

## THE EFFECT OF HUMAN RESOURCE QUALITY AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN WORK MOTIVATION MODERATION, IN BANK INDONESIA REPRESENTATIVE OFFICE PEMATANGSIANTAR

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### ARTICLE INFO

#### Article History

Submission : 08/05/2026

Received : 08/05/2026

Revised : 15/05/2026

Accepted : 18/05/2026

#### Keywords

Human Resource Quality,  
Organizational Culture,  
Work Motivation, Employee  
Performance

### ABSTRACT

This study focuses on assessing how the quality of human resources and organizational culture influence employee performance, with work motivation as a moderating factor, at the Bank Indonesia Representative Office located in Pematangsiantar. A quantitative methodology was used, and data were analyzed using Structural Equation Modeling (SEM) using SmartPLS 3.0. Employees were selected as part of the research sample through purposive sampling based on certain criteria. The analysis results indicate that both Human Resource Quality and Organizational Culture positively and significantly influence Employee Performance. Furthermore, Work Motivation was also found to positively and significantly influence Employee Performance. It has been shown that Work Motivation enhances the influence of Organizational Culture on Employee Performance, although it does not significantly moderate the relationship between Human Resource Quality and Employee Performance. These results highlight the importance of effective human resource management, fostering a positive organizational culture, and enhancing work motivation to improve employee performance at Bank Indonesia in Pematangsiantar.

### Introduction

With the rapid advancement of technology and digitalization, the Indonesian banking sector is undergoing significant changes, both in service delivery and internal management. Banks must provide fast and efficient service while ensuring customer trust through the professionalism and integrity of their staff. Therefore, improving employee performance is a key strategy for ensuring the success of banking activities. Achieving optimal employee performance requires continuous efforts to cultivate high-quality human resources and create an organizational culture that encourages productivity. The Bank Indonesia Representative Office in Pematangsiantar faces various challenges, such as the

need for excellent service, increasing work expectations, and competition among financial entities. This scenario forces management to focus not only on technical elements but also on the psychological and social dimensions of employees. Despite various human resource training and development initiatives, employee performance improvements are not always consistent, indicating that other factors influence work outcomes, one of which is work motivation. Motivation acts as an internal force that drives employees to exert more effort, maintain discipline, and assume responsibility. Motivated workers often demonstrate initiative, dedication, and consistent achievement of work goals. Despite this, many organizations still fail to optimally utilize work motivation in managing performance. At the Bank Indonesia Representative Office in Pematangsiantar, research exploring how work motivation can enhance the impact of human resource quality and organizational culture on employee performance is still limited. However, understanding this relationship is crucial for strategic decision-making, particularly when creating performance improvement programs centered on human capital and organizational principles. Therefore, this study is crucial for gaining a comprehensive understanding of the elements that influence employee performance and for creating HR management policies that prioritize competency, organizational culture, and work motivation. Initial observations indicate that some employees exhibit uneven performance, lack discipline, and are less willing to provide innovation or solutions. This is evident in delays in task completion, a lack of initiative, and decreased customer satisfaction. Furthermore, there is variation in work quality among employees, influenced not only by their education and experience but also by their attitudes and work ethics. Some highly skilled employees are not achieving optimal performance due to low work motivation. The organizational culture, which should guide shared values and behaviors, has not been fully implemented, resulting in values such as teamwork, effective communication, and accountability being sometimes neglected. This situation indicates that the current quality of human resources and organizational culture have not fully enhanced employee performance optimally. Therefore, a thorough investigation into the influence of these two factors and the role of work motivation as a moderating variable is crucial. This study aims to present an accurate picture of the reality on the ground and serve as a basis for designing a more focused performance improvement strategy at the Bank Indonesia Representative Office in Pematangsiantar.

### **Formulation of the problem**

Based on the background and phenomena that have been described, the problem formulation in this research is as follows:

1. Does the quality of human resources have a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar?
2. Does organizational culture have a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar?
3. Does motivation have a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar?
4. Does the quality of human resources have a positive and significant effect on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar?

5. Does organizational culture have a positive and significant influence on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar?

