
Exploring Achievement Motivation on Employee Competency: Study at Health Service Institutions in Bandung, Indonesia

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ABSTRACT

This study investigates the impact of achievement motivation on competence, specifically examining the dimensions of knowledge, skill, and ability among employees in a healthcare setting. The primary objective is to understand how achievement motivation influences these critical areas of competence. Utilizing a quantitative research method, the study surveyed 66 employees at a healthcare institution in Bandung to gather relevant data. The results reveal that achievement motivation significantly affects achievement behaviors, leading to substantial improvements in employees' knowledge, skills, and abilities. This connection demonstrates the vital role that motivational factors play in enhancing professional competencies within a workplace environment. The novelty of this research lies in its focus on the interplay between achievement motivation and competence in a healthcare context, an area where such relationships have been less explored. The implications of these findings are noteworthy; organizations should prioritize initiatives that foster achievement motivation among employees. By doing so, they can enhance overall professional competence, which not only benefits individual employees but also contributes to higher standards of service delivery in the healthcare sector. Ultimately, this research underscores the importance of motivation in driving workforce development and improving public service outcomes.

Keywords: Achievement Motivation, Employee Competency, Health Service Institutions

INTRODUCTION

Employee performance is multifaceted and consists of various elements such as work quality, output quantity, time management, and collaboration among coworkers. These components significantly influence the overall effectiveness of an organization. However, my observations of the healthcare institution in Bandung reveal that the current employee performance levels are lacking. This situation could stem from insufficient skills among employees and the absence of a robust performance evaluation system. Establishing such a system is crucial, as it can explicitly identify areas for improvement and motivate employees to enhance their competencies.

To effectively address performance issues, it is imperative to focus on building the capabilities of employees. A solid performance appraisal system not only incentivizes employees but also offers them clear pathways for personal and professional growth. Rita et al. (2018) underscore the importance of organizational commitment and leadership in influencing employee performance. When employees feel supported by leadership and understand their roles within the organization, they are more likely to be engaged and motivated. Moreover, a transparent evaluation system fosters a culture of accountability and encourages employees to strive for excellence in their tasks.

Furthermore, the role of management in shaping employee motivation cannot be underestimated. Templer (2018) discusses how individual characteristics, including political skills, play a role in job performance ratings. In the context of a healthcare environment, it is essential to create a culture that values both motivation and competence. Van der Kolk et al. (2019) highlight the impact of management control on employee motivation, particularly in the public sector. By implementing effective management practices that emphasize recognition and skills development, organizations can cultivate an environment where employees thrive. Ultimately, addressing the skill gaps and fostering motivation through a well-structured evaluation system will enhance employee performance, benefiting both individuals and the overall aims of the organization. Moreover, Sidharta and Lusyana (2014) provide a detailed analysis of the factors determining competency based on the Knowledge, Skill, and Ability (KSA) framework. Their research indicates that motivation significantly impacts each of these dimensions. Motivated employees are more inclined to enhance their knowledge through continuous learning, hone their skills through practice, and adjust their abilities to meet job demands.

Motivation plays a crucial role in enhancing individual competence, particularly in the areas of knowledge, skill, and ability, essential for completing tasks assigned by an organization. According to Rahman et al. (2024), a supportive physical work environment combined with adequate motivational factors significantly raises employee performance. When employees feel motivated, they are more likely to engage proactively with their work, fostering a deeper understanding of their roles and responsibilities. This heightened level of engagement directly contributes to the enhancement of their knowledge and skill sets, making them more competent in fulfilling organizational expectations. Furthermore, Ikhsan et al. (2024) emphasize that motivation interlinks closely with the work environment to influence employee performance.

In settings where motivation is prioritized, employees are encouraged to develop their abilities and enhance their competencies. Consequently, when individuals undergo training and have opportunities for skill development, they become better equipped to tackle the challenges that arise in their work. As they accomplish tasks more effectively, their confidence grows, further motivating them to seek out additional responsibilities and learning opportunities, thereby enhancing their overall competence. Moreover, Nuraisah et al. (2024) highlight the pivotal role of extrinsic motivation in developing skills within work environments. In a healthcare context in Bandung, employees who experience recognition and rewards tend to show significant improvement in their performance. Such extrinsic motivators not only encourage employees to perform better but foster a sense of responsibility towards their professional development. As employees work towards meeting organizational goals and receive validation for their efforts, they naturally enhance their knowledge, skill, and ability, forming a robust foundation for increased productivity and satisfaction in their roles. Through this lens, it becomes evident that motivation is integral to the progression of individual competence in the workplace.

