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By Retno Resawati

The Mediating Role of Achievement Behaviors on Motivation and Employee Performance

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ABSTRACT

Human resources are essential to delivering organizational performance. Motivation is one factor that can improve employee performance. Motivated and achievement-oriented employees are more likely to set challenging goals, persist in the face of obstacles, seek opportunities for improvement, and demonstrate high levels of performance.

² This study examines the mediating effect of accomplishment behavior on employee motivation and performance. The ¹ author employed a structured survey methodology to evaluate the research model, targeting 126 employees at a government agency in Bandung. Before data testing, the author conducted a validity assessment by examining the outer loading value of the research instrument and Cronbach's alpha value, both of which satisfied the testing criteria. The author used a non-parametric methodology, specifically Partial Least Squares (PLS). The research findings demonstrate that achievement-oriented thinking affects employee performance, and achievement-oriented conduct also impacts performance. The research indicates that employee motivations, such as mental fortitude, might foster enthusiasm for optimal task execution, hence enhancing task completion quality. This study investigates the mediating influence of accomplishment behavior on employee motivation and performance. The research has limitations; specifically, it is cross-sectional, only applicable once, and investigates the influence of accomplishment behavior on employee motivation and performance. To reinforce these findings, additional study with more representative populations is essential.

Keywords: Achievement, Thoughts, Behaviors, Motivation, Employee Performance.

INTRODUCTION

In an organizational setting, individuals with high achievement motivation exhibit a strong work ethic, perseverance, and a proactive attitude toward their responsibilities. They constantly seek ways to improve their performance and are willing to take on challenging tasks that push their limits. This drive for achievement benefits the individuals themselves and contributes to the organization's overall success.

When motivated to achieve, individuals are more likely to set challenging goals and work diligently towards their attainment. (Manik & Sidharta, 2017) They are driven by purpose and derive satisfaction from their accomplishments. This sense of achievement boosts their self-esteem and catalyzes continued motivation and success.

Moreover, individuals with high achievement motivation often display higher productivity. They are focused, determined, and strive for excellence in their work. They are willing to go the extra mile, putting in the extra time and effort required to deliver high-quality results. Their commitment to excellence is a source of inspiration for their colleagues and contributes to a positive work environment.

Employee work productivity holds significant importance as a valuable resource for organizations. highlights the crucial role of employee work productivity as a valuable resource for organizations. Extensive research

conducted by Azizi et al. (2021), Gerhart & Feng (2021), and Tordera et al. (2020) consistently supports the notion that achievement motivation is closely linked to organizational success. These studies provide empirical evidence of the positive impact that strong motivation has on improving employee performance.

Furthermore, additional research conducted by Manzoor, Wei & Asif (2021), Uka & Prendi (2021), and Zacharias, Rahawarin & Yusriadi (2021) further reinforce the argument by affirming the positive relationship between motivation and performance enhancement. These studies demonstrate that employees with high levels of motivation are more likely to achieve better results and excel in their tasks.

Moreover, research findings from Montani et al. (2021), Pérez-Fernández, Cacciotti, Martín-Cruz & Delgado-García (2022), and Shafi, Lei, Song & Sarker (2020) shed light on the impact of employees' intention or mindset for success. These studies reveal that when employees possess a strong intention to succeed and a positive mindset, they are more likely to effectively accomplish their assigned tasks. These research findings becomes evident that motivation is a critical factor in driving employee performance and ultimately contributing to organizational success. Organizations that prioritize fostering motivation among their employees can expect to witness improved productivity levels and better overall outcomes.

The research community frequently regards research evidence employing achievement motivation as a variable, resulting in a limited comprehension of the primary elements influencing employee performance. This information gap motivates the formulation of the study problem, which focuses on investigating the mediating role of achievement behaviors in motivation. Motivation significantly affects employee performance. The primary purpose of this study is to investigate the mediating role of achievement behaviors on motivation and employee performance. The study examines the mediating effect of accomplishment behavior on the link between employee motivation and performance.

