

IMPROVING EMPLOYEE PERFORMANCE THROUGH ACHIEVEMENT MOTIVATION AND ORGANIZATIONAL LEARNING WITH THE MEDIATION ROLE OF INNOVATIVE WORK BEHAVIOR

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ABSTRACT

The government organizations must strive to improve employee performance by optimizing the potential of each employee. Therefore, the current study aims to analyze the effect of achievement motivation and organizational learning on employee performance with the mediating role of innovative work behavior. The sample size was taken from 93 employees of Pemalang District Village, Pemalang Regency, Central Java, Indonesia. The collected data were tested using Partial Least Square. The finding revealed achievement motivation and organizational learning have a positive effect on employee performance. Furthermore, the results prove that innovative work behavior can mediate the relationship of achievement motivation and organizational learning on employee performance. The importance of these results contribute to supporting human resource management theories.

Keywords: achievement motivation; organizational learning; innovative work behavior; employee performance

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INTRODUCTION

Government employees need performance-enhancing factors to carry out their responsibilities and achieve the organization's vision, mission, and goals (Indarwati et al., 2022). This has the consequence that government organizations must strive to improve employee performance, because optimal employee performance can occur if an organization succeeds in optimizing the potential of each employee. However, work tasks that are not comparable to human resources (HR) can cause fatigue, decreased productivity, and the risk of administrative errors. Effective and efficient solutions must be implemented to address the imbalance and ensure the sustainability of optimal employee performance (Chasanah et al., 2022).

There are many factors that can influence employee performance, including achievement motivation (Fitriano et al., 2023, Alzam & Hermina, 2024), and organizational learning (Isa & Muafi, 2022, Nimran et al., 2024)). Achievement motivation is a motive to overcome obstacles or try to carry out existing work as quickly and as well as possible (Junianto et al., 2023). Achievement motivation is the goal of individuals to succeed in competition with high standards and is believed to create effective performance (Damanik, 2020, Wibowo, 2024). The better the implementation of learning in an organization will improve employee performance (Srimulatsih, 2021, Jia et al., 2024).

Several studies have confirmed the influence of achievement motivation and organizational learning in improving employee performance. The studies by Maslihatiddiniyah & Rachmawati (2020), Muslim et al., (2021), Athiah (2022), Fitriano et al., (2023), and Mertayasa & Wijaya (2023) proved that achievement motivation has a positive and significant effect on employee performance. Research conducted by Hendarawan et al., (2020), Marzuki et al., (2020), Wiyana & Sriathi (2021), and Isa & Muafi (2022) proved that organizational learning has a positive and significant effect on employee performance. However, the opposite results in studies by Butar et al., (2020) and Jumiyati et al., (2022) prove that achievement motivation has no significant effect on employee performance. Studies by Astuti & Al-Fansury (2020) and Purwati et al., (2023) proved that organizational learning is not significant on employee performance.

Based on the research gap, this study contributes by developing novelty about the role of innovative behavior. Innovative work behavior is an individual's ability to create new ideas and perspectives, which are transformed into innovations (Buch et al., 2019; Fitriano et al., 2023). The results of Isa & Muafi (2022) suggest that innovative work behavior can mediate the influence of organizational learning on employee performance. Therefore, this study tested it with employee objects in Pemalang District, Pemalang Regency, Central Java. The organization's vision and mission have been adjusted to global best practice standards, and prioritize the organizational values of clean, competitive, confident, customer-focused, commercial, and capable. However, the survey results show that employee performance achievements tend to be below the set targets, and there is a downward trend in performance achievements from year to year in several programs.

The study aimed to determine the effect of organizational learning, and achievement motivation with the mediating role of innovative work behavior on employee performance. The study theoretically contributes to the development of literature in the field of organizational behavior. Furthermore, managerial implication is a consideration for employees in developing themselves.

LITERATURE REVIEW

Achievement Motivation

Achievement motivation is a desire, passion, or tendency to do something difficult as quickly and as well as possible (Purwanto et al., 2019; Syaifullah & Aini, 2021). Achievement motivation can be interpreted as an action that becomes a personal characteristic of a person that develops from interaction with the environment (Syaifullah & Aini, 2021). Achievement motivation is an individual's drive to do something optimally by using all their abilities to be superior to other individuals so that the individual achieves success (Robbins & Judge, 2018). Achievement motivation is a drive within a person to continue to do or carry out an activity or task as well as possible to achieve an achievement with a commendable predicate (Mangkunegara, 2019). Achievement motivation drive an individual to do something as well as possible to achieve success (Susanto, 2018).

