

Performance Improvement Model Human Resources North Arut District Office, West Kotawaringin Regency

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Abstract. *This study was conducted to analyze the role of transformational leadership, achievement motivation on human resource performance. Describe and analyze whether transformational leadership, achievement motivation are able to improve human resource performance. The population in this study were the employees of the North Arut District Office and Village Apparatus in the North Arut District Environment, West Kotawaringin Regency, totaling 85 people consisting of 29 ASN and 56 Village Apparatus in 2025. The sampling technique used was the census method so that the entire population became the research sample, so that the number of employees who became respondents was 85 people. The data analysis technique used was the partial least square method with the help of SmartPLS version 3. The conclusion of the study shows that transformational leadership has an effect on human resource performance. However, this influence is not direct, but through achievement motivation. Achievement motivation can have a positive effect on human resource performance.*

Keywords: *Achievement; Leadership; Motivation; Transformational.*

1. Introduction

The era of globalization, reinforced by regional autonomy, has given rise to intense competition at a high and modern level. Public demands for improved government performance and public service require us to improve the quality of independent human resources. Independence and competence should stem from the potential of human resources themselves, serving as a strength in facing global competition and fostering good governance in regional development. The creation of sound human resource governance is the foundation of organizational expectations for human resources with appropriate performance. High human resource performance is highly desirable within any organization. The more high-performing human resources, the greater the productivity of an organization.

Several factors can create good human resource performance, one of which is transformational leadership. Transformational leadership is a very important type of leadership and has a strong influence on effective leadership outcomes. This leadership style

is known to be a major predictor of achieving desired outcomes, such as increased investment from subordinates in developing their leadership skills (Seltzer & Bass, 1990). Burns (1978) explains that transformational leadership involves leaders who are able to influence, inspire, and motivate their subordinates to achieve higher goals and develop their full potential. Research conducted by Mahmud and Sopiah (2022) found that transformational leadership has a positive and significant influence on human resource performance, while research conducted by Sambung et al., 2022, explained that transformational leadership has no effect on human resource performance.

Research related to transformational leadership on human resource performance still requires development or completion of interesting research gaps for analysis, so researchers add novelty by adding the dimension of motivation. According to Vroom (1964), motivation is related to an individual's belief that their efforts can produce good performance and bring positive consequences, while Hamzah (2006:1) defines motivation as the basic drive that drives an individual to perform an action. Therefore, the good or bad of a person's actions depends heavily on the motivation that drives them. Based on the above description, research development is needed through motivational dimensions such as achievement motivation and affiliation motivation.

Based on Regent Regulation Number 89 of 2022 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the North Arut District Office of West Kotawaringin Regency. The North Arut District Office of West Kotawaringin Regency is led by a Sub-district Head who has the task of assisting the Regent in carrying out government affairs in Regional affairs and assistance tasks assigned by the region in accordance with the provisions of laws and regulations. In carrying out these duties and functions, the North Arut District Office of West Kotawaringin Regency is required to have high performance to provide optimal service to the community. Public services provided by the North Arut District Office, West Kotawaringin Regency, are currently perceived as not meeting public expectations. This can be seen from various public complaints submitted through mass media and social networks. Of course, these complaints, if not addressed, have a negative impact on organizational performance. Furthermore, they can lead to public distrust. To periodically measure public satisfaction as service users and see its impact on human resource performance in public services at the North Arut District Office, West Kotawaringin Regency, it is necessary to conduct a public satisfaction survey as regulated in the Regulation of the Minister of Community Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys of Public Service Delivery Units.

2. Research Methods

This research is explanatory research. Sucipto and Rauf (2021) state that explanatory research is research used to explain the influence between determining variables and test proposed hypotheses. These variables include transformational leadership, achievement

motivation, affiliation motivation, and human resource performance. The data sources in this study include primary data and secondary data. According to Akhmad et al., (2023) data sources can be classified into two sources, namely: (a). primary data, data obtained directly from the object, Primary data of the study includes: transformational leadership, achievement motivation, affiliation motivation and human resource performance, (b). secondary data, data obtained from documents, notes, reports and official archives from other parties. The data includes the number of human resources and the identity of respondents obtained from the North Arut District Office, West Kotawaringin Regency and references related to this study. The use of primary data and secondary data together is intended to complement each other with research needs, in addition to this being done simultaneously for comparison of the data obtained.

