

Improving Human Resource Performance Through Transformational Leadership and Achievement Motivation Mediated by Job Satisfaction at KPP Pratama West Semarang

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Abstract. *Research results: 1) Transformational leadership has a positive and significant effect on job satisfaction. This means that the better and higher the quality or implementation of the transformational leadership style by the West Semarang Pratama Tax Office leaders, the more satisfied and happy human resources will feel with their work. 2) Achievement motivation has a positive and significant effect on job satisfaction. This means that achievement motivation can actualize potential and achieve meaningful goals, thus increasing job satisfaction for West Semarang Pratama Tax Office human resources. 3) Transformational leadership has a positive and significant effect on human resource performance. This means that a leadership style that focuses on inspiration, empowerment, and development, and is able to align personal vision with organizational goals, contributes directly and measurably to improving the human resource performance of the West Semarang Pratama Tax Office. 4) Achievement motivation has a positive and significant effect on HR performance, this means that human resources of KPP Pratama Semarang Barat with a strong drive to succeed and excel will work hard to achieve goals, resulting in better performance; 5) Job satisfaction has a positive and significant effect on HR performance, this means that if human resources of KPP Pratama West Semarang feel satisfied with their work, they will show better work performance in terms of quantity, quality, punctuality and create a more harmonious work environment with colleagues; 6) Job satisfaction is able to mediate the influence of transformational leadership and achievement motivation on HR performance, this means that good transformational leadership and high achievement motivation will result in more satisfied human resources who then encourage human resources to work better and achieve higher performance.*

Keywords: *Encourage; Performance; Punctuality; Quantity.*

1. Introduction

Human resources play a crucial role in achieving organizational success and achieving predetermined goals. Human resources are a valuable asset for an organization, and

employee performance needs to be optimally enhanced to improve organizational performance. Every organization strives to improve the performance of its human resources in the hope of achieving organizational goals (Prasetyo, 2022).

The West Semarang Pratama Tax Service Office (KPP Pratama) is a work unit of the Directorate General of Taxes that provides services in the field of taxation to the public whether they have registered as Taxpayers or not, the West Semarang Pratama KPP has several sections or sections, including the Service section, Data and Information Processing section, General Sub-Section section, Collection section, Examination section, Tax Extensification section, Supervision and Consultation section, Tax Auditor Functional Group section. So that the Performance of the West Semarang Pratama KPP is highly demanded because it is related to the achievement of state revenue targets from the tax sector, considering that more than 80% of the State Financing and Expenditure Budget funds are obtained from the tax sector.

To achieve the established organizational goals, KPP Pratama West Semarang strives to always improve its HR performance, HR has good performance if it complies with all the rules that have been established in an organization of the Directorate General of Taxes in accordance with the Regulation of the Minister of Finance Number 132 / PMK.01 / 2006 concerning the Organization and Work Procedures of Vertical Agencies of the Directorate General of Taxes and Regulation of the Minister of Finance Number 190 / PMK.01 / 2008 concerning Guidelines for Determining Evaluation, Assessment, Promotion and Demotion of Positions and Ranks for Implementing Officials in the Ministry of Finance, namely to become human resources who perform well by having reliable, professional and highly dedicated knowledge, abilities and expertise, honest and have high discipline. The gap phenomenon that occurred at KPP Pratama West Semarang was a decrease in the percentage of tax revenue realization.

Improving human resource performance is inseparable from leadership factors. The role of leadership is crucial for carrying out organizational activities to achieve desired goals (Darojat, Haidah & Herlina, 2024). Many types and models of leadership exist, one of which is transformational leadership. Transformational leadership is a process in which a leader strives to motivate subordinates to assume higher responsibilities and raise their members' awareness by appealing to higher values, morality, and ideals such as freedom, justice, balance, peace, and humanity, rather than solely based on emotions (Burns, 2018). Transformational leadership not only acts as a superior but also as a mentor and motivator who can inspire the team to reach their full potential (Gurning, Widodo & Astuti, 2024). Transformational leadership views human resources as a vital asset that must be developed, and focuses not only on daily tasks but also on the long-term growth of individuals and the organization (Deddy, 2022).

Another way to improve human resource performance is to analyze the achievement motivation within the institution. Achievement motivation is a force that drives someone to do better than what has been done or achieved before or what has been done or achieved by others (McClelland, 2018). Human resources with high achievement motivation are always

driven to work hard to achieve special achievements (standards of excellence). This is because they have good self-control so they do not require strict supervision to achieve predetermined work performance (Kurniasih, Bastian & Setiadi, 2023).

