motivation, particularly achievement motivation, is a key factor that can drive employees to achieve better performance.(Helaudho et al., 2024).

Employees who have high achievement motivation tend to be more proactive, innovative, and committed to their work.(Choudhary & Kunte, 2024). Achievement motivation is an individual's intrinsic desire to achieve excellence in work and exceed predetermined standards.(Houston & Freeman, 2024)In an organizational context, achievement motivation plays a crucial role in increasing productivity and achieving company goals. This motivation influences employee attitudes and behaviors, such as commitment to work, innovation, and optimal performance, which ultimately contribute to organizational competitiveness.(Effendi & Sahertian, 2023). The theory of meaningful work behavior states that employee motivation, especially that which is aligned with HR practices, has a significant impact on employee performance, and that shared and status-based motivation has been shown to be effective when supported by an appropriate HR policy package.(Yim et al., 2024).

Religiosity, as part of spiritual values, can be a factor supporting achievement motivation. Studies show that religious values can provide a framework that strengthens employees' good intentions and dedication to their work.(Warkentin et al., 2023)And(Syahrivar et al., 2022). Through religiosity, employees not only have an orientation towards worldly achievements but also feel a greater sense of responsibility as part of their spiritual and social contributions.(VU, 2020)Religiosity plays a significant role in shaping employee achievement motivation and performance in the workplace. Effectively implemented religious identity can create an inclusive, supportive, and ethical work environment, contributing to improved individual and organizational performance.(McClurg et al., 2024);(Héliot et al., 2020)In an organizational context, religiosity can be understood as the application of religious and spiritual values that encourage positive behavior, commitment, and social responsibility.(Ding, 2023)Factors such as an individual's cultural background, education, and spiritual experiences are antecedents that influence religiosity, while its outcomes include increased work motivation, individual performance, and innovation. Religiosity can also strengthen spiritual and emotional intelligence, which impacts work motivation and overall

organizational success.(Muslinawati et al., 2024);(Ding, 2023). Research shows that higher levels of religiosity can improve performance outcomes.(Qureshi & Shahjehan, 2021);(Alewel et al., 2022)Thus, strengthening religiosity in the workplace is a strategic step to improve performance and achieve organizational goals.

Based on field observations where the researcher directly observed and interacted because the researcher works daily at the Customs and Excise Supervision and Service Office (KPPBC) Type Madya Pabean A Semarang, there are symptoms of suboptimal employee performance at the Customs and Excise Supervision and Service Office (KPPBC) Type Madya Pabean A Semarang. The Customs and Excise Supervision and Service Office (KPPBC) Type Madya Pabean A Semarang is required to have reliable human resources who are able to understand regulations, have high skills, knowledge, are responsible, and others. Religiousness and achievement motivation factors determine their work in order to increase positive perceptions of achieving organizational goals.

The rapid development of technology has changed the paradigm of work, namely prioritizing effectiveness and efficiency in carrying out activities. The Semarang Type A Customs and Excise Supervision and Service Office (KPPBC) is required to have reliable human resources who are able to understand regulations, have high skills, knowledge, responsibility, and others. Religious factors and achievement motivation determine their work in order to increase positive perceptions of achieving organizational goals. The rapid development of technology has changed the paradigm of work, namely prioritizing effectiveness and efficiency in carrying out activities.

Although a number of studies have examined the influence of religiosity and achievement motivation on HR performance(Qureshi & Shahjehan, 2021);(Alewel et al., 2022);(Yim et al., 2024); (Smadi et al., 2023)However, there remains a research gap regarding how these two variables collectively contribute to improving HR performance in the public sector. This gap is increasingly important given that the modern government work environment is characterized by a high degree of value diversity, including the spiritual and religious values held by employees.(Rapid, 2024). Other research(Choudhary & Kunte, 2024);(Dagher et al., 2024);(Helaudho et al., 2024);(Shankar & Ramsaroop, 2024)has consistently shown that HR performance is influenced by various factors. However, the role of religiosity in improving HR performance through achievement motivation(Warkentin et al., 2023);(Syahrivar et al., 2022)remains an underexplored area. This study aims to fill this gap by examining the influence of religiosity on HR performance through employee achievement motivation in organizations or companies.

