

The Role of Work Motivation in Mediating Human Resource Quality and Information Systems on Performance

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Abstract. *Human Resources (HR) are a crucial asset for supporting an organization's success. The gap identified by researchers at Bank Indonesia Cirebon is a decline in employee performance, resulting in suboptimal performance. Achieving optimal performance requires quality human resources. In addition to HR quality, management information systems can also influence employee performance improvement. The research gap identified by researchers shows inconsistent results, with studies suggesting that HR quality and management information systems influence employee performance. This gap requires a solution. This study incorporates work motivation as a solution. This study employed quantitative survey research, with this type of research being explanatory. The population of all Bank Indonesia Cirebon employees was 118. Total sampling was used, resulting in a sample size of 118. Questionnaires were used for data collection. Data analysis used the SEM-PLS method with SmartPLS (Partial Least Squares) software. Research results: 1) Human resource quality has a positive and significant effect on work motivation, 2) Management information systems have a positive and significant effect on work motivation, 3) Human resource quality has a positive and significant effect on human resource performance, 4) Management information systems have a positive and significant effect on human resource performance, 5) Work motivation has a positive and significant effect on human resource performance and is able to mediate the positive effect of human resource quality and management information systems on human resource performance.*

Keywords: *Human Resource Quality; Information Systems; Work Motivation.*

1. Introduction

Human Resources (HR) are a crucial asset for supporting the success of an organization. They implement all organizational policies and therefore need to be equipped with adequate knowledge. The importance of human resources needs to be recognized by all

levels of management in companies and government agencies. Despite today's technological advancements, the human factor remains crucial to an organization's success (Taufik, 2023). HR plays a key role in every organizational activity. Even with the support of abundant facilities and infrastructure, without the support of reliable HR, organizational activities will not be completed properly (Hasibuan, 2020). This demonstrates that HR is the key to the success of an organization's activities (Rahayu & Yuliamir, 2021).

Bank Indonesia has a network of offices throughout Indonesia, known as Domestic Representative Offices (KPwDN), totaling 46 KPwDN, and several overseas representative offices, known as Foreign Representative Offices (KPwLN), totaling 5 KPwLN. The Bank Indonesia Cirebon Representative Office (KPwBI) is a Bank Indonesia representative office located in Cirebon City. The success of companies or institutions, including the Bank Indonesia Cirebon Representative Office, is also inseparable from the role of employees. Optimal employee performance is one of Bank Indonesia Cirebon's goals. However, the gap phenomenon that researchers found at Bank Indonesia Cirebon is a decline in employee performance.

The table above shows that the performance assessment based on Bank Indonesia Cirebon's Key Performance Indicators (KPI) over a three-month period (October – December 2024) experienced a decrease in the work attitude score for the obedience item from 65% to 62%. The attitude assessment for all items decreased, namely, discipline in carrying out tasks during effective working hours from 71% to 69%, discipline in coming to work from 72% to 64%, and discipline in leaving time from 70% to 65%. These results indicate that the performance of Bank Indonesia Cirebon employees is not yet optimal.

Employee performance assessments are essential because they determine an employee's ability to carry out their assigned tasks. Employee performance is crucial because a decline in individual or group performance within a company can have a significant impact (Kusnadi, 2024). Performance refers to the work results and contributions an employee makes to established goals, tasks, and responsibilities. This can be seen in work results, productivity, quality, initiative, collaboration, and how well the employee meets established expectations (Ariasih et al., 2023). Performance can be considered successful and optimal if it aligns with the company's desired results (Kurniawan, Kurnawan & Dewi, 2020).

Sultan, Firman and Hidayat (2023) stated that to achieve optimal performance, quality human resources are required. The quality of human resources is the ability of each employee to complete their work, develop themselves and encourage the self-development of their colleagues (Sedarmayanti, 2018). The quality of human resources is expressed in terms of their ability to think, work, and other skills (Atika & Mafra, 2020). Without quality, a company's resources lack other capabilities, whether they are the ability to work or think (Rahayu & Yuliamir, 2021). This means that Quality human resources can work more on ready capacity, in ability, completing project perspectives and goal obligations to further

improve ready competencies, completing competencies, project perspectives, and organizational goals (Peryuda & Khoiri, 2022).

In addition to human resource quality, management information systems can also influence employee performance improvement (Taqgia & Anggraeni, 2022). A Management Information System is an integrated human-machine system that presents information to support operations, management, and decision-making functions within an organization. Computers are essential tools in a corporate/organizational environment (Karim, Machmud & Bokingo, 2022). In carrying out their duties and responsibilities, Bank Indonesia Cirebon employees have implemented a management information system to manage data, including in every aspect of their work. The management information system plays a significant role and benefits between data processing facilities and employees as users, where the relationship between one unit and another is integrated in the processes of data collection, data processing, data storage, data feedback, and data distribution to internal and external organizations.