The research revealed a compelling relationship between Achievement Thought and Achievement Behaviors, highlighting a significant influence. This connection suggests that when employees cultivate positive achievement-oriented thoughts, it enhances their behaviors related to success in their roles. As a result, this transformation in behaviors directly correlates with improvements in their Knowledge, Skill, and Ability, which are crucial for performance in any workplace.

To address this phenomenon, it becomes essential to explore the following question: How profoundly does Achievement Thought affect the Achievement Behaviors of employees? Furthermore, what are the ramifications of this relationship on their overall Knowledge, Skill, and Ability? By examining these aspects, we can delve deeper into the mechanisms that drive motivation and the ways in which it fosters professional growth. Organizations must consider how they can harness these insights effectively. Understanding the interplay between motivational thoughts and employee actions can guide leaders in creating an environment that promotes achievement-oriented thinking. This, in turn, can lead to a more engaged and competent workforce, capable of meeting organizational goals and exceeding expectations. Ultimately, the research underscores the importance of supporting employees in developing positive achievement thoughts as a pathway to enhancing their performance and capabilities.

METHOD

This study aims to investigate the impact of achievement motivation on employee competence, focusing specifically on knowledge, skill, and ability within a healthcare environment. To achieve this objective, researchers employed a quantitative research method. A survey was administered to a total of 66 employees working at a healthcare institution in Bandung, collecting essential data to analyze how achievement motivation influences various dimensions of competence. This approach ensures that the findings are statistically significant and applicable to the healthcare sector. The data analysis utilized a

partial least square (PLS) technique to explore the dimensions of competence effectively. This method allows for a nuanced examination of how achievement motivation correlates with the identified areas of knowledge, skill, and ability among employees. For measuring the research variables, the study references the work of Smith et al. (2020) concerning achievement motivation and the KSA framework based on Sidharta and Lusyana (2014), ensuring that the metrics employed are well-established and relevant for the context of the study.

Additionally, the study included rigorous validity and reliability testing, setting clear criteria with a Cronbach's Alpha (CA) value of 0.7 and an Average Variance Extracted (AVE) value of 0.5. These benchmarks confirm the consistency of the measurement scales used in the survey, ensuring that the data gathered accurately reflects the concepts being studied. Moreover, the testing of the model involved evaluating the Variance Inflation Factor (VIF) to ensure multicollinearity, maintaining a threshold of less than 4. The Heterotrait-Monotrait (HTMT) ratio was also analyzed, requiring a value of less than 0.9 to confirm discriminant validity. This thorough methodological framework provides a solid foundation for understanding the relationship between achievement motivation and competence in the healthcare workforce, facilitating insightful conclusions that can guide future organizational practices.

RESULTS AND DISCUSSION

The majority of respondents in this study are male, indicating a notable gender distribution within the sample population. Most of the respondents possess a bachelor's degree, signifying a relatively high level of educational attainment among employees in this healthcare setting. The presence of a few individuals with educational backgrounds below high school demonstrates the variability in educational qualifications; however, this group represents the smallest percentage of respondents, suggesting that most employees meet a minimum educational requirement to work in the healthcare industry. Furthermore, respondents predominantly belong to job classifications 3B and 3C, which reflect various roles and responsibilities within the healthcare organization. This distribution highlights that the sample includes individuals engaged in a range of operational tasks, essential for delivering quality patient care. By focusing on these specific groups, the study can yield valuable insights into the effects of achievement motivation on their competence, ensuring that the findings are relevant to the diverse roles present in the organization.

