

The Effect of Need for Achievement and Need for Affiliation On Human Resource Performance with Organizational Climate as a Moderator Variable at Dr. Gondo Suwarno Ungaran Regional Hospital

Gino Susanto¹⁾ & Nurhidayati²⁾

¹⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: Ginosusanto.std@unissula.ac.id

²⁾Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: nurhidayati@unissula.ac.id

Abstract. *The business process in a company is the result of the performance conducted by all the employees in the company. To provide good employees performance management and able to support in achieving the company objectives requires the role of all employees in creating qualified performance. This research aimed to find out the effect of motivation need for achievement and motivation need for affiliation on the employee's performance and organization climate as the moderated variable. This research was quantitative with a questionnaire as the data collection media. Moreover, the data collection was a response from 100 employees at RSUD Dr Gondo Suwarno Ungaran. Meanwhile, the research sampling method used a purposive sampling technique, ie, a sample selection with several criteria given following the research's objectives. In addition, the research analysis technique used SEM-PLS. The research results concluded that motivation need for achievement and motivation need for affiliation had a positive and significant effect on the employee's performance at RSUD dr. Gondo Suwarno Ungaran, also the organizational climate cannot moderate the effect of motivation need for achievement and motivation need for affiliation on the employee's performance at RSUD dr. Gondo Suwarno Ungaran.*

Keyword: Achievement; Affiliation; Motivationneed; Employee; Performance.

1. Introduction

A hospital is a healthcare organization with an open system that constantly interacts with its environment to achieve a dynamic health balance. Safe and high-quality healthcare services in a hospital are the primary hope and goal of the community (patients), healthcare workers, managers, owners, and regulators. The primary goal of establishing a hospital is to serve the community, particularly in terms of 24-hour excellent healthcare services (Suriana, 2016). As an organization, a hospital system is inseparable from the human resources involved in that field (HRD). The high quality of human resources greatly influences the quality and quantity of employee work results (performance). Human resource issues are the main pillar for an

organization or company to survive, where human resources play a major role in various organizational activities and activities to achieve the previously established vision and mission. To achieve this vision and mission, good management is needed, especially in terms of human resources as the main capital for planning, organizing, directing, and mobilizing factors within an organization (Wenur et al., 2018). An organization can succeed because of the existence of reliable human resources therefore humans are a vital part in the continuity and success of an organization. Human life is something dynamic to change, where each change requires individuals to be able to adjust or adapt to improve their performance. Performance is defined as the results obtained by a profit-oriented or non-profit-oriented organization produced over a period of time (Novianti, 2016). To determine the quality of employee performance in an organization, various efforts are developed to realize it, one of which is through an accreditation program. In terms of health services itself, the accreditation program is realized through Hospital Accreditation.

Hospitals, as healthcare institutions that interact directly with patients, must prioritize safe, high-quality, anti-discriminatory, and effective healthcare services, prioritizing patient interests in accordance with hospital service standards (Article 29b of Law No. 44/2009 on Health and Hospitals). Patient safety is a top priority in healthcare services and is the first critical step to improving service quality, and is related to the quality and image of hospitals (Ministry of Health, 2008). Powell (2004) stated that safety culture is a dominant factor in safety success efforts and the key to achieving quality and safe services. Discipline, adherence to standards, procedures, and protocols, teamwork, honesty, openness, and mutual respect are core values that must be upheld. Management is necessary to achieve established goals. All levels of management are required to possess leadership skills and carry out managerial functions. Leaders are tasked with developing a vision and mission, communicating ideas for change, and developing strategies so that every component of the organization will work with safety in mind (Cahyono, 2008). In today's era of disruption, human resources (HR) are no longer simply a factor of production, but rather a strategic asset that determines the life and death of an organization. However, the primary challenge facing management is how to manage the diversity of individual motives to align with company performance targets. HR performance is not solely driven by technical abilities (hard skills), but is also heavily influenced by the psychological drive or internal motivation of each individual.