3. Results and Discussion

3.1. Descriptive Analysis of Respondents

This research was started in October 2025 by distributing questionnaires through Google Forms with the aim of providing flexibility to respondents in filling out the questionnaire according to their preferences, this approach aims to ensure that respondents feel comfortable and easy in filling out the questionnaire, so as to increase the level of participation and quality of responses. The respondents analyzed were the State Civil Apparatus (ASN) and Village Apparatus in the North Arut District Office, West Kotawaringin Regency with a total of 85 respondents. Respondents in the study were described into categories of Status, Age, Gender & Last Education. The following is a table of results from respondent descriptive:

Table Results of Respondent Description Analysis

No	Respondent Category	Amount	Percentage
1. Status	ASN	29	34.11%
	Village Apparatus	56	65.88%
2. Age	20-24 Years	12	14.11%
	25-30 Years	31	36.47%
	31-35 Years	12	14.11%
	36-40 Years	8	9.41%
	41-45 Years	12	14.11%
	46-50 Years	5	5.88%
	51-55 Years	5	5.88%

3. TypeSex		
Man	55	64.70%
Woman	30	35.29%
4. EducationFinal		
SENIOR HIGH SCHOOL	29	34.12%
Diploma	18	21.18%
Bachelor	34	40%
Postgraduate	2	2.35%
Number of Respondents	85	100%

Source: Data Processed from Research Results, 2025

Based on the descriptive analysis results table of respondents above, it can be seen that the human resources owned by the North Arut District Office, West Kotawaringin Regency are dominated by Village Apparatus with a percentage of 65.88% while Civil Servants (PNS) with a percentage of 34.11. This shows that the majority of respondents in this study are Village Apparatus in the North Arut District, West Kotawaringin Regency.

In terms of age, the respondents in this study were spread across the 20-55 age range. Respondents aged 25-30 were the largest, at 36.47%. Respondents aged 31-35 and 41-45 Respondents aged 20-24, 36-40, 46-50, and 51-55 each accounted for 12%.

In terms of gender, the respondents in this study were predominantly male, at 81.81%, while females accounted for 17.65%. This indicates that the Arut Utara District Office, West Kotawaringin Regency, is predominantly male.

Based on the data from the last education category, the respondents in this study had a diverse range of educational attainment, ranging from high school to postgraduate. Respondents with a high school diploma and diploma were 34.12% and 21.18%, respectively. Respondents with a bachelor's degree were 40%. Respondents with a postgraduate degree were only 2.35%.

Based on the descriptive analysis of respondents from the Arut Utara District Office in West Kotawaringin Regency, it can be concluded that the respondents were predominantly contract workers, aged 25-30, male, and had a high school or diploma degree. These respondent characteristics can be taken into consideration when analyzing the research results, thus ensuring more accurate and relevant results.

The inner model analysis in this study includes the coefficient of determination (R²) test, predictive relevance test and goodness of fit test.

1) Coefficient of Determination Test (R²)

The analysis of the coefficient of determination in this study is indicated by the value

Adjusted R-Square. The following is a table of the results of the coefficient of determination test:

Table Results of the Analysis of the Determination Coefficient Test

Construct	<i>R-Square</i>	<i>Adjusted R-Square</i>
Human Resource Performance	0.743	0.733
Achievement Motivation	0.771	0.768

Source: Data Processed from Research Results, 2025

Based on the table above, the adjusted R-square value for the dependent variable, Human Resource Performance, is 0.733. This value indicates that 73.3% of the variability in the Human Resource Performance variable can be explained by Transformational Leadership. The remaining 26.7% is explained by other factors not included in this research model.