Researchers have found inconsistent research findings regarding the influence of transformational leadership and achievement motivation on human resource performance. Research conducted by Darojat, Haidah, and Herlina (2024) showed a simultaneous and significant positive influence of transformational leadership and motivation on employee performance. Consistent with this finding, research by Gurning, Widodo, and Astuti (2024) showed that transformational leadership, the work environment, and work motivation simultaneously had a positive effect on employee performance. Conversely, research has shown that transformational leadership and achievement motivation have no effect on human resource performance (Baihaqi & Saifudin, 2021; Savira et al., 2022; Yohana, Ridho & Malik, 2023).

This research gap requires a solution. This study incorporates job satisfaction as a solution. The inclusion of job satisfaction as a mediator is based on previous research showing that job satisfaction has a positive effect on employee performance (Amin, 2020; Siyapath et al., 2024; Yeo & Mon, 2025; Putra, Dharmanegara & Amertha, 2024).

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, 2018). 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 effect of independent variables on dependent variables, namely improving human resource performance through transformational leadership and achievement motivation mediated by job satisfaction at the West Semarang Pratama Tax Office. This is data obtained from primary sources, namely from individuals. This data can be in the form of interview results and questionnaires or from data held by the company (Umar, 2018). This study uses primary data or empirical data obtained from distributing questionnaires related to transformational leadership, achievement motivation, job satisfaction and HR performance. Secondary data is data obtained by researchers through books related to the research, literature, and articles obtained from websites. It also comes from second-hand sources, not directly obtained. However, this data supports the research discussion (Sugiyono, 2018). Therefore, several sources of books or data will assist in critical review, especially those related to the research topic.

3. Results and Discussion

The subjects of this study were employees of the West Semarang Pratama Tax Office (KPP

Pratama). Data collection used a questionnaire via Google Form distributed online via WhatsApp from July 25 to August 21, 2025, resulting in 104 respondents. Employee with the following characteristics:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	62	59.6
	Woman	42	40.4
	Total	104	100
Age	21 – 30 years old	31	29.8
	31 – 40 years old	49	47.1
	41 – 50 years old	18	17.3
	>50 years	6	5.8
	Total	104	100
Work	High school or equivalent	1	1.0
	Diploma (I/II/III)	20	19.2
	S1/DIV	69	66.3
	S2	14	13.5
	Total	104	100
Years of service	15 years	15	14.4
	6 – 10 years	61	58.7
	>10 years	28	26.9
	Total	104	100

Based on the gender characteristics of the 104 HR of the West Semarang Pratama Tax Office, it is known that 59.6% are male, this shows that the majority of HR is dominated by men, although both men and women have equally important roles in supporting the implementation of organizational tasks and functions.

Age characteristics show as much as 47.1% HR The West Semarang Pratama Tax Office (KPP Pratama) employees are aged 31-40, representing a mature and productive age. This age group often has more mature practical work experience, a consistent work ethic, and emotional stability, which aid in decision-making and handling work pressure.

Educational characteristics are known as much as 66.3% HR The Pratama Semarang Barat Tax Office holds a bachelor's degree, indicating a high level of education. Higher education trains employees to hone technical and managerial skills and broaden their horizons, which are highly beneficial in completing work tasks.

The characteristics of the work period show as much as 58.7% HR KPP Pratama West Semarang with a work period of 6 – 10 years, HR in this work period already has sufficient experience to understand the operations, work procedures, and organizational culture at KPP Pratama West Semarang.

Descriptive analysis aims to determine respondents' responses to each question asked. In this case, descriptive analysis explains respondents' responses to the questions asked for each variable. transformational leadership, achievement motivation, job satisfaction and HR

performance. To find out the respondents' responses to each variable, in this study they were grouped into one score category using a scale range with the following formula (Umar, 2017):

$$\text{Ho spi tal} = \frac{\text{TT} - \text{TR}}{\text{Scale}}$$

Information

RS:Scale Range

TR:Lowest Score (1)

TT:Highest Score (5)

Based on the formula above, the scale range can be calculated:

$$\text{Ho spi tal} = \frac{5 - 1}{3}$$

$$\text{Ho spi tal} = 1.3$$

Thus the interval value can be explained as follows:

Low: 1 – 2.33

Medium: 2.34 – 3.67

Height: 3.68 – 5.0

Reliability testing in PLS can use Composite Reliability and Cronbach Alpha which are presented as follows:

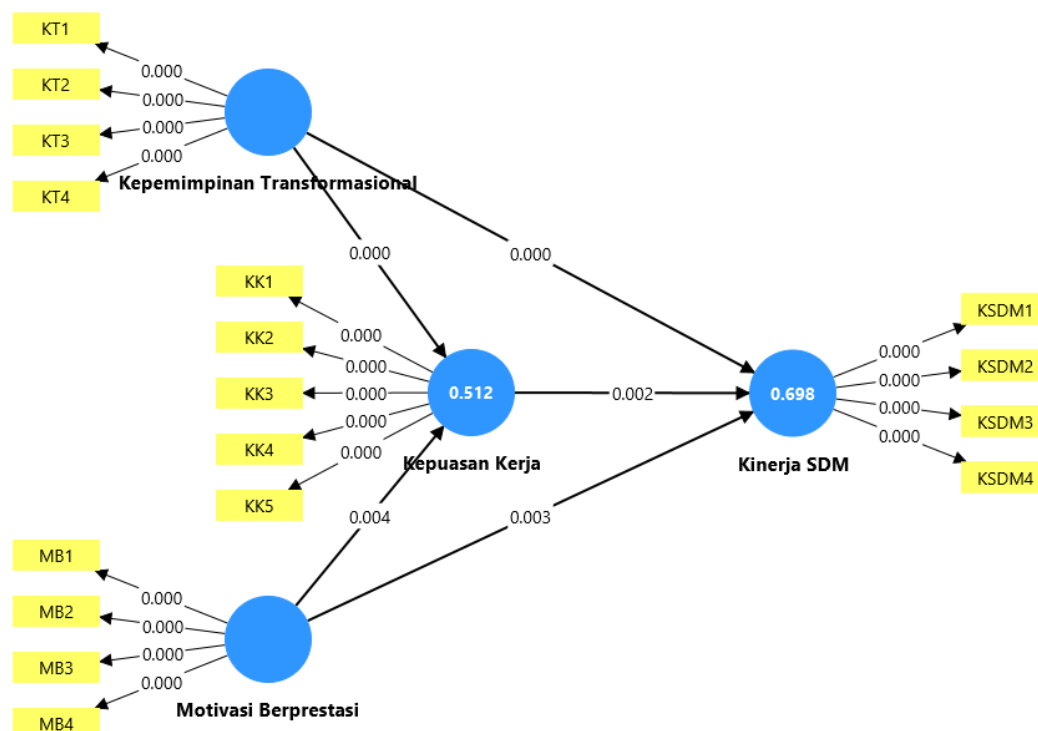
Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Information
Transformational Leadership	0.921	0.921	Reliable
Job satisfaction	0.928	0.927	Reliable
HR Performance	0.879	0.872	Reliable

Achievement Motivation	0.894	0.881	Reliable
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Based on the table above, the composite reliability value for each latent variable is ≥ 0.7 , indicating that the model has high reliability. A Cronbach's alpha value of ≥ 0.60 indicates that the variable indicator is reliable.

Evaluation The inner model, also known as the structural model, is used to assess the causal relationship (cause-and-effect relationship) between latent variables in a research model. The results of the inner model evaluation in research can be described as follows:



Based on the image above, it can be explained regarding the results of the path coefficient, indirect effect, R-square (R^2), f-square (F^2), goodness of fit test.

1) Direct Influence

Path The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Table Direct Influence (Path Coefficient)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
Transformational Leadership -> Job Satisfaction	0.446	0.443	0.115	3,892	0.000	H1 accepted
Achievement Motivation -> Job Satisfaction	0.313	0.308	0.117	2,666	0.004	H2 accepted
Transformational Leadership -> Human Resource Performance	0.392	0.377	0.108	3,614	0.000	H3 accepted is
Achievement Motivation -> Human Resource Performance	0.266	0.277	0.098	2,709	0.003	H4 accepted
Job Satisfaction -> HR Performance	0.270	0.270	0.092	2,945	0.002	H5 accepted is

Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Influence of Transformational Leadership on Job Satisfaction

Based on the path coefficient results, it is known that the P-values that determine the influence of transformational leadership on job satisfaction are $0.000 < 0.05$ and the T-Statistics value ($3.892 > 1.96$). Meanwhile, the original sample has a value of 0.446 (positive). This indicates that transformational leadership has a positive and significant effect on job satisfaction. These results support the first hypothesis, meaning H1 is accepted.