Table 1. Validity and Reliability Testing

	AT	BV	KN	SK	AB	CronAlp	CompRel	AVE	VIF
AT1	0.736					0.846	0.850	0.529	1.572
AT2	0.515								1.366
AT3	0.611								1.544

AT4	0.811								3.013
AT5	0.849								3.794
AT6	0.729								2.871
AT7	0.782								2.176
BV1		0.757				0.812	0.814	0.641	1.949
BV2		0.843							2.420
BV3		0.849							2.079
BV4		0.747							1.529
KN1			0.795			0.884	0.887	0.683	1.749
KN2			0.868						2.794
KN3			0.825						2.309
KN4			0.837						2.327
KN5			0.805						1.996
SK1				0.749		0.864	0.879	0.648	2.077
SK2				0.899					3.698
SK3				0.773					1.850
SK4				0.858					3.383
SK5				0.731					1.408
AB1					0.826	0.814	0.830	0.585	2.625
AB2					0.860				3.544
AB3					0.818				2.695
AB4					0.528				1.235
AB5					0.745				1.552

The validity and reliability of the respondents' data were thoroughly examined using several statistical measures. The outer loading values for the items ranged from 0.515 to 0.899, indicating that most items effectively reflect the underlying constructs they are intended to measure as see in table 1. Additionally, the Cronbach's Alpha (CA) values ranged from 0.812 to 0.884, demonstrating acceptable internal consistency among the items. Composite reliability scores also supported this conclusion, ranging from 0.814 to 0.887, further affirming the reliability of the constructs. Furthermore, the Variance Inflation Factor (VIF) values were assessed, ranging from 1.235 to 3.698, which suggests that

multicollinearity was not a concern in this study. Together, these results confirm that the data collected from the respondents is both valid and reliable for conducting the analysis.

Table 2. HTMT Matrix, R-square, and R-square adjusted

HTMT Matrix	AB	AT	BV	KN	SK
AB					
AT	0.595				
BV	0.804	0.893			
KN	0.826	0.433	0.565		
SK	0.894	0.598	0.819	0.850	
R-square	0.447		0.562	0.245	0.524
R-square adjusted	0.438		0.555	0.234	0.516

The reliability of the measurement instruments was assessed using the Heterotrait-Monotrait (HTMT) ratio and R-square values. As indicated in Table 2, the HTMT matrix values were consistently below 0.9, suggesting that there was adequate discriminant validity among the constructs measured in the study. Additionally, the R-square values ranged from 0.245 to 0.562, demonstrating a moderate level of explained variance in the dependent variables by the independent variables. The adjusted R-square values, which ranged from 0.234 to 0.555, also reflected the robustness of the model by accounting for the number of predictors used.

Table 3. The Results of The Data Analysis

	Path Value	STDEV	T stat	f-square	P values	Significancy
Achievement Thought -> Achievement Behaviours	0.750	0.054	13.950	1.284	0.000	Accept
Achievement Behaviours -> Ability	0.669	0.075	8.920	0.808	0.000	Accept
Achievement Behaviours -> Knowledge	0.495	0.096	5.148	0.325	0.000	Accept

Achievement Behaviours - > Skill	0.724	0.046	15.873	1.101	0.000	Accept
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In Table 3, the results of the data analysis reveal significant relationships among the variables studied. The path coefficient from Achievement Thought to Achievement Behaviours is 0.750, indicating a strong positive influence. This is followed by Achievement Behaviours impacting Ability with a coefficient of 0.669, demonstrating a notable effect as well. Additionally, the connection between Achievement Behaviours and Knowledge shows a coefficient of 0.495, suggesting a moderate impact, while the relationship between Achievement Behaviours and Skill is measured at 0.724, indicating a substantial link. All these paths are significant, reinforcing the importance of achievement behaviours in shaping various dimensions of competence in employees.