### **Research purposes**

This research aims to:

1. To test and analyze the influence of human resource quality on employee performance at the Bank Indonesia Representative Office in Pematangsiantar .
2. To test and analyze the influence of organizational culture on employee performance at the Bank Indonesia Representative Office in Pematangsiantar .
3. To test and analyze the influence of motivation on employee performance at the Bank Indonesia Representative Office in Pematangsiantar
4. To test and analyze the influence of human resource quality on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar.
5. To test and analyze the influence of organizational culture on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar.

### **Benefits of research**

#### **Theoretical Benefits**

1. This study helps to increase knowledge in human resource management and organizational behavior, with a focus on how the quality of human resources and organizational culture affect employee performance.
2. By including work motivation as a moderating factor, this study provides a new perspective on the elements that influence employee performance, particularly in banking organizations.
3. The results of this study can be a guide for future researchers who are interested in researching similar subjects.

#### **Practical Benefits**

1. From a practical perspective, the results of this study are expected to provide valuable suggestions and advice for the management of the Bank Indonesia Representative Office in Pematangsiantar to help improve employee performance.
2. This study can be used as a basis for creating more efficient strategies for human resource development, cultivating a beneficial organizational culture, and building focused and sustainable programs to increase work motivation.
3. Through this implementation, the organization is expected to be able to increase productivity, service standards, and achieve overall work goals.

### **Human Resources**

#### **Understanding Human Resources**

Human resources are individuals working within an organization who possess the competencies, work ethic, and loyalty necessary to support organizational goals (Kasmir, 2021). In the context of modern organizations, human resources are also viewed as

individual potential, encompassing thinking abilities, skills, and work attitudes. Therefore, they need to be managed strategically to maximize this potential (Wibowo, 2020).

### **Human Resources Indicators**

Human resource indicators include competence, work experience, work ethics and attitudes, creativity and innovation, and the ability to adapt to change (Wibowo, 2020).

### **Organizational culture**

Organizational culture refers to a set of shared meanings among members of an organization that distinguishes it from other organizations and acts as a framework for values and behaviors in the workplace (Robbins & Judge, 2017). This concept is also seen as the patterns of thinking and behavior that define a group when dealing with problems, which are evident in the symbols, communications, and everyday practices of the organization (Hatch & Cunliffe, 2018).

### **Organizational Culture Indicators**

The signs of organizational culture consist of elements such as a willingness to innovate and take risks, a focus on detail, an emphasis on results, concern for people, teamwork, assertiveness, and stability within the organization (Robbins & Judge, 2017).

### **Work motivation**

Work motivation is an internal driving force that drives individuals to strive to achieve goals in carrying out work tasks and responsibilities (Siagian, 2020). Motivation is also understood as an internal and external drive that influences an individual's mindset, attitudes, and behavior at work, influenced by needs, the work environment, rewards, and personal goals (Wibowo, 2022).

### **Work Motivation Indicators**

Work motivation indicators include internal drives, external factors, personal and organizational goals, and expectations of rewards and recognition (Siagian, 2020).

### **Employee Performance**

Employee performance is the result of work behavior that can be measured and observed individually or in groups and contributes to organizational success (Mathis & Jackson, 2019). Performance also reflects the work results achieved by employees based on the implementation of tasks and responsibilities, which are assessed in terms of quality, efficiency, and effectiveness (Dessler, 2020).

### **Employee Performance Indicators**

Employee performance indicators consist of work results, work attitude, discipline and attendance, precision and accuracy, and the ability to work in a team (Mathis & Jackson, 2019).