A number of Research shows that achievement motivation plays a role as a psychological factor that can improve employee performance through encouragement to achieve high work standards.(Pham et al., 2024;Gürbüz & Brouwers, 2025)In the public sector, the drive for achievement is important because it is related to the professionalism, dedication, and accountability of employees in providing public services. Yim et al. (2024)shows that goal-

directed motivation (purposeful work behavior) can improve employee performance when accompanied by appropriate work environment support.

However, recent research also emphasizes that motivational aspects within employees often overlap with religious values, especially in the context of Asian cultures which still strongly uphold spiritual values as a guide to behavior. (Vishkin et al., 2022) Religiosity not only serves as a personal belief system, but also serves as a moral framework and source of work meaning that can strengthen employees' drive to achieve. Spiritual values have been shown to influence positive work orientation, work ethic, work engagement, and behavior beyond the call of duty. (Alqhaiwi & Luu, 2024; Jiang et al., 2024)

Thus, religiosity can act as a psychological mechanism that strengthens the influence of achievement motivation on performance. Employees with high achievement motivation, when accompanied by strong religious values, are more likely to demonstrate work behaviors with integrity, responsibility, and a focus on quality public service. (Ripoll & Breauth, 2025). Religious values help them view work as a form of worship and devotion, so that achievement motivation manifests in more stable, ethical performance and resilience to situational pressures.

Research also shows that religiosity in the workplace has a positive relationship with organizational commitment, work engagement, and service performance. (Jiang et al., 2024; Alqhaiwi & Luu, 2024; (Luu, 2024) In the public sector, where public service is a core value, internalizing religious values becomes increasingly relevant because it provides a moral foundation for work. However, although the literature on religiosity and achievement motivation has been quite extensive, studies examining their relationship within a single structural model, particularly the mediating role of religiosity, are still relatively limited. This represents a research gap that this study aims to fill.

Meanwhile, this study specifically aims to fill this gap by examining how achievement motivation can influence religiosity, and how religiosity subsequently impacts HR performance, both directly and as a mediating variable. In the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC), where the values of service, morality, and public responsibility are highly emphasized, understanding these psychological mechanisms is crucial. By examining the relationship between these three variables in a single PLS-SEM model, this study provides new empirical contributions, particularly regarding the role of religiosity as a mediating pathway in improving HR performance.

2. Research Methods

The type of research used in this study is explanatory research with an associative nature, aiming to determine the relationship between two or more variables. This study aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a foundation. In this case, the

study examines the effect of religiosity on HR performance, with achievement motivation as an intervening variable.

3. Results and Discussion

3.1. Respondent Description

Table By Gender

No	Gender	Amount	Presentation
1.	Man	66	75%
2.	Woman	22	25%
	Amount	88	100%

Source: Processed primary data, 2025

Based on Table, the distribution of respondents to the study shows a predominance of male employees, with 66 employees, or 75%, of the total 88 respondents. Meanwhile, female employees numbered 22 employees, or 25% of the total respondents. This data indicates a significant gender gap in the composition of employees at the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC).

The 3:1 male-to-female ratio reflects the general characteristics of institutions engaged in customs supervision and services. This is understandable given the nature of customs work, which often requires fieldwork, physical inspection of goods, and irregular working hours, which are traditionally dominated by male workers.

This imbalanced gender composition has several important implications for human resource management at KPPBC Semarang. First, from a career development perspective, the institution needs to ensure equal opportunities for female employees to access strategic and leadership positions. Second, in the context of this research, which examines the influence of motivation on performance with religiosity as a mediator, male dominance can influence the dynamics of religiosity and work motivation, given the differences in psychological and social characteristics between men and women in expressing religious values in the workplace. Third, KPPBC Semarang needs to consider more inclusive policies to attract more female employees, in line with the principle of gender equality in public service. Fourth, performance improvement and work motivation programs designed based on the results of this research need to consider gender aspects to accommodate the needs and characteristics of all employees proportionally.