The adjusted R-square value for the dependent variable, Achievement Motivation, is 0.768. This value indicates that 76.8% of the variability in the Achievement Motivation variable can be explained by Transformational Leadership. The remaining 23.2% is explained by other factors not included in this research model.

Based on the results of the coefficient of determination test conducted, it can be concluded that Transformational Leadership has a significant influence on Human Resource Performance and Achievement Motivation. The influence of Transformational Leadership on Human Resource Performance is 73.3%, while its influence on Achievement Motivation is 76.8%.

2) Predictive Relevance Test

The predictive relevance test analysis in this study is indicated by the Q-Square value. The following table shows the results of the research's predictive relevance test:

Table Predictive Relevance Test Analysis Results

Construct	<i>R-Square</i>	1-R2n
Human Resource Performance	0.743	0.257
Achievement Motivation	0.771	0.229
Q-Square	Q2 = 1-(1-0.257) (1-0.229) Q2 = 1-0.4221= 0.5778	

Source: Data Processed from Research Results, 2025

Based on the table above, it can be seen that the Q-square value is $0.5778 > 0$ and getting closer to the value of 1.00. Therefore, it can be concluded that the research model used in this study is very good, because the Q-square value obtained is close to 1 and greater than 0. A Q-Square value greater than 0.05 indicates that the model used has a relevant predictive value.

3) Goodness of Fit Test

The goodness of fit analysis in this study is indicated by the goodness of fit index. The following table shows the results of the goodness of fit test:

Based on the table above, the Chi-Square value for the Goodness of Fit Test is 280.498. This value is compared with the critical Chi-Square value at a certain significance level (0.05) to determine whether the research model used is good or not.

The Chi-Square Goodness of Fit test indicates that the research model used has a good level of fit with the observed data. This means that the research model is able to explain the variation in the data quite well. The Chi-Square value (280.498) is smaller than the critical Chi-Square value at the 0.05 significance level.

Based on the results of the Chi Square Goodness of Fit Test, it can be concluded that the research model used is good at explaining the observed data.

2) Hypothesis Test (t-Statistic Test)

The hypothesis test analysis (t-test) in this study is indicated by the calculated t-value and the significance value of the t-test (Sig. t-test/P-Value). The following are the results of the research hypothesis test analysis:

Table Hypothesis Test Results

Hypothesis	Path Coef	t-count	P-Value	Information
H1: Transformational leadership has an impact on the performance of human resources. human resources	0.326	1,896	0.059	Accepted
H2: Transformational leadership has an influence to motivation achieve	0.878	31,954	0,000	Accepted
H3: achievement motivation has an influence on human resource performance	0.057	3,529	0,000	Accepted

Source: Data Processed from Research Results, 2025

Based on the hypothesis test results table above, the research hypothesis test results can be identified as follows:

a. H1: Transformational Leadership Influences Human Resource Performance

Based on the calculated t-value (1.896) and P-value (0.059), this hypothesis is accepted. This means that transformational leadership has no effect on human resource performance.

The calculated t-value obtained (1.896) is below the t-table value at the 0.05 significance level (1.96). The obtained p-value (0.059) is also greater than 0.05. Therefore, the hypothesis stating that transformational leadership has a significant effect on human resource performance is supported.

Transformational leadership has no effect on human resource performance. This can be caused by several factors, such as the transformational leadership implemented by leaders at the North Arut District Office, West Kotawaringin Regency, being ineffective, for example in terms of establishing communication which should be a very important skill for leaders in an organization. If the transformational vision is not expressed clearly or is not understood by employees, the positive impact on human resource performance can be reduced. Poor communication can lead to confusion and lack of focus.

However, if we assume a higher significance level, for example 0.10, the P-value (0.059) is actually close to that significance level. This indicates that there is a possibility that Transformational Leadership has an influence on Human Resource Performance, but it is not strong enough to draw a definitive conclusion at the 0.05 significance level.

b. H2: Transformational Leadership Influences Achievement Motivation

Based on the calculated t-value (31.954) and P-value (<0.001), this hypothesis is accepted. This means that transformational leadership has a positive effect on achievement motivation.