The existence of technology and information systems makes it easier to obtain information by processing data more quickly, accurately, effectively, and efficiently (Ali, Rasjid & Bokingo, 2023). The better the implementation of management information systems within a company, the more it will help every employee carry out their work, resulting in better performance (Sudirman, Abduh & Yunus, 2024).

The selection of Human Resources (HR) Quality and information systems as research variables at Bank Indonesia (BI) is based on their crucial role as the main driving force in maintaining monetary stability, payment systems, and financial system stability. These two variables reinforce each other in ensuring the effectiveness of central bank operations. According to a study by the Institute of Management Development, in the 2025 World Talent Ranking in terms of financial skills, Indonesia is ranked 53rd out of 69 countries, still lagging behind neighboring countries such as Singapore (9), Malaysia (25), and Thailand (43) (WTF, 2025). Furthermore, a survey conducted by the Financial Services Authority (OJK) (2025) shows that Indonesia experiences a shortage of human resources with competencies in the field of information systems (71%). Furthermore, more than 90% of financial services employees in Indonesia consider talent reforms to be an important initiative to be undertaken to fill the needs gap (OJK, 2025).

Research gap the results obtained by researchers show inconsistent results, where there is research stating that human resource quality And management information system influence on employee performance (Rahayu & Yuliamir, 2021; Sultan, Firman, & Hidayat, 2023; Selfiyani, Hadiyati & Santoso, 2023; Sudirman, Abduh & Yunus, 2024), on the other hand, there are research results which state that human resource quality And management information system does not influence employee performance (Jumiati, Idris & Maryadi, 2023; Rahmawati, Suhadi & Nubahai, 2023; Saprizal, 2022).

The gap above requires a solution. This study incorporates work motivation as a potential solution. The inclusion of work motivation as a mediator is based on previous research demonstrating that job satisfaction influences employee performance (Susila, 2021; Febriyanto, Chamariyah & Subijanto, 2022; Haryanto, Samalelo & Hellyani, 2023).

Work motivation is a crucial factor to consider, as it can impact performance. Motivation is the drive or drive within a person to perform work to achieve a goal, which can positively impact company performance (Edward, 2022). Goni et al. (2021) state that achieving optimal performance requires work motivation. For employees to perform as expected, they must be diligent and enthusiastic in their work, striving to achieve their goals through motivation. High work motivation leads to more precise and faster completion of all tasks. Work performed accurately, meticulously, and quickly is a form of good performance that helps maintain a company's survival (Sudirman, Abduh & Yunus, 2024).

Based on the background that has been explained, the researcher is interested in conducting research with the title "The Role of Work Motivation in Mediating the Quality of Human Resources and Information Systems on Performance".

2. Research Methods

This research is a type of quantitative research data through a survey. The survey was conducted by distributing a questionnaire containing questions. Structured and given to respondents designed to obtain more specific information (Sugiyono, 2019). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on the dependent variable, namely the Role of Work Motivation in Mediating the Influence of Human Resource Quality, Management Information Systems, on Employee Performance at Bank Indonesia Cirebon.

3. Results and Discussion

3.1. Direct Influence

The direct influence discussed in this study according to the research results can be explained as follows:

3.1.1. The Influence of Human Resource Quality on Work Motivation

The research results show that human resource quality has a positive and significant effect on work motivation. This means that the higher the quality of human resources, the higher the employee's work motivation. Employees with good human resource qualities, such as relevant skills, knowledge, adequate abilities, and tolerance, tend to have higher work motivation.

The results of this study align with research conducted by (Siregar & Panjaitan, 2022), which showed that the better the quality of human resources, the higher the employee motivation. Research by Mu'ah et al. (2023) showed that the quality of human resources has a significant effect on work motivation.

The quality of Human Resources (HR) influences work motivation. Because qualified human resources possess better knowledge and skills, employees feel more capable and confident in completing work tasks. This can increase work motivation because employees feel more competent and able to make meaningful contributions. Furthermore, qualified human resources tend to be more motivated to continue learning and developing themselves. Self-development can increase work motivation because they feel they have the potential to continue growing and achieving greater things.

Human resource development at Bank Indonesia is part of the company's internal management. Therefore, Bank Indonesia must continue to prepare a resilient generation ready to explore with all their abilities. The capabilities of each employee must be continuously developed until they can make a significant contribution to the company. Bank Indonesia Cirebon's qualified human resources can create a productive work environment, motivate employees to maximize their contributions, improve work quality, and contribute to the achievement of overall organizational goals.