Table Based on Respondent Age

No	Respondent Age	Amount	Presentation
1.	< 25 Years	0	0.00%
2.	25 – 35 Years	63	71.59%
3.	36 – 45 Years	25	28.41%
4.	> 45 Years	0	0.00%
	Amount	88	100%

Source: Processed primary data, 2025

Based on Table the distribution of respondents in this study shows quite specific age characteristics. Of the total of 88 civil servant respondents at the Semarang Type a Middle Customs Office, the majority were in the 25-35 age range, with 63 people (71.59%), representing the highest age group in this study. This age group can be categorized as a productive generation, in the early to mid-career phases of their employment.

Meanwhile, respondents aged 36-45 years old, numbering 25 people or 28.41%, were the lowest represented age group in the study sample. This group generally has more mature work experience and is in the career consolidation phase. Interestingly, there were no respondents under 25 or over 45 in this study sample (0%). This condition indicates that the employees participating in the study are predominantly young-middle-aged, who are in their optimal productive years.

The dominance of employees in the 25-35 age range has several strategic implications for organizations. First, this age group generally has a high potential for innovation and technological adaptation, as they are more adaptable to technological changes and digital systems that are highly relevant to the modernization of IT-based customs and excise services. Second, with the majority of employees in the early-to-mid career phase, organizations need to design competency development programs and clear career paths to enhance long-term motivation and performance. Third, the relatively young age composition provides the prospect of long-term human resource stability, but also requires investment in ongoing training and coaching to ensure optimal service quality. Fourth, the absence of senior employees over 45 in the sample indicates the need for a specific strategy for transferring knowledge and experience from the senior generation to the younger generation to avoid competency gaps. Finally, understanding the motivational characteristics of the millennial and post-millennial generations is crucial for age-based motivation management, particularly regarding work-life balance, recognition, and self-development opportunities that can drive sustainable employee performance improvement.

Table Based on Education Level

No	Education	Amount	Presentation
1.	D1	2	2.27%
2.	DIII	27	30.68%
3.	S1	56	63.64%
4.	S2	3	3.41%
	Amount	88	100%

Source: Processed primary data, 2025

Based on Table, the characteristics of the research respondents based on education level show that of the 88 civil servant employees at the Semarang Type A Customs and Excise Supervision and Service Office (KPPBC) who were the research sample, the majority had a Bachelor's degree (S1) as many as 56 people or 63.64% of the total respondents. This indicates that the majority of employees at KPPBC Semarang have met the minimum educational

qualifications required for structural and functional positions within the Directorate General of Customs and Excise.

The second highest educational level was Diploma III (DIII), with 27 respondents (30.68%), who generally held technical executive positions in service operations and supervision. Meanwhile, respondents with a Master's degree (S2) were 3 respondents (3.41%), occupying the lowest position, at only 2 respondents (2.27%), indicating that D1 educational qualifications are becoming increasingly rare in this agency as civil servant competency standards increase.

The predominance of employees with a bachelor's degree indicates that KPPBC Semarang has human resources with sufficient intellectual capacity to carry out complex tasks in customs supervision and services. However, the small number of employees with a master's degree (only 3.41%) indicates the need for competency development efforts through scholarship programs or further education to improve employee managerial and analytical capabilities, especially in facing the increasingly dynamic challenges of international trade. The significant proportion of employees with a Diploma III (30.68%) indicates that the organization still needs operational technical personnel, but it is necessary to consider educational qualification improvement programs for them to make a more optimal contribution. The small number of employees with a Diploma I (D1) reflects the organization's positive efforts to improve employee qualification standards in accordance with the demands of modern bureaucratic professionalism. In this study, the educational composition of respondents, which is dominated by Bachelor's degrees, serves as an important model in understanding the influence of motivation and religiosity on performance, because employees with higher education tend to have a better understanding of organizational values and a more mature ability to self-reflect in integrating aspects of religiosity into their work ethic.