METHOD

To analyze the research model, the author utilized a structured survey methodology to collect data from employees at a government agency in Bandung. The sample comprised 126 employees who willingly engaged in the survey. This research targeted a demographic of 325 individuals employed in government entities within the transportation sector. Nonetheless, owing to limitations, this study encompassed just 126 participants. The author employed a simple random sample method to choose participants and sent study questionnaires exclusively to those who indicated a willingness to participate.

The research instrument employed in this study was derived from the work of Smith, Karaman, Balkin, and Talwar (2020), while the assessment of employee performance was based on the task performance scale created by Koopmans, Bernaards, Hildebrandt, De Vet, and Van Der Beek (2014).

Before analyzing the data, the author executed a validity test by evaluating the outer loading values of the research instrument and computing Cronbach's alpha coefficient. The results demonstrated that the validity criteria were satisfied. The author utilized a non-parametric method called Partial Least Squares (PLS) for data analysis.

The PLS method was used because it facilitates the analysis of intricate interactions among variables, even with limited sample numbers. This approach is especially appropriate for exploratory research aimed at revealing novel ideas and identifying probable causal linkages.

The gathered data was meticulously arranged and input into a statistical software application for analysis. The author utilized PLS to examine the mediating effect of accomplishment behaviors on motivation and its influence on employee performance.

RESULTS and DISCUSSION

The respondents in the government agency comprised individuals who were working within that

specific organization. They were selected as the sample for the research conducted in the agency. The characteristics of the respondents, such as gender, age, and length of work experience, were analyzed to provide an understanding of the demographic composition of the sample.

In this case, the majority of respondents were men, accounting for 62% of the sample. This indicates that men were more represented in the government agency compared to women. Furthermore, the age distribution shows that a significant portion of the respondents, around 88%, were below the age of 30. This suggests that the agency had a relatively young workforce.

Regarding work experience, approximately 63% of the respondents had tenure of less than 3 years in the agency. This implies that a significant portion of the employees were relatively new to their roles within the organization.

Tabel 1. Validity and Reliability Test

Items	Achievement thoughts	Achievement behaviors	Employee performance	Cronbach's Alpha	Average Variance Extracted (AVE)
Arc Thro 1	0,841			0,953	0,726
Arc Thro 2	0,883				
Arc Thro 3	0,863				

Arc Thro 4	0,889				
Arc Thro 5	0,861				
Arc Thro 6	0,863				
Arc Thro 7	0,875				
Arc Thro 8	0,823				
Arc Thro 9	0,763				
Arc Beh 1		0,915		0,911	0,790
Arc Beh 2		0,885			
Arc Beh 3		0,888			
Arc Beh 4		0,865			
Perf 5			0,833	0,933	0,790
Perf 2			0,885		
Perf 3			0,923		
Perf 4			0,931		
Perf 5			0,870		

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The calculations of validity and reliability, presented in Table 1, demonstrated that the construct of "Achievement thoughts" was valid. The outside

loading values of the statement items (ArcThro1 to ArcThro9) were all greater than 0.5, indicating this. This result signifies that these statement items accurately assessed the desired concept. The construct exhibited dependability with a Composite dependability (CA) value of 0.953, exceeding the minimal acceptable threshold of 0.7. The Average Variance Extracted (AVE) value of 0.726 surpassed the minimum threshold of 0.5, signifying strong convergent validity for this construct.

The concept of "Achievement behaviors" was demonstrated to be valid. The outer loading values of the statement items (ArcBeh1 to ArcBeh4) surpassed 0.5, signifying their sufficiency in assessing the intended construct. Additionally, this build demonstrated reliability with a Composite Reliability (CA) value of 0.911, exceeding the minimal anticipated reliability standard of 0.7. The Average Variance Extracted (AVE) value of 0.790 surpassed the minimum threshold of 0.5, signifying strong convergent validity.

Regarding the construct of "Performance," all outer loading values for the statement items (Perf1 to Perf5) exceeded 0.5, indicating its sufficiency in assessing the intended construct. This construct exhibited dependability with a Composite dependability (CA) value of 0.933, exceeding the minimal expected reliability barrier of 0.7. The Average Variance Extracted (AVE) value of 0.790 surpassed the minimum threshold of 0.5, signifying strong convergent validity.