### Conceptual Framework

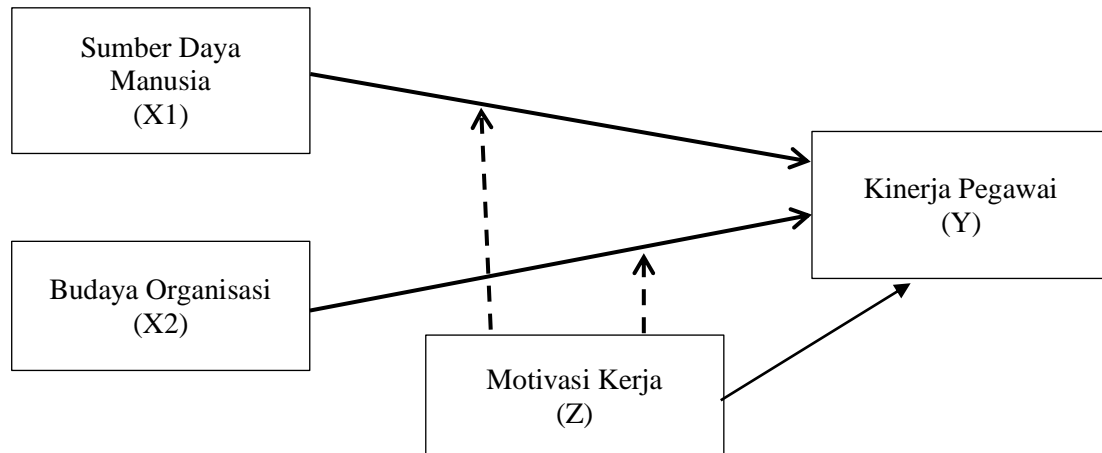


Figure 1 : Conceptual Framework

### Hypothesis

Based on this thinking, the hypothesis proposed in this study is as follows:

- H1 The quality of human resources has a positive and significant effect on employee performance at the Bank Indonesia Representative Office in Pematangsiantar.
- H2 Organizational culture has a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar.
- H3 Motivation has a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar.
- H4 The quality of human resources has a positive and significant effect on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar.
- H5 Organizational culture has a positive and significant influence on employee performance moderated by motivation at the Bank Indonesia Representative Office in Pematangsiantar.

### Method

#### Types of research

This research uses a quantitative methodology. Quantitative methodology is based on a positivist paradigm, which relies on measurable data expressed in numerical form, evaluated using statistical methods to examine relationships between variables and draw objective conclusions (Sugiyono, 2018).

#### Time and Place of Research

This research was conducted in July 2025 at the Bank Indonesia Representative Office, located at Jalan H. Adam Malik No. 1, Pematangsiantar.

#### Population

The population involved in this study included all 38 staff members of the Bank Indonesia Representative Office in Pematangsiantar. The population encompasses all subjects or objects with certain characteristics deemed relevant to the research, from which conclusions are drawn (Sugiyono, 2018).

### **Sample**

The sample for this study consisted of all 38 employees from the population, using a saturated sampling method. A sample refers to a subset or the entire population that exhibits certain characteristics and is used as a data source for the study (Sugiyono, 2018).

### **Data source**

This study uses primary data sources, which consist of information collected directly by the researcher from the subjects involved in the study. Primary data sources are understood as data provided directly to the researcher or data collector without the involvement of intermediaries (Sugiyono, 2018).

### **Data collection technique**

The data collection strategy used a questionnaire instrument administered to respondents in the research sample. A questionnaire is a technique for presenting a series of written questions to participants to gather responses regarding the variables being studied (Sugiyono, 2018).

### **Data Analysis Methods**

The analysis in this study combines statistical techniques using a variance-based structural equation approach known as Partial Least Squares (PLS), supported by SmartPLS 3.0 software. The PLS method can analyze relationships between latent variables that cannot be measured directly, because these variables are represented through observable indicators (Ghozali, 2016). PLS is advantageous because it does not require specific data distribution conditions and can be applied effectively to relatively small sample sizes. Its main purpose is to generate estimates of latent variables for predictive analysis (Ghozali, 2016).

### **Exterior Model**

The external model assesses how latent variables relate to their indicators by examining item reliability, construct reliability, or internal consistency, and Average Variance Extracted (AVE) as a means of determining convergent validity. Convergent validity indicates how closely related indicators are within a construct, while discriminant validity confirms that a construct is separate from others. Item reliability is evaluated using standardized factor loading values, where an indicator is considered valid if its loading exceeds 0.50. Construct reliability is further measured through composite reliability, which requires a minimum level of 0.70. AVE assesses the degree of variance in indicators explained by the latent variables, with optimal values above 0.50 indicating convergent validity.

Discriminant validity is measured using cross-loadings and by comparing the square root of the AVE with the correlations between constructs. A construct is validated if the square root of its AVE is greater than the correlations with other constructs, indicating that indicators in one construct provide a clearer explanation of the variable than indicators in the other construct.