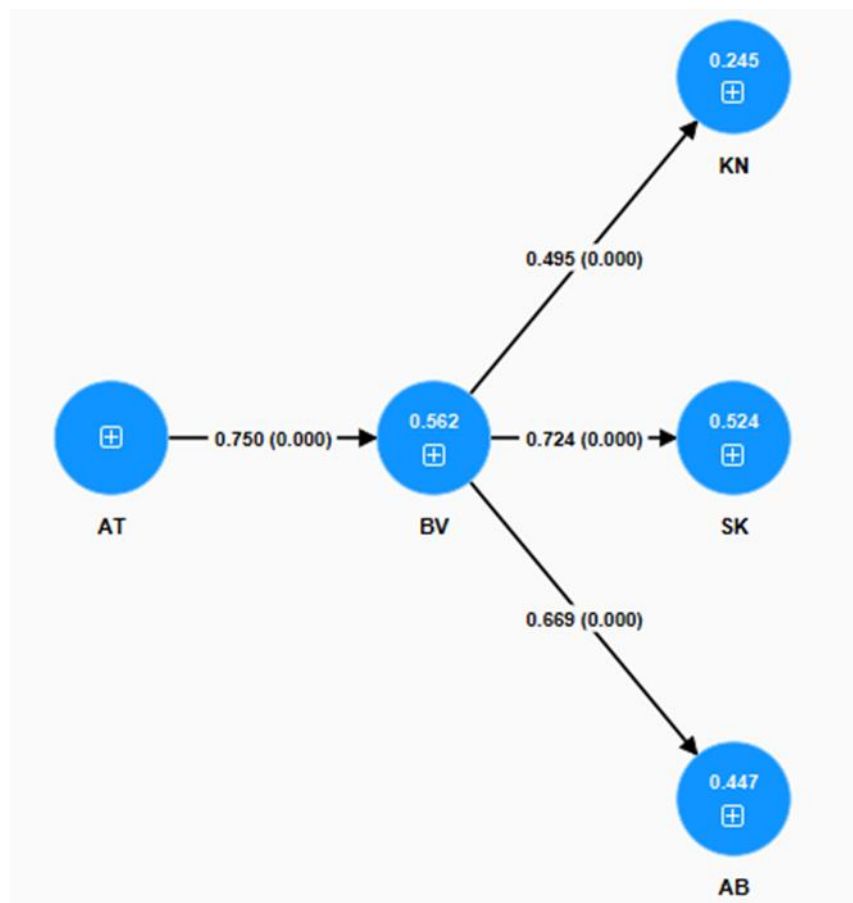


Figure 1. The path coefficient from Achievement Thought to Achievement Behaviours

Achievement motivation and competence play vital roles that significantly affect employee performance. In the realm of public service, which is central to this sector, understanding how these two factors interact is crucial. As Anderman (2020) points out,

achievement motivation not only pushes employees to complete their tasks effectively but also fosters a positive work atmosphere. When employees feel motivated, they are more likely to collaborate with colleagues and provide better service to the public.

Moreover, high competence among employees brings numerous benefits. Research by Pitafi et al. (2018) demonstrates that IT skills and teamwork can significantly influence employee performance. This means that when employees possess adequate skills and are willing to cooperate, their performance improves. Additionally, Chien et al. (2022) highlight the strong relationship between training needs, the willingness to participate, and job satisfaction, where achievement motivation acts as a bridge connecting these elements.

These two aspects, motivation and competence, complement each other. Employees who perform well not only enhance their own experiences but also improve the quality of service they provide to the community. In other words, when employees feel driven and competent, it leads to better public service and increased satisfaction among the public. Therefore, it is essential for organizations to focus on developing both aspects, as their impact will be evident in performance and the quality of services offered.

The impact of work motivation on employee competence is a crucial area of exploration in organizational settings. As identified in the research, motivation significantly enhances employees' ability to develop and exhibit their competencies effectively. Salman et al. (2020) underscore that competence encompasses knowledge, skills, and behaviors that are essential for fulfilling job requirements. When employees are motivated, they are more likely to engage actively in their tasks, leading to greater proficiency in their roles and an overall increase in competence. This relationship suggests that organizations aiming for improved performance should prioritize enhancing motivational factors among their workforce. Furthermore, Otoo (2019) highlights the mediating role of employee competencies in the relationship between human resource management practices and organizational performance. This indicates that effective HRM practices should not only focus on recruitment and training but also on fostering an environment that motivates employees. When employees perceive their workplace as supportive and rewarding, they become more competent in their responsibilities. This aligns with the notion that a motivated workforce translates directly into better organizational outcomes, as competent employees are more equipped to meet and exceed performance expectations.