It can be inferred that all the constructs, namely "Achievement thoughts," "Achievement behaviors," and "Performance," were valid and reliable. The findings from the validity and reliability calculations

provide assurance regarding the robustness of these constructs.

Tabel 2. The Results of The Path Analysis

Path	Path Value	Standard Deviation	p-Value	Conclusion
Achievement thoughts -> Achievement behaviors	0,752	0,054	0,000	Significant
Achievement thoughts -> Employee performance	0,276	0,090	0,002	Significant
Achievement behaviors -> Employee performance	0,592	0,089	0,000	Significant
R ²	R Square		R Square Adjusted	
Achievement behaviors	0,566		0,562	
Employee performance	0,674		0,668	

Table 2 displays the outcomes of the Path analysis. The analysis demonstrated substantial correlations between Achievement cognition and Achievement conduct. A Path Value of 0.752 signifies a robust correlation between these two constructs.

Moreover, the P-value of 0.000 signifies that this link is statistically significant. The computations revealed a substantial correlation between Achievement thoughts and Employee performance. A Path Value of 0.276 signifies a modest strength of the relationship between the two constructs. The P-value of 0.002 signifies that this link is statistically significant.

The computations revealed a substantial correlation between Achievement habits and Employee performance. The Path Value of 0.592 indicates a robust correlation between these two constructs. The P-value of 0.000 signifies that this link is statistically significant.

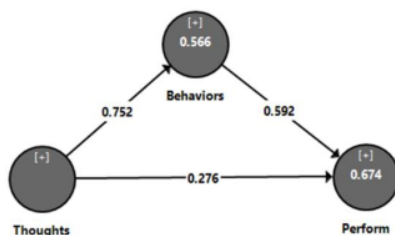


Figure 1. The Results of The Testing of The Mediating Role of Achievement Behavior on Employee Motivation and Performance

Figure 1 illustrates the findings on the mediating effect of accomplishment behavior on employee motivation and performance. The R Square value was employed to elucidate how variations in the dependent variables (Achievement behaviors and Employee performance) could be attributed to the associated independent variables, precisely Achievement thoughts and Achievement behaviors, as illustrated in Table 2 and Figure 1. The analysis indicated that Achievement behaviors could explain 56.6% of the variance in Achievement behaviors, while Employee

performance could elucidate 67.4% of the variance in Employee performance.

The Adjusted R Square value was utilized to account for the number of independent variables in the model. The analyses indicated that, following adjustments, Achievement behaviors accounted for 56.2% of the variance in Achievement behaviors, whereas Employee performance accounted for 66.8% of the variance in Employee performance.

Consequently, it can be inferred that the correlations among Achievement thoughts and behaviors, Achievement thoughts and Employee performance, and Achievement behaviors and Employee performance are all statistically significant. Moreover, the pertinent independent factors can adequately elucidate achievement behaviors and employee performance.

The investigation demonstrated a substantial influence of Achievement ideas on Achievement behaviors. The calculations indicated that Achievement ideas substantially affected Achievement behaviors. Individuals possessing a robust accomplishment attitude possess self-efficacy and confidence in surmounting challenges. They perceive challenges as avenues for development and education instead of insuperable obstacles. This optimistic outlook drives them onward, enabling them to endure despite obstacles. Kronenwett and Rigotti, 2019

Achievement thoughts is a mental state that reflects an individual's strong desire to attain something meaningful or valuable. It involves high motivation and deliberate efforts to reach a level of excellence or high achievement in a specific field or goal. The achievement mindset drives individuals to

face challenges and overcome obstacles that may arise on the path to success. (Krou, Fong & Hoff, 2021) The desire for achievement is an internal drive that motivates individuals to improve themselves, achieve goals, and pursue excellence continually. The achievement mindset also involves deliberate and systematic efforts, such as planning necessary actions, developing strategies, and taking appropriate steps to achieve desired outcomes. (Machmud & Sidharta, 2016)

Through achievement thoughts, individuals confront challenges and barriers with solid determination, overcome the possibility of failure, and persistently strive for success. (Afsar & Umrani, 2020) Achieving desired results requires perseverance, hard work, discipline, and a high level of focus.