Table Based on Work Period

No	Years of service	Amount	Presentation
1.	15 years	43	48.86%
2.	6 – 10 Years	45	51.14%
3.	> 10 years	0	0.00%
	Amount	88	100%

Source: Processed primary data, 2025

Based on Table, the distribution of respondents based on length of service shows that the majority of employees who responded to this study have a service period of between 6-10 years, namely 1-5 years totaling 43 people or 48.86%. Interestingly, there were no respondents with a service period of more than 10 years (0%). The dominance of employees with a service period of 6-10 years indicates that most respondents are in a relatively mature career phase, where they have sufficient work experience to understand the duties and responsibilities within the Semarang Type A Middle Customs Office. During this work period, employees have generally passed the initial adaptation phase and begun to develop more solid professional competencies, so they are expected to make an optimal contribution to

organizational performance. On the other hand, the proportion of employees with a service period of 1-5 years is almost balanced (48.86%), indicating a significant regeneration and infusion of new workers in this institution. The presence of these junior employees brings fresh perspectives and the potential for innovation, even though they are still in the learning and capacity building stages.

The composition of the respondents' tenure has several strategic implications for the Semarang Type A Customs Office (KPPBC Madya Pabean). First, with the majority of employees having a tenure of 1-10 years, the organization needs to design a tiered training and development program to ensure continuous competency improvement, from basic training to leadership development. Second, the absence of respondents with more than 10 years of tenure in this study sample indicates a potential gap in the transfer of institutional knowledge from senior employees. KPPBC Semarang needs to optimize the role of employees with 6-10 years of tenure as mentors for junior employees to ensure continuity of organizational knowledge. Third, the relatively balanced distribution between junior and mid-career employees indicates the potential for good organizational stability. However, the organization needs to consider retention strategies to prevent turnover, especially as employees enter a more mature career phase. Fourth, in the context of this study, which examines the role of religiosity in mediating the influence of motivation on performance, the composition of relatively young to mid-career employees provides a strategic momentum to instill strong religious values early in their careers, thereby providing a foundation for sustainable intrinsic motivation.

This analysis was conducted to obtain a descriptive overview of the research variables used, including HR Performance, Achievement Motivation, and Religiosity. Respondent answer categories were based on the respondents' responses, where the answer categories can be obtained as follows:

Scale range (interval) = (Highest Score – Lowest Score)/5

$$= (10 - 1)/5 = 1.8$$

From the determination of the scale range above, it can be categorized as follows:

- 1) Interval 1 – 2.8 Very Poor Category
- 2) Interval 2.81 – 4.6 Poor Category
- 3) Interval 4.61 – 6.4 Category Sufficient
- 4) Interval 6.41 – 8.2 Good Category
- 5) Interval 8.21 – 10 Very Good Category

Table Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Achievement Motivation -> Human Resource Performance	0.824	0.826	0.030	27,477	0,000
Achievement Motivation -> Religiosity	0.838	0.840	0.027	31,360	0,000
Religiosity -> Human Resources Performance	0.304	0.304	0.094	3,214	0.001
Achievement Motivation -> Religiosity -> Human Resource Performance	0.255	0.256	0.082	3,090	0.002

Source: Processed primary data, 2025

To determine whether a hypothesis is accepted or not by comparing the calculated t-test with the t-table, with the condition that if the calculated t-test > t-table, then the hypothesis is accepted. The test uses a two-sided test with a probability (α) of 0.05 and the degree of freedom of the test is

$$Df = (nk)$$

$$= (88-3)$$

$$= 85$$

so that the t table value for df 85 two-tailed t table test found a coefficient of 1.97.

So the equation formed based on the table above is:

$$\text{Equation 1: } Y_1 = 0.838 X_1$$

$$\text{Equation 2: } Y_2 = 0.824 X_1 + 0.304 Y_2$$

Table 4.14 shows the original sample estimate value of Achievement Motivation on HR Performance of 0.824, meaning it is getting better. Achievement Motivation will improve HR Performance. The statistical test results show a t-statistic value of 27.477 > t-table 1.97, so the hypothesis that states that if the Workload is good it will improve HR Performance, so H1 is accepted.

Table 4.13 shows the original sample estimate value between Achievement Motivation and Religiosity of 0.838, indicating a positive relationship. The T-statistic value of 31.360 > 1.97 indicates a significant relationship. Therefore, the H2 hypothesis in this study states that if Achievement Motivation is good, it will increase Religiosity, so H2 is accepted.