### **Internal Model**

Structural model evaluation (internal model) is conducted to examine the relationships between latent variables defined by the research hypotheses. The assessment process consists of several phases. The initial phase is to determine the significance of the relationship between variables through the path coefficient value, which reflects the strength of the influence of the independent variable on the dependent variable. Path coefficients with a  $\beta$  value above 0.20 are considered to significantly influence the model. The next phase involves hypothesis testing using the t-statistic obtained from the bootstrapping method with a two-tailed test at a 5% significance level. The hypothesis is accepted if the t-statistic exceeds the t-table value for that significance level. The final phase is to evaluate the R-squared ( $R^2$ ) value as an indicator of how well the model explains variability in the dependent variable. An  $R^2$  value of around 0.75 indicates strong explanatory power, around 0.50 indicates moderate explanatory power, while a value below 0.25 indicates weak explanatory power.

### **Results and Discussion**

Measurement model analysis (the outer model) focuses on assessing how latent variables relate to their indicators (manifest variables). This evaluation aims to determine how effectively the indicators represent the latent variables by meeting the requirements of convergent validity, discriminant validity, and construct reliability.

### **Convergent Validity**

Convergent validity is assessed through the loading factor value of each indicator. The minimum acceptable loading factor is 0.70. If the value is greater than 0.70, the indicator is considered valid in explaining the variable it represents. Furthermore, the Average Variance Extracted (AVE) value serves as a measure of convergent validity, which requires a minimum value of 0.50. When the AVE value exceeds 0.50, it indicates that the latent variable is able to explain more than 50% of the indicator's variance, thus meeting validity standards. Therefore, indicators with loading factors exceeding 0.70 and AVE values above 0.50 are considered appropriate and valid for characterizing the research variables. The diagram below illustrates the structural model and the relationships between variables in this study:



**Figure 1. Outer Model**

Source : Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there are equations and the equation consists of two equations.

$$Y = b_1X_1 + b_2Z + b_3X_1Z + e_1$$

$$Y = 0.577 + 0.246 - 0.152 + e_1$$

$$Y = b_2X_2 + b_3Z + b_4X_2Z + e_2$$

$$Y = 0.191 + 0.246 - 0.189 + e_2$$

**Table 1. Outer Loadings**

	Organizational Culture (X2)	Moderation Effect 1	Moderation Effect 2	Employee Performance (Y)	Work Motivation (Z)	Human Resources (X1)
Organizational Culture (X2) * Work Motivation (Z)			1,017			
Human Resources (X1) * Work Motivation (Z)		1,021				
X1.1						0.955
X1.2						0.924
X1.3						0.920
X1.4						0.942
X1.5						0.925
X2.1	0.959					
X2.2	0.952					
X2.3	0.964					
X2.4	0.934					
X2.5	0.936					
X2.6	0.952					
Y.1				0.960		
Y.2				0.933		
Y.3				0.943		
Y.4				0.948		
Y.5				0.947		
Z.1					0.956	
Z.2					0.979	
Z.3					0.987	

Source : Smart PLS 3.3.3

Table 1 presents the findings from the outer loading assessment for each variable indicator in the research model. All indicators showed factor loading values exceeding 0.90, indicating that each indicator effectively represents the construct being measured and meets the requirements of convergent validity. For the Human Resources variable (X1), the outer loading ranged from 0.920 to 0.955. On the other hand, the Organizational Culture variable (X2) showed values between 0.934 and 0.964. The Employee Performance variable (Y) ranged from 0.933 to 0.960, while the Work Motivation variable (Z) varied from 0.956 to 0.987. In addition, the outer loading figures for the moderating variables showed very strong results, specifically 1.021 for the X1Z interaction and 1.017 for the X2Z interaction. This indicates that the work motivation variable plays a significant role in enhancing the relationship between human resources and organizational culture related to

employee performance. These results lead to the conclusion that all indicators used meet the feasibility standards and can be maintained for further model evaluation.