The calculated t-value obtained (31.954) is far above the t-table value at a significance level of 0.05 (1.96). The obtained p-value (<0.001) is also very small, even smaller than 0.005. Therefore, the hypothesis stating that transformational leadership has a positive effect on achievement motivation can be accepted.

Transformational leadership has a positive effect on achievement motivation. This means that transformational leadership can increase employee motivation to achieve, both individually and as a group.

c. H3: Achievement Motivation Influences Human Resource Performance

Based on the calculated t-value (3.529) and P-value (<0.001), this hypothesis is accepted. This means that achievement motivation has a positive effect on human resource performance.

The calculated t-value obtained (3.529) is far above the t-table value at a significance level of 0.05 (1.96). The obtained p-value (<0.001) is also very small, even smaller than 0.005. Therefore, the hypothesis stating that achievement motivation has a positive effect on human resource performance can be accepted.

Achievement motivation has a positive effect on human resource performance. This means that employees with high achievement motivation tend to perform better.

3.2. Discussion of Research Analysis Results

1) Transformational Leadership Influences Human Resource Performance

Based on the results of the hypothesis test, hypothesis 1 was rejected. This indicates that transformational leadership does not directly influence human resource performance. However, transformational leadership can indirectly influence human resource performance through achievement motivation.

The results of this study are in line with research conducted by (Yahya, 2022). This study found that transformational leadership has an influence on achievement motivation and affiliation motivation, which ultimately influence employee performance.

Yahya (2022) explains that transformational leadership can increase employee achievement motivation by encouraging them to achieve higher goals, providing meaningful challenges, and providing constructive feedback. Transformational leadership can also increase employee affiliation motivation by creating a positive and supportive work environment and recognizing employee contributions.

2) Transformational Leadership Influences Achievement Motivation

Based on the results of the hypothesis test, hypothesis 2 is accepted. This indicates that transformational leadership influences achievement motivation. These results align with research conducted by (Rudi, 2021), which found that transformational leadership has a positive effect on employee achievement motivation.

Rudi (2021) explains that transformational leadership can increase employee achievement motivation by providing a clear vision, encouraging employees to think creatively and innovatively, and providing trust to employees.

3) Achievement Motivation Influences Human Resource Performance

Based on the results of the hypothesis test, hypothesis 3 is accepted. This indicates that achievement motivation influences human resource performance. These results align with research conducted by Aziz (2019), which found that achievement motivation positively influences employee performance.

Aziz (2019) explains that employees with high achievement motivation tend to perform better. This is because high-achieving employees have clear goals, work hard to achieve them, and don't give up easily.

4) Achievement Motivation Influences as a Mediator Between Transformational Leadership and Human Resource Performance

Based on the results of the hypothesis test, hypothesis 4 is accepted. This indicates that achievement motivation can mediate the influence of transformational leadership on human

resource performance. Thus, transformational leadership does not directly influence human resource performance, but rather, this influence occurs through increased employee achievement motivation.

The results of this study align with research conducted by Yahya (2022), which states that transformational leadership has an indirect influence on employee performance through achievement motivation. This research confirms that transformational leaders are able to inspire enthusiasm, drive for achievement, and commitment in employees to achieve organizational goals, ultimately resulting in improved performance.

Achievement motivation acts as an intervening variable because transformational leadership can foster employees' desire to achieve optimal work results. Leaders who provide inspiration, support, and trust to employees will foster motivation to achieve higher levels. This motivation then becomes a key factor in sustainably improving human resource performance.

4. Conclusion

Based on the research that the author has conducted, the following are the conclusions that the author can convey: Transformational leadership influences human resource performance at the North Arut District Office, West Kotawaringin Regency. However, this influence is indirect, but rather through achievement motivation. In this study, transformational leadership was proven to increase employee achievement motivation. Achievement motivation can positively influence human resource performance. Employees with high achievement motivation tend to work hard to achieve their goals.

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