b. The Influence of Achievement Motivation on Job Satisfaction

Based on the path coefficient results, it is known that the P-values that form the influence of achievement motivation on job satisfaction are $0.004 < 0.05$ and the T-Statistics value ($2.666 > 1.96$). Meanwhile, the original sample has a value of 0.313 (positive). This indicates that achievement motivation has a positive and significant effect on job satisfaction. These results support the second hypothesis, meaning H2 is accepted.

c. The Influence of Transformational Leadership on HR Performance

Based on the path coefficient results, it is known that the P-Values that form the influence of transformational leadership on HR performance are $0.000 < 0.05$ and the T-Statistics value ($3.614 > 1.96$). Meanwhile, the original sample has a value of 0.392 (positive). This indicates that transformational leadership has a positive and significant effect on HR performance. These results support the third hypothesis, which means H3 is accepted.

d. The Influence of Achievement Motivation on Human Resource Performance

Based on the path coefficient results, it is known that the P-values that form the influence of achievement motivation on HR performance are $0.003 < 0.05$ and the T-Statistics value $(2.709) > 1.96$. Meanwhile, the original sample has a value of 0.266 (positive). This indicates that achievement motivation has a positive and significant effect on HR performance. These results support the fourth hypothesis, which means H4 is accepted.

e. The Influence of Job Satisfaction on HR Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of job satisfaction on HR performance are $0.002 < 0.05$ and the T-Statistics value $(2.945) > 1.96$. Meanwhile, the original sample has a value of 0.270 (positive). This indicates that job satisfaction has a positive and significant effect on HR performance. These results support the fifth hypothesis, meaning H5 is accepted.

2) Indirect Influence

Indirect effect in PLS-SEM, it is used to test the relationship between independent and dependent variables mediated by other variables. In other words, the indirect effect measures the extent to which the independent variable influences the dependent variable through the mediator variable. The indirect effect is evaluated based on the p-value and T-statistic generated from bootstrapping. According to Rahadi (2023), in PLS-SEM, the critical value with an alpha of 0.05 is 1.96. Therefore, if the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the indirect effect is considered statistically significant.

Table Indirect Effect (Specific Indirect Effect)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
Transformational Leadership -> Job Satisfaction -> HR Performance	0.120	0.122	0.058	2,067	0.019	Able to mediate
Achievement Motivation -> Job Satisfaction -> HR Performance	0.084	0.081	0.039	2,149	0.016	Able to mediate

Based on the data presented in the table above, it can be explained as follows:

a. The Role of Job Satisfaction in Mediating the Effect of Transformational Leadership on HR Performance

The results of the specific indirect effect show that the P-Values are $0.019 < 0.05$ and the T-Statistics value $(2.067) > 1.96$ with the original sample value of 0.120 (positive). This means that job satisfaction can mediate the positive and significant influence of transformational leadership on HR performance.

b. The Role of Job Satisfaction in Mediating the Influence of Achievement Motivation on HR Performance

The results of the specific indirect effect show that the P-Values are $0.016 < 0.05$ and the T-Statistics value ($2.149 > 1.96$) with the original sample value of 0.084 (positive). This means that job satisfaction can mediate the positive and significant influence of achievement motivation on HR performance.

Discussion

1) Direct Influence

a. The Influence of Transformational Leadership on Job Satisfaction

The research results show that transformational leadership has a positive and significant effect on job satisfaction. This means that the stronger a leader's transformational leadership style, the higher the level of job satisfaction of the employees they lead.

The results of this study are in line with research conducted by (Greimel, Kanbach & Chelaru, 2023) stated that leaders who motivate, inspire, and pay attention to the individual interests of their employees, so that employees feel satisfied with the leader's attitude and attention. This is in line with research conducted by (Bakker et al, 2023) stated that when implementing transformational leadership (i.e., projecting inspirational motivation and idealized influence) it can increase job satisfaction.HR.

Transformational leadership has a positive and significant influence on HR job satisfaction. KPP Pratama Semarang Barat is known for its leadership style, which inspires and motivates employees with a strong vision, encourages self-development, creates a supportive and positive work environment, and provides individual consideration to each team member. This makes employees feel more engaged, valued, and understands the greater meaning of their work, ultimately increasing their job satisfaction.