### Discriminant Validity

The next phase involves discriminant validity testing, which aims to confirm that indicators within a construct exhibit a stronger correlation with their own construct than with other constructs. Discriminant validity is evaluated by analyzing cross-loading values between variables. The findings from the cross-loading test indicate that each indicator has a greater value in its respective construct compared to the others, thus meeting the criteria for discriminant validity. The table below displays the results of the discriminant validity assessment:

**Table 2. Discriminant Validity**

	Organizational Culture (X2)	Moderation Effect 1	Moderation Effect 2	Employee Performance (Y)	Work Motivation (Z)	Human Resources (X1)
Organizational Culture (X2) * Work Motivation (Z)	-0.403	0.964	<b>1,000</b>	-0.382	-0.426	-0.414
Human Resources (X1) * Work Motivation (Z)	-0.412	<b>1,000</b>	0.964	-0.420	-0.438	-0.446
X1.1	0.925	-0.484	-0.467	0.936	0.940	<b>0.955</b>
X1.2	0.893	-0.442	-0.390	0.920	0.911	<b>0.924</b>
X1.3	0.883	-0.255	-0.220	0.929	0.903	<b>0.920</b>
X1.4	0.899	-0.486	-0.464	0.920	0.880	<b>0.942</b>
X1.5	0.933	-0.414	-0.391	0.913	0.841	<b>0.925</b>
X2.1	<b>0.959</b>	-0.407	-0.400	0.906	0.880	0.907
X2.2	<b>0.952</b>	-0.300	-0.288	0.941	0.918	0.927
X2.3	<b>0.964</b>	-0.490	-0.474	0.960	0.943	0.953
X2.4	<b>0.934</b>	-0.408	-0.418	0.880	0.851	0.895
X2.5	<b>0.936</b>	-0.411	-0.416	0.908	0.871	0.915
X2.6	<b>0.952</b>	-0.332	-0.304	0.936	0.905	0.934
Y.1	0.938	-0.522	-0.502	<b>0.960</b>	0.952	0.955
Y.2	0.903	-0.482	-0.419	<b>0.933</b>	0.881	0.924
Y.3	0.878	-0.314	-0.277	<b>0.943</b>	0.906	0.926
Y.4	0.923	-0.375	-0.339	<b>0.948</b>	0.917	0.939
Y.5	0.952	-0.293	-0.269	<b>0.947</b>	0.907	0.937
Z.1	0.875	-0.403	-0.396	0.884	<b>0.956</b>	0.878
Z.2	0.929	-0.461	-0.454	0.960	<b>0.979</b>	0.959
Z.3	0.949	-0.414	-0.395	0.971	<b>0.987</b>	0.962

Source : Smart PLS 3.3.3

Table 2 displays the findings from the discriminant validity evaluation through inter-construct correlation analysis. The results indicate that the correlation coefficient for each indicator with its respective construct is greater than the correlation between that indicator and the other constructs. This indicates that each variable in the framework can be identified distinctly from the others. Consequently, the discriminant validity criterion is met. Furthermore, the high correlation coefficient for the main construct and lower correlations for the other constructs indicate that the indicators effectively represent the concepts being assessed, with no overlap between variables. Therefore, all constructs are considered valid and suitable for the subsequent phase of the structural model analysis.

### Composite Reliability

Composite reliability assessment is conducted to evaluate the consistency of each construct in the research model. A construct is considered reliable if the composite reliability score exceeds 0.70, while a score below 0.60 indicates that the construct lacks adequate reliability. The table below shows the Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values for each variable, which serve as the basis for evaluating the construct's reliability and validity.

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Organizational Culture (X2)</b>	<b>0.978</b>	<b>0.982</b>	<b>0.902</b>
<b>Moderation Effect 1</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Moderation Effect 2</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Employee Performance (Y)</b>	<b>0.971</b>	<b>0.977</b>	<b>0.896</b>
<b>Work Motivation (Z)</b>	<b>0.973</b>	<b>0.982</b>	<b>0.949</b>
<b>Human Resources (X1)</b>	<b>0.963</b>	<b>0.971</b>	<b>0.871</b>

Source : Smart PLS 3.3.3

Table 3 shows that each element in the research framework meets adequate reliability and validity standards. This is indicated by Cronbach's Alpha and Composite Reliability values higher than 0.70, indicating a high level of internal consistency for each variable measurement tool. Furthermore, the Average Variance Extracted (AVE) values are all greater than 0.50, leading to the conclusion that each element can effectively explain the variance in its indicators. Constructs Moderation Effect 1 and Moderation Effect 2 even show a perfect level of reliability (1.000), while other constructs, including Organizational Culture (X2), Human Resources (X1), Employee Performance (Y), and Work Motivation (Z), also show very strong results in validity and reliability. Therefore, this research tool is suitable for further examination in the future phase.