One of the most relevant motivational theories in a professional context is David McClelland's Needs Theory. (1958), a person's behavior and performance are strongly influenced by three basic needs, two of which are the Need for Achievement (n-Ach), namely the individual's desire to achieve significant achievements and master skills with high standards. This need positively triggers the spirit to work better than others. Next is the Need for Affiliation (n-Aff), namely the desire to build warm interpersonal relationships and feel part of a group. Good interpersonal relationships are often an indicator of loyalty and work comfort. Although motivation is often associated with improving human resource performance, some findings show mixed results. Its two main pillars, namely the Need for Achievement (n-Ach) and the Need for Affiliation (n-Aff), are often the driving force of employee behavior. Individuals with

high n-Ach tend to pursue standards of excellence, while those with high n-Aff focus on harmonizing work relationships. Theoretically, these two drives should contribute positively to the achievement of organizational targets, but in practice, individual motivation often clashes with the realities of the work environment. This is where organizational climate plays a crucial role. Organizational climate is employees' shared perceptions of workplace procedures, practices, and reward systems. Without a supportive climate, the immense potential of achievement-hungry individuals (n-Ach) or socially adept individuals (n-Aff) can be stifled and not translated into tangible performance.

There are inconsistencies in previous research findings regarding the influence of motivational needs on performance. Some studies indicate that Need for Achievement has a dominant influence on performance, but others have found that overly competitive achievement motivation can undermine teamwork and reduce collective performance. Similarly, Need for Affiliation is often accused of hindering efficiency, as employees prioritize social aspects over achieving goals.

According to Suhariyono (2017), in his research on the banking sector, Need for Achievement found a significant and positive influence on employee performance. Individuals who are results-oriented tend to be more adaptive to company targets. Haryani & Tjahjono (2015) found that in certain organizational contexts, n-Ach is not always the main driver of performance if it is not accompanied by organizational justice. This research shows that without environmental support (climate), achievement motivation can fade. In Indonesia, a collectivistic culture makes n-Aff very strong, but its role in professional performance is often debated. Priatna (2018) showed that in Indonesian work environments with a strong family culture, Need for Affiliation helps create strong teamwork which in turn increases productivity due to low interpersonal conflict. Wahyuni et al. (2020) found that Need for Affiliation sometimes has a negative or insignificant influence on performance in positions that require high independence. This is because employees are too focused on social activities rather than completing technical tasks.

Several researchers have begun to explore the key to aligning motivation. Lumbantobing (2020) explains that the organizational climate in Indonesia is often paternalistic. If this climate is not managed well, employees with high n-Aff will simply gather without achieving. However, with a performance-oriented climate, this motivation can be directed into tangible work results. Many previous studies have only looked at the direct effect between motivation and performance. However, this relationship is conditional. Environmental factors act as moderators. The use of organizational climate as a moderating variable aims to explain why in one organization high motivation results in high performance, while in another organization with the same level of motivation, performance stagnates. It is common to see employees with high qualifications and motivation experience a decline in performance (demotivation) when placed in a rigid, bureaucratic, or conflict-ridden organizational climate. Conversely, employees with average motivation are able to exceed targets when supported by an open

and supportive work climate. This suggests that individual motivation does not stand alone in determining the final outcome of performance.

2. Research Methods

This research is an associative explanatory study, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of confirming or strengthening the hypothesis, with the hope that it can ultimately strengthen the theory used as a foundation. In this case, the study examines the influence of need for achievement and need for affiliation on HR performance with organizational climate as a moderating variable at Dr. Gondo Suwarno Ungaran Regional General Hospital.

3. Results and Discussion

3.1. Respondent Description

1) Brief profile of the organization

This research was conducted at the Dr. Gondo Suwarno Ungaran Regional General Hospital, a healthcare institution owned by the Semarang Regency Government. The hospital is located at Jl. Diponegoro No. 125, Ungaran, Semarang Regency. Historically, the hospital was previously known as Ungaran Regional General Hospital, but was later renamed Dr. Gondo Suwarno Regional General Hospital in honor of a local health figure.

Dr. Gondo Suwarno Regional General Hospital has been designated as a government agency implementing the Regional Public Service Agency (BLUD) financial management model. As a Type C hospital, Dr. Gondo Suwarno Regional General Hospital serves as the primary referral center for the community in Semarang Regency, focusing on comprehensive, high-quality, and affordable healthcare services.

2) Organizational structure

Dr. Gondo Suwarno Regional General Hospital is led by a Director who has full responsibility for hospital operations. In carrying out his duties, the Director is assisted by the Administration, Medical Services, Nursing, and Facilities and Sanitation departments.

3) Field of Activity

Dr. Gondo Suwarno Regional General Hospital, Ungaran, is a healthcare provider whose primary responsibility is to provide efficient and effective healthcare services, prioritizing curative and rehabilitative efforts. The scope of services provided by Dr. Gondo Suwarno Regional General Hospital encompasses a broad range of services, including:

Medical Services and Medical Support: Provision of general, specialist and emergency medical services (24-hour Emergency Room) supported by modern supporting facilities such as clinical

laboratories, radiology (CT-Scan) and pharmaceutical installations.