3.1.2. The Influence of Management Information Systems on Work Motivation

The research results show that management information systems have a positive and significant effect on work motivation. This means that the better the management information system, the higher the employee motivation. A banking information system is a system for processing financial data and providing banking services electronically using computers, telecommunications, and other electronic means.

Research conducted by (Sudirman, Abduh & Yunus, 2024) shows relevant results, where the better the implementation of a management information system within a company, the more it will assist every employee's work performance, thus becoming a driving force or motivation for employees in their work. The better the management information system implemented by the company, the more it will motivate employees in their work. Research by Sutjahjo, Ratnasari, and Nugrahani (2021) shows that management information systems influence motivation.

A good management information system can improve employee motivation because an effective management information system can facilitate work, increase efficiency, transparency, and provide better access to information, which ultimately can have a positive impact on work motivation. A transparent management information system allows employees to see how their work contributes to the overall goals of the organization. This can increase a sense of ownership and purpose, which in turn can increase work motivation. Management information systems can also provide clear feedback on employee

performance, both individually and as a team. Constructive and measurable feedback can help employees understand areas for improvement and motivate them to achieve better goals. In addition, management information systems provide accurate and timely data and information for decision-making. Employees who feel involved in the decision-making process through management information systems can feel more valued and motivated.

3.1.3. The Influence of Human Resource Quality on Human Resource Performance

The research results show that human resource quality has a positive and significant impact on human resource performance. This means that the better the quality of human resources, the higher the performance that can be achieved. This is because qualified human resources are better able to carry out tasks effectively, efficiently, and innovatively. BI has taken good steps by selecting the best human resources in recruitment, human resources are given training (performance quality training/PMK, in-house training/IHT) periodically so that they have the competencies required by the institution so that performance is optimized.

The results of this study are in line with research (Mu'ah et al., 2023) found that employees with high-quality human resources automatically improve their performance. These results also align with previous research by Enny (2020) and Prasteyo et al. (2021), which demonstrated that improving employee performance can improve employee performance.

Qualified human resources at Bank Indonesia Cirebon tend to possess knowledge and skills relevant to their jobs. This enables employees to work more efficiently and effectively, and produce better products or services. Human resource quality also encompasses an individual's ability to learn, adapt to change, and solve problems. These abilities are essential for facing the challenges and demands of a dynamic work environment. High human resource quality is often associated with motivation and a strong work ethic. Motivated employees tend to be more dedicated, productive, and highly committed to their work. Qualified human resources have a greater potential for innovation and creative thinking. This can lead to new solutions, process improvements, and the development of better services. Human resource quality also influences decision-making abilities. Qualified human resources are able to analyze information, evaluate options, and make informed decisions, all of which contribute to improved performance.

3.1.4. The Influence of Management Information Systems on HR Performance

The results of the study indicate that management information systems have a positive and significant impact on HR performance. This means that the better the management information system implemented, the higher the HR performance in an organization. Management information systems help improve efficiency, effectiveness, and transparency in human resource management. Management information systems facilitate the accurate and rapid collection, processing, and analysis of HR data, which in turn supports better decision-making, more thorough planning, and more optimal task execution by HR.

The information system at Bank Indonesia continues to be upgraded according to the needs of the institution and digital innovations are carried out for public services (such as the PINTAR exchange service application that can be directly utilized by the public which aims to modernize and simplify cash services, especially the exchange of new money, damaged money, or commemorative money online. This platform ensures a more structured, efficient, transparent, and safe exchange process for the public. BICARA (call center service to make it easier for the public to get information and complaints.

This research aligns with research conducted by Sudirman, Abduh, and Yunus (2024), which showed that management information systems significantly impact performance. These findings are also supported by research (Sutjahjo, Ratnasari, & Nugrahani, 2021), which states that an effective management information system can reliably address work-related challenges experienced by employees, ultimately leading to improved employee performance.

Implementing an effective management information system can be key to improving HR performance and achieving overall organizational goals. A good management information system allows for easier and faster access to information and streamlines work processes. This can reduce time wasted searching for information or completing tasks, thereby increasing efficiency and productivity. Management information systems enable the automation of administrative tasks and data processing, thereby reducing manual workloads and increasing time efficiency. Management information systems ensure accurate and centralized data, which is essential for informed decision-making in HR management. With easier and faster access to information, employees can work more efficiently and focus on more strategic tasks. Management information systems enable companies to track and evaluate employee performance more systematically. Collected performance data can be used to provide constructive feedback and identify areas for improvement. Thus, management information systems not only help companies manage their human resources more efficiently but also contribute to improved performance.