### Inner Model Analysis

The assessment of the structural model (internal model) aims to identify how well the model describes the relationships between the latent variables being studied. At this stage, testing is conducted to evaluate the overall quality of the research model using various assessment indicators, one of which is the Coefficient of Determination ( $R^2$ ).

### Coefficient of Determination ( $R^2$ )

Based on the results of data analysis using SmartPLS 3.0 software, the R Square value for the dependent variable is listed below:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Employee Performance (Y)</b>	0.987	0.985

Source : Smart PLS 3.3.3

Table 4 illustrates that the  $R^2$  value for the Employee Performance (Y) element is 0.987, with an adjusted  $R^2$  value of 0.985. This indicates that 98.7% of the change in Employee Performance can be explained by the variables Organizational Culture (X2), Human Resources (X1), Work Motivation (Z), and the moderating effects identified in the research model. In contrast, the remaining 1.3% is influenced by external variables not included in the model. This high  $R^2$  value indicates that the structural model has a very strong capacity to predict the Employee Performance (Y) variable and is suitable for the next phase of hypothesis testing.

### Hypothesis Testing

After evaluating the internal model, the next phase is to investigate how the variables relate to each other through hypothesis testing. This testing is conducted by examining the T-statistics and P-values for each direct and moderating pathway. The criteria for accepting hypotheses in this study are listed below:

**Table 5. Hypothesis and Moderation Effect**

	Original Sample (O)	T Statistics ( O/STDEV I)	P Values	Results
<b>Organizational Culture (X2) -&gt; Employee Performance (Y)</b>	0.208	2,134	<b>0.033</b>	<b>Accepted</b>
<b>Moderation Effect 1 -&gt; Employee Performance (Y)</b>	-0.186	1,882	<b>0.060</b>	<b>Rejected</b>
<b>Moderation Effect 2 -&gt; Employee Performance (Y)</b>	0.216	2,401	<b>0.017</b>	<b>Accepted</b>
<b>Work Motivation (Z) -&gt; Employee Performance (Y)</b>	0.219	2,117	<b>0.035</b>	<b>Accepted</b>
<b>Human Resources (X1) -&gt; Employee Performance (Y)</b>	0.583	3,315	<b>0.001</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3

#### 1. The Influence of Organizational Culture (X2) on Employee Performance (Y)

The findings indicate that Organizational Culture has a positive effect on Employee Performance, as evidenced by a T-statistic of 2.134 and a p-value of 0.033 ( $<0.05$ ). Thus,

the hypothesis is accepted, indicating that a stronger organizational culture correlates with increased employee performance.

#### 2. The Influence of Moderation Effect 1 on Employee Performance (Y)

The assessment for Moderation Effect 1 yielded a T-statistic of 1.882 and a p-value of 0.060 ( $>0.05$ ), leading to the rejection of the hypothesis. This indicates that the first moderating variable does not significantly affect Employee Performance.

#### 3. The Influence of Moderation Effect 2 on Employee Performance (Y)

The analysis results show that Moderation Effect 2 significantly affects Employee Performance, with a T statistic of 2.401 and a p-value of 0.017 ( $<0.05$ ). Therefore, the hypothesis is accepted, indicating that the second moderating factor improves the relationship resulting in better Employee Performance.

#### 4. Impact of Work Motivation (Z) on Employee Performance (Y)

The Work Motivation variable has been proven to significantly and positively influence Employee Performance, as indicated by the T statistic of 2.117 and the p value of 0.035. The hypothesis is accepted, which reveals that increased work motivation among employees leads to increased performance.

#### 5. Impact of Human Resources (X1) on Employee Performance (Y)

Human Resources significantly influence Employee Performance, with a T statistic of 3.315 and a p-value of 0.001 ( $<0.05$ ). The hypothesis is accepted, indicating that the quality of human resources is crucial for improving employee performance.

### Conclusion

The conclusions of this study are as follows:

1. Organizational culture has a positive and significant impact on employee performance. The better the organizational culture, the higher employee performance.
2. Moderation Effect 1 does not have a significant effect, so it is unable to moderate the relationship with Employee Performance.
3. Moderation Effect 2 has a significant influence and is able to strengthen the relationship in improving Employee Performance.
4. Work motivation significantly influences employee performance. The higher an employee's motivation, the better their performance.
5. Human resources significantly influence employee performance. The higher the quality of human resources, the higher their performance.

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