According to Hersona and Sidharta (2017), leadership and motivational practices play crucial roles in shaping employee performance. When leaders actively motivate their teams and promote a positive work environment, employees are encouraged to develop their competencies. As motivation increases, employees tend to engage more actively in their tasks, leading to heightened competence in their respective functions. This finding suggests that organizations must prioritize strong motivational strategies, particularly through supportive leadership, to enhance overall employee performance. Sidharta (2024) expands on this concept by highlighting resilience as an essential competency that can positively affect employee contextual performance. Resilience allows employees to navigate challenges effectively, thereby improving their ability to adapt and perform under varying

circumstances. This adaptability ensures that motivated employees can leverage their skills and knowledge in diverse situations, ultimately translating to better job performance. The ability to maintain a high level of performance amid challenges underscores the importance of fostering motivation, as it directly influences the development of resilient competencies among employees.

Additionally, Mardanov (2021) emphasizes both intrinsic and extrinsic motivation in influencing various workplace factors, such as job satisfaction and employee retention. A motivated employee is not only more satisfied with their work but is also likely to remain committed to their organization, leading to long-term benefits for both parties.

Drawing from Gu et al. (2023), who discuss the significance of high-involvement human resource management practices in enhancing operational performance, this research highlights the vital connection between motivated employees and the overall effectiveness of health service institutions. When employees are driven by achievement motivation, they tend to exhibit greater resilience and adaptability, key traits necessary for navigating the complexities of the healthcare environment. Furthermore, the findings align with the insights from Capatina et al. (2024) on the benefits of innovative training strategies, such as gamification, to bolster knowledge retention and job performance. By leveraging achievement motivation, health organizations can implement training programs that are engaging and encourage employees to develop their competencies further, ultimately leading to improved patient outcomes and institutional performance. In addition, Pham et al. (2024) emphasize the importance of public service motivation and the fit between individuals and organizations in fostering innovative behaviors. The research in Bandung similarly highlights how achievement motivation can facilitate a deeper alignment between health service employees' personal goals and the institution's objectives, promoting a culture of continuous improvement and high performance. Resawati and Rinawati (2024) investigate the mediating role of achievement behaviors in linking motivation to employee performance. Their findings underscore that when employees engage in achievement-oriented behaviors, they can further enhance their performance, suggesting that health institutions should actively encourage such behaviors to maximize the benefits of employee motivation. Moreover, Van der Hauwaert et al. (2022) illustrate how performance measurement can affect motivation and performance. This research suggests that managers can enhance employees' motivation by recognizing and measuring achievements within health institutions, leading to improved competency and service delivery.

By creating a motivational environment, organizations can ensure that employees feel valued and engaged. This approach fosters a culture of competence, where individuals continuously improve their skills and abilities, ultimately benefiting the organization as a whole. As such, it is vital for organizations to implement effective motivation strategies that promote employee competence and contribute to organizational success.

CONCLUSION

In conclusion, the research findings clearly demonstrate that Achievement Thought has a significant impact on Achievement Behaviors, which subsequently leads to enhancements in employees' Knowledge, Skill, and Ability. This connection underscores the importance of fostering a positive achievement-oriented mindset within organizations, particularly in the healthcare sector. By nurturing these thoughts, organizations can encourage behaviors that contribute to improved performance and overall competence among employees.

Based on these findings, it is recommended that organizations implement strategies aimed at promoting Achievement Thought through training programs, workshops, and supportive management practices. Encouraging an environment that recognizes and rewards achievement-oriented behaviors can further strengthen this relationship. Additionally, organizations should consider regular assessments of employee motivation levels to identify areas for improvement and intervention, ensuring that they are providing adequate support for their staff's professional growth.

However, this study does have limitations. The research solely utilized a survey approach within a healthcare institution, potentially restricting the generalizability of the findings to other sectors or organizations. Future research should aim to include a more diverse range of industries and possibly employ mixed-methods approaches to gain a comprehensive understanding of the dynamics between Achievement Thought and employee performance. Additionally, exploring other variables that may influence this relationship, such as organizational culture or leadership styles, could offer valuable insights for enhancing employee development strategies.

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