Nursing Services: Providing comprehensive nursing care for patients in various inpatient units (such as Catleya, Alamanda, and Gardenia) as well as intensive care rooms.

Administration and Management Services: This field includes human resource governance, BLUD-based financial management, medical record data processing, and hospital information system (SIMRS) development to support appropriate management decision-making.

Education and Training: Implementing competency development for health workers to maintain professional standards in serving the people of Semarang Regency.

All areas of activity are carried out in accordance with hospital accreditation standards to ensure quality of service and patient safety.

4) Research subjects

The research subjects are the parties who serve as data sources in this study. The subjects determined were nurses at Dr. Gondo Suwarno Ungaran Regional General Hospital. The selection of research subjects was carried out by considering that nurses are medical neighbors who care for patients 24 hours a day so they can experience directly the dynamics of work culture, leadership systems, and workload in the hospital environment. Based on the criteria set out in Chapter III, the subjects of this study consisted of 100 respondents who had met the requirements, including having worked for at least one year so that they were considered to have a good understanding of the organizational work environment.

The data obtained from the research subjects were then collected through the distribution of structured questionnaires and processed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS 4 software. This aims to test the significance of the relationship between research variables based on the perceptions and answers given by the research subjects.

3.2. Respondent Description

This study is oriented towards the respondent object, namely nurses at Dr Gondo Suwarno Ungaran Regional Hospital, totaling 176 respondents with the following characteristics:

1) Gender

The characteristics of the respondents in this study can be explained based on gender as follows:

Table Respondent Characteristics Based on Gender

No	Gender	Amount	Percentage
1	Man	17	17%
2	Woman	83	83%

Amount	100	100%
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The data presented in Table shows that the majority of respondents were female (83 respondents), while 17 respondents (17%) were male. Male employees tend to focus more on one task at a time and are often considered more direct in their problem-solving approach. Meanwhile, female employees are considered better at multitasking and able to manage several tasks simultaneously.

2) Age

The characteristics of the respondents in this study can be explained based on age as follows:

Table Respondent Characteristics Based on Age

No	Age Range (years)	Amount	Percentage
2	20 - 30 years	9	9%
3	31 - 40 years	46	46%
4	41 - 50 years old	35	35%
5	> 50 years	10	10%
Amount		100	100%

The data presented in Table 4.2 shows that the majority of respondents are aged 31-40 years, as many as 46 respondents (46%). Respondents aged > 20 years were 0 respondents (0%), aged 20-30 years were 9 respondents (9%), and aged 41-50 years were 35 respondents (35%). At the age of > 50 years, as many as 10 respondents (10%), in this case many individuals have reached a higher level of personal and professional maturity.

3) Years of service

The characteristics of the employees who were respondents in this study can be explained based on their length of service as follows:

Table Respondent Description Based on Length of Service

No	Years of service	Amount	Percentage
1	15 years	14	14%
2	6 - 10 years	22	22%
3	> 10 years	64	64%
Amount		100	100%

Table shows that the majority of respondents (14 respondents) had worked for 1-5 years. There were 22 respondents (22%) with 6-10 years of service, and 64 respondents (64%) with more than 10 years of service. These findings indicate that the majority of respondents had worked for more than 10 years. During this period, employees tend to be in the development phase of their careers.

4) Level of education

No	Education	Amount	Percentage
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1	Diploma	22	22%
2	S1 Nursing	76	76%
4	Postgraduate	2	2%
Amount		100	100%

Table 5 above, Based on the results of the study of 100 respondents, an overview of the respondents' education levels is presented in the following table. The majority of respondents have a Bachelor's degree in Nursing, as many as 76 people (76%). Respondents with Diploma education are 22 people (22%), while respondents with Postgraduate education are the fewest, namely 2 people (2%). These data indicate that the majority of respondents in this study have a Bachelor's degree, so it can be assumed that respondents have a fairly good level of academic understanding in answering the research instrument.

Hypothesis testing in this study was conducted using the bootstrapping method by examining the T-statistic and P-value. The hypothesis is accepted if the T-statistic is > 1.96 and the P-value is < 0.05 .

1) H1: Need for Achievement has an effect on HR performance.