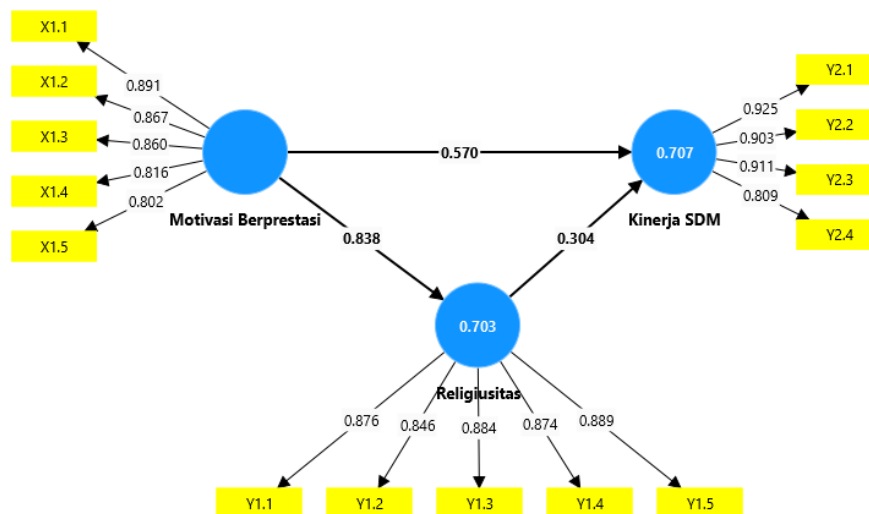
Table 4.13 shows the original sample estimate value between Achievement Motivation and Religiosity of 0.304, indicating a positive relationship. The T-statistic value of 3.214 > 1.97

indicates a significant relationship. Therefore, the H3 hypothesis in this study states that if Religiosity is good, it will improve HR Performance, so H3 is accepted.

Table 4.13 shows the original sample estimate value of the indirect path (Achievement Motivation → Religiosity → HR Performance) of 0.255. The T-statistic value of 3.090 > t-table 1.97, so it is stated to have a significant relationship. Thus, the hypothesis H4 in this study, which states that Religiosity mediates the relationship between Achievement Motivation and HR Performance, so H4 is accepted. These results indicate that the Religiosity variable plays a significant role in linking Achievement Motivation with HR Performance. The Original Sample Estimate value (0.255) shows that the influence of Achievement Motivation on HR Performance is positive through the intermediary of Religiosity. The T-statistics (3.090) is much greater than the t-table (1.97), which indicates that the mediation effect is statistically significant (because p-values = 0.002 are also smaller than 0.05)

The following is a diagram of the T statistic values based on the output with SmartPLS Version 3:

Figure Algorithm Output



3.2. Discussion

The results of the data processing above can be seen in testing each hypothesis that has been proposed, namely:

1) The Influence of Achievement Motivation on Human Resource Performance

The results of the hypothesis test indicate that Achievement Motivation has a significant effect on the HR Performance of employees of KPPBC Type Madya Pabean A Semarang. This finding confirms that employees' internal drive to achieve optimal work standards is an important determinant in improving the quality of public organization performance.

The mechanism of influence of achievement motivation on HR performance occurs through five main channels. First, the commitment to improving performance encourages employees to actively seek new ways to improve service and supervision effectiveness, which directly impacts the quality of work in accordance with SOPs. Second, the ability to enjoy difficult challenges at work makes employees persistent when faced with complex problems, thus enabling them to achieve work quantity targets even in demanding situations. Third, the pleasure of accepting new responsibilities creates a strong sense of ownership, encouraging employees to take full responsibility for every task entrusted to them. Fourth, openness to criticism and suggestions facilitates a continuous learning process that increases the consistency of task execution according to rules and instructions. Fifth, the ability to build close relationships with colleagues creates a collaborative environment that supports the achievement of shared goals more efficiently.

This finding is in line with research(Yim et al., 2024)which shows that strong motivational drives increase purposeful work behavior, as well as studies(Gürbüz & Brouwers, 2025)which revealed that high internal motivation drives employees to be more proactive with a greater level of work engagement. In the context of KPPBC Semarang, employees with high achievement motivation tend to be more focused on achieving targets, more diligent in carrying out their tasks, and more proactive in finding solutions to challenges they face.