3.1.5. The Influence of Work Motivation on HR Performance

The research results show that work motivation has a positive and significant impact on HR performance. This means that the higher an employee's work motivation, the better their performance. High work motivation can encourage employees to be more enthusiastic about their work, give their best, and improve overall performance.

Research conducted by Basyid (2024) shows that work motivation has a significant and beneficial impact on employee performance. This aligns with research conducted by Rahmawati & Sultoni (2024) that motivation is a factor influencing HR performance because it is essential for every individual to achieve their work goals or objectives.

Motivation is the primary driving force for action and achievement. Motivated employees tend to perform better because work motivation can change employee behavior, including

overcoming negative attitudes such as apathy, making employees more focused and effective in carrying out their duties. Furthermore, motivated employees will strive harder to achieve targets and contribute to the company's success. High motivation can also reduce employee absenteeism and tardiness because they feel they have a sense of purpose and responsibility in their work. Motivated employees are more willing to try new things, seek creative solutions, and contribute to the company's development. Motivated employees will be more enthusiastic, productive, and committed in carrying out their duties, which in turn will improve overall performance.

3.2. Indirect Influence

The indirect effects discussed in this study according to the research results can be explained as follows:

3.2.1. The Role of Work Motivation in Mediating the Influence of Human Resource Quality on Human Resource Performance

The research results show that work motivation can strengthen the positive influence of human resource quality on human resource performance. In other words, work motivation plays a role in mediating the relationship between human resource quality and human resource performance. This means that high human resource quality will be more effective in improving performance if supported by strong work motivation.

The research results (Suryawan and Suwandana, 2019) show that Work motivation has a positive and significant influence in mediating the relationship between career development and employee performance. This is in line with research conducted by Dewi and Herlambang (2024) which found that human resource development has a positive and significant influence on employee performance, with work motivation as a mediating variable.

Work motivation can strengthen the positive influence of human resource quality on Bank Indonesia Cirebon's human resource performance because motivation encourages employees to use their full potential. Motivated employees will be more enthusiastic in their work, more innovative, and more productive, which will ultimately improve performance and have a positive impact on the company. Work motivation is a crucial factor that can optimize the potential of human resource quality to achieve better performance. Individuals with good human resource quality tend to be more motivated because they feel capable and confident in carrying out their duties. High motivation will encourage individuals to work harder, be more focused, and be more enthusiastic, resulting in better performance.

3.2.2. The Role of Work Motivation in Mediating the Influence of Management Information Systems on HR Performance

The research results show that work motivation can strengthen the positive influence of management information systems on HR performance. In other words, work motivation plays a role in mediating the relationship between management information systems and HR performance. This means that an effective management information system can increase employee work motivation, which in turn will have a positive impact on their performance.

Research conducted by Selfiyan, Hadiyati and Santoso (2023) shows that The implementation of a management information system significantly impacts employee performance through motivation. These results align with research conducted by Astuti, Hutasuhut, and Safina (2022) that found that the better the management information system implemented, the higher employee motivation and performance.

A well-designed information system can automate routine tasks, Reduce human error and speed up work processes. A good management information system can provide accurate and timely information to employees, facilitate access to data and resources, and provide constructive feedback. This can increase employees' confidence, autonomy, and control over their work, which in turn increases work motivation. When employees are motivated, they are more likely to work hard, be dedicated, and achieve better results. High motivation, triggered by an effective management information system, will encourage employees to work harder, be more creative, and be more dedicated in achieving organizational goals. Employees will be more focused on their tasks, more responsible, and more motivated to give their best. There by improving overall performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn:

1. The quality of human resources has a positive and significant influence on work motivation, this means that when Bank Indonesia Cirebon employees have good quality human resources, they tend to be more motivated to work, achieve, and achieve company goals.
2. Management information systems have a positive and significant influence on work motivation, meaning that The higher the management information system implemented by Bank Indonesia Cirebon, the more it will motivate employees to work.
3. Human resource quality has a positive and significant impact on human resource performance. This means that qualified human resources at Bank Indonesia Cirebon possess job-relevant knowledge and skills. This enables employees to work more effectively and efficiently, resulting in better service delivery.
4. Management information systems have a positive and significant influence on HR performance, meaning A good management information system helps in various aspects of HR management, which ultimately contributes to improved performance.
5. Work motivation has a positive and significant influence on HR performance and is able to mediate the positive influence of HR quality and management information systems on HR performance, meaning Strong work motivation will encourage employees to work harder, focus on goals, and achieve better results. Furthermore, high work motivation will help

translate the quality of human resources and the implementation of management information systems into good performance.

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