The achievement thoughts also involve an orientation toward personal development and growth. Individuals with an achievement mindset view failure as an opportunity to learn and grow rather than a defeat that stops them. They have a strong **intrinsic motivation to improve their skills and knowledge** continuously and are not satisfied with current achievements. (Rybnicek, Bergner & Gutschelhofer, 2019)

Similarly, the analysis indicated a significant impact of Achievement thoughts on Employee performance. This suggests that Achievement thoughts significantly influenced Employee performance. On the other hand, achievement behaviors encompass the actions and strategies individuals employ to achieve their goals. These behaviors include setting clear and specific goals, developing effective plans, taking consistent action, and seeking feedback to improve performance.

Likewise, the analysis showed a significant impact of Achievement behaviors on Employee performance. This indicates that Achievement behaviors significantly influenced Employee performance. The relevance of individual achievement motivation within an organization cannot be overstated when accomplishing tasks more productively. Motivated individuals are driven to excel and push themselves to achieve their goals. They possess a strong desire to succeed **and are willing to put in the necessary effort and dedication to accomplish their tasks** effectively. (Hattie, Hodis & Kang, 2020)

Achievement behavior is a behavior pattern involving specific characteristics that drive individuals to attain high accomplishments. One key characteristic of achievement behavior is the ability to take calculated risks. (Urdan & Kaplan, 2020) Individuals exhibiting achievement behavior dare to face challenges and seize new opportunities while also being capable of conducting thorough risk analyses before taking action.

Furthermore, achievement behavior involves individuals' tendency to push their limits and surpass established boundaries. They possess a solid intrinsic drive to enhance performance and continually achieve more than they have previously. Dissatisfaction with current achievements propels them to strive and develop their maximum potential persistently.

Additionally, achievement behavior entails personal responsibility for both successes and failures. Individuals demonstrating achievement behavior understand that they have complete control and accountability for the outcomes they achieve. They do not seek scapegoats or external excuses in the face of failure; instead, they view it as an

opportunity for learning, growth, and future improvements. (Karlen, Suter, Hirt & Merki, 2019)

Achievement thoughts and achievement behaviors are two crucial elements that contribute to success. Achievement thoughts refer to individuals' mindsets and beliefs about their abilities and the pursuit of success. These thoughts shape their perception of challenges and setbacks, as well as their level of motivation and resilience.

Successful individuals are proactive in setting challenging yet attainable goals. They break down their goals into smaller, manageable steps, creating a roadmap to success. By taking consistent action toward their goals, they make progress and maintain momentum. Additionally, successful individuals actively seek feedback and learn from their experiences. They are open to constructive criticism and use it for improvement. This willingness to learn and adapt allows them to refine their strategies and enhance their performance continuously.

CONCLUSION

The study's results indicate that the correlations between Achievement thoughts and Achievement behaviors, Achievement thoughts and Employee performance, and Achievement behaviors and Employee performance are all statistically significant. Moreover, Achievement behaviors and Employee performance can be sufficiently elucidated by pertinent independent variables.

The achievement thoughts reflect a solid mental attitude focused on high achievement, self-development, and resilience in the face of

obstacles. It is a crucial factor in success in various life areas. Thus, achievement behavior reflects a solid mental attitude in making wise risk-taking decisions, a drive to attain higher accomplishments continuously, and personal accountability for outcomes. These are crucial characteristics for achieving success in various areas of life, including education, career, sports, and other fields. Achievement behavior motivates individuals to confront challenges with perseverance and determination, fostering ongoing personal growth.

This study was conducted in a specific context and with a potentially limited sample. Therefore, the findings may not be directly generalized to a broader population. It is important to conduct further research with a more representative sample to strengthen these findings.

This study may not have considered all factors that can influence Achievement thoughts, Achievement behaviors, and Employee performance. Factors such as organizational culture, work environment, and other external factors can also play a role in influencing individual and organizational performance. Therefore, further research is needed, considering a broader context, using more valid measurement instruments, and considering other factors that can affect individual and organizational performance.

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