Charisma, where the leader provides enthusiasm and encouragement so that HR feels motivated and enthusiastic in working, not just doing routine tasks. Inspiration, where transformational leaders inspire employees with a clear vision of the organization's future, so that employees feel their work has a greater and more meaningful purpose. Individual consideration, where leaders provide personalized attention, mentoring, and support to each employee, which helps them develop professionally. Intellectual stimulation, where transformational leaders encourage employees to think creatively and innovatively, providing opportunities to develop intellectual abilities and solve problems. This creates a positive work environment and encourages employee engagement, so that employees feel more satisfied with their work.

b. The Influence of Achievement Motivation on Job Satisfaction

The research results show that achievement motivation has a positive and significant effect on job satisfaction. This means that the higher the achievement motivation, the higher their job satisfaction. Conversely, the lower the achievement motivation, the lower their job satisfaction.

Research conducted by (Peng & Zhang, 2024) states that achievement motivation is not only limited to working within the written description of their tasks, but also allows HR to explore their potential to the maximum to achieve satisfaction with the work they do. This is relevant to research conducted by (Li, 2023) that achievement motivation is a driving force that creates a passion for work, so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction.

Human resource achievement motivation has a positive and significant influence on human resource job satisfaction. This can be caused by motivated human resources having a strong desire to achieve satisfactory results, so they are more enthusiastic, loyal, and committed to their work, which ultimately increases their satisfaction with their work and working conditions. Furthermore, with high achievement motivation, human resources feel that their needs, whether the need for self-development, appreciation, or recognition, can be met through their work.

c. The Influence of Transformational Leadership on HR Performance

The research results show that transformational leadership has a positive and significant impact on HR performance. This means that the better the implementation of transformational leadership, the better the performance. Conversely, if the implementation of transformational leadership is poor, HR performance will decline.

The results of this study are relevant to the research (Lorinkova & Perry, 2019) stated that transformational leadership, which inspires followers to set aside personal interests for the good of the organization, can influence employee performance. This is in line with research conducted by (Hilton et al., 2023) which states that through four dimensions of transformational leadership (namely, idealized influence, inspirational motivation, intellectual stimulation, and individual attention), transformational leaders can change employee behavior, encouraging them to exceed expectations. Research (Lai et al., 2020) shows that transformational leadership can improve and influence employee task performance.

Transformational leadership has a positive and significant influence on HR performance. According to the West Semarang Pratama Tax Office (KPP Pratama), this type of leader inspires and motivates subordinates through a clear vision, creates a positive and supportive work environment, increases employee self-confidence and loyalty, and encourages innovation and self-development. This overall improves employee morale, commitment, and productivity, which are then reflected in better performance. Furthermore, transformational leadership encourages creativity and innovative thinking, and challenges subordinates to

develop new skills and ideas, which contributes to overall improved performance. By providing support and recognition, transformational leaders help subordinates believe in their own potential and increase self-confidence, which leads to better performance.

d. The Influence of Achievement Motivation on Human Resource Performance

The research results show that achievement motivation has a positive and significant effect on human resource performance. This means that the higher the level of achievement motivation, the higher the performance they will produce. Conversely, if the level of achievement motivation is low, human resource performance will decline.

Study Peng & Zhang (2024) stated that employees with high achievement motivation are always driven to work hard to achieve exceptional performance (standards of excellence). This is because they have good self-control so they do not require strict supervision in achieving predetermined work performance. Research (Witte, Spinath & Ziegler, 2024) states that achievement motivation is an important factor that can encourage human resources to perform their work well.

Achievement motivation has a positive and significant influence on HR performance West Semarang Pratama Tax Office (KPP Pratama), this is because achievement motivation drives individuals to perform optimally and continuously strive to achieve goals and excel in complex tasks. Individuals motivated to achieve will exert their full potential, so that the resulting performance also tends to be better and in line with the set goals. Human resources with high achievement motivation have a strong desire to do their work as well as possible, better than others, and achieve success. This encourages them to continue to strive and not just complete the job for the sake of getting it done, but to produce high-quality work. Furthermore, when faced with challenging or complex tasks, individuals with achievement motivation tend to do their best to complete them.

e. The Influence of Job Satisfaction on HR Performance

The research results show that job satisfaction has a positive and significant effect on HR performance. This means that the higher the job satisfaction, the higher the HR performance. Conversely, the lower the job satisfaction, the lower the performance.

The results of this study align with (Amin, 2020)'s finding that high job satisfaction can motivate employees to complete tasks or jobs optimally. This is relevant to research conducted by (Yeo & Mon, 2025) that found that higher employee job satisfaction leads to better performance.