Based on the analysis results, the Original Sample (O) value was 0.293, Sample Mean (M) was 0.283, and Standard Deviation (STDEV) was 0.125. The T-Statistics value was 2.341 and the P-Value was 0.010. Because the T-Statistics value is greater than 1.96 ($2.341 > 1.96$) and the P-Value value is less than 0.05 ($0.010 < 0.05$), the hypothesis is accepted.

2) H2: Need for Affiliation influences HR Performance

Based on the analysis results, the Original Sample (O) value was 0.353, the Sample Mean (M) was 0.366, and the Standard Deviation (STDEV) was 0.127. The T-Statistics value was 2.777 and the P-Value was 0.003. Because the T-Statistics value was greater than 1.96 ($2.777 > 1.96$) and the P-Value value was less than 0.05 ($0.003 < 0.05$), the hypothesis was accepted.

3) H3: Organizational Climate moderates the influence of Need for Achievement on HR Performance.

Based on the analysis results, the Original Sample (O) value was obtained at -0.295, Sample Mean (M) at -0.284, and Standard Deviation (STDEV) at 0.091. The T-Statistics value was 3.253 and the P-Value was 0.001. Because the T-Statistics value was greater than 1.96 ($3.253 > 1.96$) and the P-Value was less than 0.05 ($0.001 < 0.05$), the hypothesis was accepted.

4) H4: Organizational Climate moderates the influence of Need for Affiliation on HR Performance

Based on the analysis results, the Original Sample (O) value was 0.220, Sample Mean (M) was 0.205, and Standard Deviation (STDEV) was 0.133. The T-Statistics value was 1.648 and the P-Value was 0.050. Because the T-Statistics value was less than 1.96 ($1.648 < 1.96$) and the P-Value was not less than 0.05 ($0.050 \geq 0.05$), the hypothesis was rejected.

5) f-square f^2 (Effect Size)

Variable Relationship	f^2 value	Effect Criteria
X1 -> Y	0.130	Small Effect
X2 -> Y	0.172	Moderate Effect
Z x X1 -> Y	0.163	Moderate Effect
Z x X2 -> Y	0.092	Small Effect

Need of Achievement variable (X1) on HR Performance (Y): The f^2 value obtained is 0.130 which is above 0.02 but still below 0.15, so it can be categorized as a small effect size which is approaching the medium category.

Thus, it can be concluded that the Need for Achievement (X1) variable has a small but significant contribution to the HR Performance (Y) variable in the research model. This means that, although its influence is statistically significant, the magnitude of the contribution of Need for Achievement (X1) in explaining the HR Performance (Y) variable is relatively limited. Variables Need for Affiliation (X2) on HR Performance (Y): Obtained f^2 value of 0.172 is above 0.15 and below 0.35, so it can be categorized as a medium effect size. Thus, it can be concluded that the Need for Affiliation variable (X2) has a moderate influence on HR Performance (Y) in the research model. This means that Need for Affiliation (X2) plays a significant role in explaining variations in the HR Performance variable (Y) compared to other variables, which are only relatively small.

Variables Organizational Climate (Z) moderate the relationship Need for Achievement (X1) on HR Performance (Y): Obtained f^2 value of 0.163 is above 0.15, so it can be categorized as a medium effect size. Thus, it can be concluded that the interaction Variables Organizational Climate (Z) Moderating the relationship between Need of Achievement (X1) has a moderate influence on HR Performance (Y). This means that, although the effect is not large, the moderating role of Organizational Climate (Z) on the relationship between Need of Achievement (X1) and HR Performance (Y) is quite significant in the research model. Variables Organizational Climate (Z) moderate the relationship Need for Affiliation (X2) against HR Performance (Y) : Obtained f^2 value of 0.092 is above 0.02 but still below 0.15, so it can be categorized as a small effect size. Thus, it can be concluded that the interaction Variables Organizational Climate (Z) moderate the relationship Need for Affiliation (X2) contributes little influence on HR Performance (Y). This means that, although there is a moderating effect, the role of Organizational Climate (Z) in moderating the relationship between Need for Affiliation (X2) and HR Performance (Y) relatively limited in research models.

3.3. Discussion

1) The Influence of Need for Achievement on HR Performance

The results of this study indicate that Need for achievement has a significant positive influence on HR performance with a coefficient value of 0.293, indicating that the higher the Need for Achievement possessed by nurses, the higher the resulting performance. This indicates that

the drive to achieve is an important factor in improving HR performance. This confirms that the higher the Need for Achievement possessed by nursing HR. This shows that the higher the need for achievement possessed by an individual, the higher the resulting performance. This is reinforced by research by Rusmiati et al. (2021) which proves a positive influence between Need for Achievement motivation and human resource performance. Thus, empirically, this study is consistent with previous findings that place the need for achievement as one of the important determinants in improving work performance.