2) The Influence of Achievement Motivation on Religiosity

The results of the hypothesis test indicate that achievement motivation has a positive and significant effect on employee religiosity. This finding provides an important contribution to understanding the psychological and spiritual dynamics of employees, where the drive to achieve is not only related to material aspects or career attainment, but also to the search for a deeper meaning in life through the dimension of religiosity.

The mechanism of this influence can be explained through five pathways. First, a commitment to improving performance encourages employees to seek a solid foundation of values as a guide in their work, strengthening the belief that religious values can guide their work behavior. Second, the ability to enjoy challenges leads employees to deeper spiritual reflection, encouraging them to more regularly engage in religious practices as a source of strength in facing obstacles. Third, the pleasure of accepting responsibility encourages employees to deepen their religious knowledge as a guide in carrying out their responsibilities ethically. Fourth, openness to criticism reflects humility that aligns with religious values, strengthening the practice of spiritual principles such as patience and openness in professional interactions. Fifth, the ability to build relationships with colleagues is strengthened through the internalization of religious values of brotherhood, mutual assistance, and empathy.

This finding is in line with the motivational framework of religion from(Vishkin et al., 2022)which states that religiosity functions as a motivational system, as well as research(Ripoll & Breaugh, 2025)which explains that public service motivation develops

through the identification of spiritual and moral values that shape public service identity. Employees with high achievement motivation tend to seek a stronger value framework to guide their goal achievement, and religiosity becomes a source of moral and spiritual guidance that provides direction and meaning.

3) The Influence of Religiosity on HR Performance

The results of the hypothesis test indicate that religiosity has a positive and significant effect on HR performance. This finding confirms that the spiritual dimension and religious values believed in and practiced by employees significantly contribute to improving their performance.

The mechanism of religiosity's influence on HR performance occurs through five dimensions. First, the belief that religious values can guide work behavior serves as a moral compass that directs employees to produce high-quality work in accordance with SOPs, because they see adherence to procedures as part of their moral and spiritual responsibility. Second, regular religious practice develops discipline and better time management, improving employees' ability to consistently complete work quantity targets. Third, spiritual experiences that strengthen the values of honesty and integrity become the foundation for carrying out tasks according to rules and instructions, because employees understand that every action has moral and spiritual consequences. Fourth, adequate religious knowledge provides a clear framework of values in dealing with ethical dilemmas, strengthening employees' responsibility to adhere to the principles of honesty, justice, and trustworthiness. Fifth, practicing religious values such as honesty, trustworthiness, and sincerity in serving the community creates a higher quality of service, where employees serve with greater friendliness, patience, and empathy.

This finding is in line with research(Jiang et al., 2024)who found that the spiritual climate in an organization improves employee performance through organizational commitment and work engagement, as well as(Alqhaiwi & Luu, 2024)which states that workplace spirituality improves performance through service orientation, work enthusiasm, and employee engagement. Employees with high religiosity tend to view work as a form of worship or moral calling, thus striving for optimal performance.

4) The Mediating Role of Religiosity in the Relationship between Achievement Motivation and Human Resource Performance

Religiosity has been shown to mediate the relationship between achievement motivation and human resource performance. This finding confirms that the influence of achievement motivation on human resource performance occurs not only directly but also through an indirect pathway, with religiosity acting as an intermediary mechanism that strengthens this effect.

This mediation mechanism occurs through complex psychological and spiritual processes.

When employees are highly motivated to achieve, they are not only motivated to achieve quantitative targets but also to seek deeper meaning in their work. This search for meaning encourages the exploration of spiritual dimensions and religious values, which provide a moral framework for achievement efforts. This increased religiosity then serves as a guidance system that directs their work behavior.

The mediation process can be explained in detail: a commitment to improving performance strengthens belief in religious values, which then encourages employees to produce high-quality work in accordance with SOPs because they understand that work quality reflects their spiritual integrity. The ability to enjoy challenges encourages more regular religious practice as a source of strength, which then increases discipline and the ability to complete work quantity targets. The pleasure of accepting responsibility encourages a deepening of religious knowledge, which strengthens employees' responsibility for the work entrusted to them. Openness to criticism facilitates spiritual experiences that strengthen honesty and integrity, which then ensure the implementation of tasks according to regulations. The ability to build relationships is strengthened by the practice of religious values, which improves the quality of service and collaboration.