Satisfaction is a feeling related to work that links other aspects such as effort, compensation opportunities, relationships with other workers, job placement, and organizational structure (Putra, Dharmanegara & Amertha, 2024). Job satisfaction is a pleasant feeling or in accordance with what is expected by HR can increase HR work enthusiasm to complete work well and on time. Job satisfaction has a positive and significant effect on HR performance at

KPP Pratama West Semarang, this is because HR who feel satisfied tend to have a more positive work attitude, are willing to contribute, and demonstrate good behavior in their work environment, which ultimately improves overall performance.

2) Indirect Influence

a. The Role of Job Satisfaction in Mediating the Effect of Transformational Leadership on HR Performance

The results of the study indicate that job satisfaction can mediate the positive and significant influence of transformational leadership on HR performance. This means that job satisfaction can increase the effectiveness of transformational leadership, so that transformational leaders who work with satisfied HR will produce better overall HR performance.

The results of this study are relevant to research conducted by (Siyapath et al., 2024) that job satisfaction can be a mediator capable of transmitting the influence of transformational leadership on the task performance of its members. (Greimel, Kanbach & Clearu, 2023) shows relevant results, where the research results state that with job satisfaction, employees can take the initiative and utilize personal strengths so that they have good performance..

This study shows the existence of a mediation relationship, where job satisfaction acts as a bridge that strengthens the positive impact of transformational leadership on HR performance. At the West Semarang Pratama Tax Office, this can be explained by how transformational leadership motivates and inspires employees, creating a positive work environment that leads to employee satisfaction. This high job satisfaction then motivates employees to perform better, ultimately improving their overall performance. In addition, transformational leaders often act as role models by demonstrating positive values that encourage HR to develop their own personal values that align with the goals of the organization. When the values HR aligned with organizational values, they will be more satisfied with their work so that HR is proactive in carrying out their duties, which results in better performance.

b. The Role of Job Satisfaction in Mediating the Influence of Achievement Motivation on HR Performance

The research results show that job satisfaction can mediate the positive and significant influence of achievement motivation on human resource performance. This means that human resources with high achievement motivation will be more satisfied with their work, and this satisfaction ultimately drives them to achieve better performance.

The results of this study are in line with research conducted by (Li, 2023) that job satisfaction can be a mediator between achievement motivation and performance, the higher the achievement motivation an employee has, the higher the effort to realize these needs and job satisfaction increases and the better the resulting performance. The results of this study are also relevant to research conducted by (Lin, Li & Lam, 2019) that the higher a person's

motivation to achieve a goal, the higher the effort made to achieve that goal, so that HR tends to be satisfied with their work and encourages optimal performance.

Job satisfaction plays a mediating role the influence of achievement motivation on the performance of human resources at the West Semarang Pratama Tax Office (KPP Pratama), this is because job satisfaction creates a pleasant and positive working atmosphere, so that human resources are more willing and able to put forth their best efforts, aligning their achievement motivation with efforts to achieve optimal performance. In addition, satisfied human resources tend to be more proactive in seeking ways to improve their skills and performance. Motivation to achieve will be more effectively directed to relevant tasks, because there are no obstacles in the form of feelings of displeasure with the work or environment. Job satisfaction is in line with the increase in human morale and enthusiasm. When work enthusiasm is high, the drive to achieve will result in greater and quality performance.

4. Conclusion

Based on the results of the research that has been carried out, it can be concluded that: Transformational leadership has a positive and significant effect on job satisfaction, this means that the better and higher the quality or application of the transformational leadership style by the leadership of KPP Pratama West Semarang, the satisfied and happy HR will feel with their work. Achievement motivation has a positive and significant effect on job satisfaction this means that achievement motivation will be able to actualize potential and achieve meaningful goals so that the HR of KPP Pratama Semarang Barat feels more satisfied with their work. Transformational leadership has a positive and significant influence on HR performance, this means that the leadership style that focuses on inspiration, empowerment, and development, and is able to align personal vision with organizational goals, contributes directly and measurably to improving HR performance at KPP Pratama West Semarang. Achievement motivation has a positive and significant effect on HR performance, this means that HR at KPP Pratama West Semarang with a strong drive to succeed and excel will work hard to achieve goals, resulting in better performance. Job satisfaction has a positive and significant effect on HR performance, this means that if the HR of KPP Pratama Semarang Barat feels satisfied with their work, then they will show better work performance in terms of quantity, quality, punctuality and create a more harmonious work environment with colleagues. Job satisfaction is able to mediate the influence of transformational leadership and achievement motivation on HR performance this means that Good transformational leadership and high achievement motivation will produce human resources who are more satisfied which then encourages HR to work better and achieve higher performance.

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