Conceptually, the need for achievement theory proposed by David McClelland (1958) explains that individuals with a high level of Need for Achievement have an internal drive to achieve certain performance standards, enjoy challenges, and are results-oriented. In this study, the Need for Achievement variable is represented through five indicators, namely: results and achievement orientation, overcoming difficult tasks, the drive to achieve targets, seeking feedback for self-improvement, and responsibility for work. These five indicators have been proven to contribute to improving HR performance.

Based on the results of the outer loading analysis, the indicator with the highest value in the Need for Achievement variable is the drive to achieve targets. This indicates that the most dominant aspect in shaping the need for achievement is a strong motivation to achieve predetermined work goals. This drive encourages individuals to work with greater focus and direction, and strive to complete tasks optimally. Individuals with a strong drive to achieve targets tend to demonstrate higher productivity and have clear standards of personal achievement.

The relationship between the drive to achieve goals and commitment as dominant performance indicators suggests that individuals with a high need for achievement tend to exhibit greater loyalty and dedication to their work. The drive to achieve goals not only impacts quantitative work outcomes but also strengthens an individual's commitment to organizational goals.

Thus, this study confirms that increasing the Need for Achievement in human resources can be an effective strategy for improving organizational performance. Organizations need to create a challenging work environment, set clear targets, provide constructive feedback, and reward performance achievements. These efforts will strengthen achievement motivation while increasing overall human resource commitment and performance.

2) The Influence of Need for Affiliation on HR Performance

The results of this study indicate that Need for Affiliation has a significant positive influence on HR performance with a coefficient value of 0.353, proving that the higher the Need for Affiliation owned by an employee, the better the employee's performance will be. In line with previous research According to (Sugiharjo & Aldata, 2018) Motivation will encourage employees to act on a series of behavioral processes by considering the direction, intensity and persistence in achieving goals, so as to be able to produce optimal performance.

The results of this study indicate that Need for Affiliation has a positive and significant influence on HR performance at Dr. Gondo Suwarno Ungaran Regional General Hospital. Need for Affiliation is measured through five main indicators, namely comfort in interacting, the desire to work together, feeling accepted as a team, concern for work relationships and a conducive work atmosphere. These five indicators have been proven to be able to improve HR performance. HR performance in this study is measured based on five indicators, namely results and achievement orientation, avoiding tasks that are too easy, encouragement to achieve targets, seeking feedback for self-improvement, and responsibility for work.

Based on the outer loading measurement results, the indicator with the highest value in the Need for Affiliation variable is the feeling of being accepted as part of a team. This indicates that the feeling of being accepted and part of a work group is the most dominant factor in shaping employees' need for affiliation. When employees feel valued and part of a team, they tend to demonstrate loyalty, involvement, and active participation in completing organizational tasks. A high need for affiliation encourages the creation of an emotional attachment to the organization, so that employees demonstrate dedication, responsibility, and a willingness to contribute optimally. Thus, it can be concluded that Need for Affiliation not only plays a role in building harmonious social relationships but also has a significant impact on increasing human resource commitment and performance. Therefore, organizations need to create a supportive work climate, encourage teamwork, and build a culture of mutual respect so that employees' need for affiliation can be optimally met and contribute to the achievement of organizational goals.

3) *Organizational Climate* moderates the influence of Need for Achievement on HR Performance.

Based on the results of the hypothesis test, it was found that the Organizational Climate variable plays a role as a moderating variable in the relationship between Need for Achievement (nAch) and nurse performance at Dr. Gondo Suwarno Ungaran Regional General Hospital. The results showed a statistically significant moderation coefficient but with a negative direction of the relationship (-0.295). Statistically, this negative coefficient indicates that the stronger the perceived organizational climate, the weaker the influence of Need for Achievement on nurse performance. Although in the context of general organizations, this weakening is often considered counterproductive, in the context of a high-reliability industry such as hospitals, this finding is a positive indication of the effectiveness of the organizational control system. Hospitals are high-risk work environments where patient safety is a top priority. The established organizational climate serves as a filter that ensures that individual achievement motivation remains within the corridor of Standard Operating Procedures (SOPs). This is in line with the opinion of (Hofmann et al. 2020) who stated that in medical environments, safety is highly dependent on adherence to standard protocols, not on independent improvisation. Individuals with high nAch often have a tendency to be time-efficient or expedite actions to achieve higher work results. In a hospital environment, actions that exceed SOPs, even if motivated by good intentions to achieve, can endanger patient lives.