This finding is in line with the theoretical framework.(Vishkin et al., 2021)which states that religiosity functions as a motivational system that channels internal drives into meaningful and ethical behavior. Religiosity provides a stronger "why" behind the "what" employees want to achieve. When employees understand that the achievements they pursue have spiritual value, they will be more motivated to maintain high and consistent performance standards.

The managerial implications of these findings suggest that KPPBC Semarang needs to adopt a holistic approach that integrates the spiritual dimension into its human resource development strategy. Motivational enhancement programs need to be designed to strengthen employee religiosity, and religious development programs need to be linked to organizational performance improvement goals. Concrete strategies include integrating religious values into training programs, creating a dialogue forum to explore the relationship between spiritual values and professional goals, developing a performance appraisal system that considers the ethical and integrity dimensions, recognizing employees who demonstrate exemplary behavior in integrating religious values, and creating an organizational culture that supports employees in becoming whole people who integrate their professional and spiritual dimensions.

4. Conclusion

The purpose of this study is to empirically examine and analyze the influence of Achievement Motivation on Human Resource Performance, the influence of Achievement Motivation on Religiosity, the influence of Religiosity on Human Resource Performance, and the mediating role of Religiosity in the relationship between Achievement Motivation and Human Resource Performance on Civil Servant employees at the Customs and Excise Supervision and Service

Office (KPPBC) Type Madya Pabean A Semarang. Based on the results of data analysis on 88 respondents using SmartPLS, this study produced several important conclusions as follows: *Achievement Motivation has a positive and significant influence on HR Performance.* These findings confirm that the higher the achievement motivation of employees at KPPBC Type Madya Pabean A Semarang, the better their performance in carrying out customs and excise service and supervision tasks. Employees with high achievement motivation tend to be more proactive, demonstrate greater work engagement, take the initiative to find new ways to improve work efficiency, and have a strong orientation to consistently achieve performance targets. Achievement motivation functions as an internal driver that drives employees to not only complete routine tasks, but also to provide optimal contributions to achieving broader organizational goals. *Achievement Motivation has a positive and significant influence on Religiosity.* These findings suggest that employees with high achievement motivation tend to seek and integrate religious values as a moral and spiritual foundation in achieving their personal and professional goals. Achievement motivation encourages individuals to seek strong value guidelines, including religious ones, to guide the achievement of life and work goals. Employees motivated by achievement do not simply pursue material success or social recognition, but also seek a deeper dimension of meaning that can provide spiritual justification for their efforts and achievements, often found in religious values. *Religiosity has a positive and significant effect on HR performance.* These findings confirm that religiosity serves as a source of values, work ethics, and moral orientation that influence employee behavior and performance in carrying out service and supervisory tasks. Employees with high levels of religiosity tend to have a strong moral orientation, a commitment to honesty, integrity, transparency, and accountability in carrying out their duties. Religiosity creates strong intrinsic motivation, where employees work not only for material rewards, but also because of an internal drive to perform their work to the best of their ability as a form of devotion and spiritual responsibility. *Religiosity mediates the relationship between Achievement Motivation and HR Performance.* These findings indicate that achievement motivation not only directly influences performance but also indirectly by increasing religiosity, which then impacts performance improvement. Religiosity functions as a value framework that integrates achievement aspirations with moral and spiritual orientations, resulting in performance that is not only high quantitatively but also high in quality and integrity. This mediation mechanism suggests that in the context of public organizations in Indonesia, the combination of high achievement motivation and strong religiosity can produce optimal synergy in improving human resource performance. Overall, this study reinforces the understanding that in the context of public sector organizations in Indonesia, particularly within the Semarang KPPBC environment, human resource performance is not only influenced by motivational factors alone, but also by religious values that are an integral part of employee identity and work orientation. The integration of achievement motivation and religiosity creates a synergy that can produce excellent performance, integrity, and a focus on quality public service.

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