This negative result of -0.295 proves that the organizational climate at Dr. Gondo Suwarno Regional Hospital successfully suppresses the potential for such dangerous improvisation. This coefficient confirms that nurses' ambitions are well-managed by the organizational structure. As emphasized by (Wei et al. 2020), the primary focus in nurse performance is not on output quantity, but rather on a zero error rate. Theoretically, the organizational climate here functions not as a barrier to talent but as a safety filter. Practically, this result indicates that the hospital has succeeded in establishing a stable organizational climate. Nurses with high nAch continue to contribute maximally, but these contributions are channeled through safe, consistent, and predictable mechanisms, so that individual achievement is achieved without compromising applicable safety standards.

4) The role of organizational climate moderates the relationship between need for affiliation and HR performance.

Based on the analysis results, it shows that Organizational Climate is not proven to significantly moderate the relationship between Need for Affiliation and HR performance. Thus, empirically, Organizational Climate does not act as a strengthening or weakening factor in this relationship. Motivation Need for Affiliation (nAff) basically provides space for feedback and attention to the social aspects of employees, thereby fostering a sense of appreciation and recognition that has an impact on work engagement (Khalid & Rathore, 2017). Individuals with high nAff tend to prioritize friendship, teamwork, and interpersonal harmony (Anwar, 2004). However, the influence of nAff on professional performance is often contextual. David McClelland (1958) stated that nAff can even be an obstacle if the desire to be liked overcomes assertiveness in achieving targets. Therefore, the effectiveness of nAff depends heavily on how the work environment facilitates these social needs into productivity. As a shared perception of organizational policies and procedures (Schneider et al., 2013), organizational climate determines whether individual motives are transformed into productive work behaviors (Brunstein & Heckhausen, 2018). According to Martiah (Herfina Rinjai and Ari Firmanto, 2013) suggested several factors that influence the need for affiliation within an individual, including culture, psychology, feelings and similarities, economic status, education, and gender. Several factors can influence the need for affiliation, including: high level of education (76% of Nursing Bachelor's Degree), age maturity (31-40 years old, 46%), mature work experience (>10 years, 64%), and female gender are more dominant (883%), so that professionalism and professional standards have become stronger substitute moderators to create nAff stability that is no longer dependent on the ups and downs of the organizational climate. However, theoretically it is still assumed that a conducive organizational climate will direct these social needs towards achieving organizational goals more effectively. Although theoretically the hypothesis is built on the assumption that the organizational climate is an absolute catalyst, organization or public service that implementing high reliability and strict service standards related to patient safety so that the need for affiliation has been internalized as a service ethic so that it is no longer sensitive to variations in the organizational climate.

4. Conclusion

Based on the analysis and discussion of the research results, it can be concluded that: *Need for Achievement* proven to have a positive and significant influence on HR performance, meaning that motivation that is oriented towards results and achievement, overcoming difficult tasks, the drive to achieve targets, seeking feedback for self-improvement and liking challenges and high targets further improves human resource performance. *Need for Affiliation* has a positive and significant influence on HR performance, showing that comfort in interacting, the desire to work together, feeling accepted as a team, concern for work relationships and a conducive work atmosphere increasingly improve human resource performance. *Organizational Climate* moderates the influence of Need for Achievement (nAch) on human resource performance with a negative relationship. Although statistically significant, this finding indicates the effectiveness of the organizational control system in maintaining service standards and patient safety in the context of high-reliability services such as at Dr. Gondo Suwarno Ungaran Regional General Hospital. *Organizational Climate does not significantly moderate the relationship between need for affiliation and human resource performance*. This shows that in organizations with relatively homogeneous employee characteristics in terms of age, length of service, education, and work culture, the influence of superior support on work motivation remains stable even though employee well-being levels vary. This study confirms that Need for Achievement and Need for Affiliation have a significant influence on HR performance. However, no significant positive influence was found for the role of Organizational Climate as a moderating variable. The working system of the service *high reliability* which emphasizes zero error related to strict operational standards, regular medical audits, patient safety, clinical pathways and The homogeneity of HR characteristics helps maintain the stability of the relationship, so that direct factors such as Need for Achievement and Need for Affiliation become the main determinants of HR performance.

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