Organizational Learning

Organizational learning is an effort to obtain information, distribute and share learning (Sharif et al., 2020), an effort to continuously learn to increase its capacity to change (Marsyaf et al., 2023; Nurwitono & Silvianita, 2023; Siregar & Harahap, 2023). This is a learning process to change or modify mental models or ways of thinking, rules, processes and knowledge (Basten & Haamann, 2018; Günbayi & Sorm, 2019; Astuti & Al-Fansury, 2020). This behavior describes the process of learning activities together with sharing thoughts and

actions that are influenced and based on the climate within the organization (Srimulatsih, 2021).

Innovative Work Behavior

Innovative work behavior is a person's effort to utilize thinking, imagination, various stimulants, and individuals around him in producing new products, both for himself and his environment (Anjaningrum & Sidi, 2018; Jong & Hartog, 2010; Woods et al., 2018; Ismanu & Kusmintarti, 2019). This behavior is the creation of business models, management techniques, strategies and organizational structures outside of those that already exist (Nazpi et al., 2023). Innovative work behavior refers to the ability to create an original idea, use the results of work as a potential idea and apply new ideas into work practices (Birdi et al., 2016; Wess & Farr, 2013). Innovative behavior as the creation of business models, management techniques, strategies and organizational structures outside of existing ones (McGuirk et al., 2015; Woods et al., 2018; Buch et al., 2019). The fundamental quality of an employee's innovation is how someone can find out problems in the learning process, generate ideas with creativity, then seek legitimate support and recognition, then apply them to work practices (Putri et al., 2021).

Employee Performance

Performance is defined as a person's success in carrying out work which includes the quality and quantity of output and reliability in working (Muis et al., 2018; Siahaan & Bahri, 2019; Hasibuan, 2019). Performance is an achievement of a process that refers to and is measured over a certain period and is based on provisions and agreements that have been determined (Edison et al., 2018). According to Government Regulation Number 30 of 2019, civil servant performance is the work results achieved by each civil servant in an organization or unit following the work behavior. Employee performance is the achievement or work performance of an employee related to the tasks assigned to him (Marwansyah, 2019).

The Effect of Achievement Motivation on Employee Performance

Achievement motivation can be shown as a desire, passion, or tendency to do something difficult as quickly and as well as possible (Purwanto et al., 2019). Achievement motivation is an internal drive that drives someone to achieve extraordinary achievements in their work. In the context of employee performance, achievement motivation is an important factor that influences how well an employee performs their duties. Employees who have achievement motivation tend to focus on the desired results. They will work hard, innovate, and be responsible for their work to achieve optimal results. Employees who are motivated to achieve tend to be consistent in their efforts to achieve goals. They can maintain high performance even in challenging situations.

The results of Maslihatiddiniyah & Rachmawati (2020) stated that the existence of higher achievement motivation from an employee can make a positive contribution to improving employee performance. The results of a study by Muslim et al., (2021) stated that the higher achievement motivation possessed by employees can have a positive impact on improving employee performance. The results of Athiah (2022) stated that high achievement motivation from an employee will have a positive effect on improving employee performance. This is reinforced by the results of Fitriano et al., (2023), and Mertayasa and Wijaya (2023) which stated that the higher the achievement motivation, the more positive the effect on employee performance. Based on this description, the hypothesis proposed is:

H1: Achievement motivation has a significant positive effect on employee performance.

The Effect of Organizational Learning on Employee Performance

Organizational learning is a process of joint learning activities by sharing thoughts and actions that are influenced and based on the climate within the organization (Srimulatsih, 2021). Organizational learning refers to the process by which an organization actively and continuously improves its ability to learn, adapt, and innovate. Organizational learning will enable employees to continue to develop individually. They can acquire new skills, create innovative solutions, and respond better to job demands. Organizational learning can be done through training and development programs, which can improve employee skills, knowledge, and abilities. This allows them to become more competent in their jobs and improve employee performance.

The research by Hendarawan et al., (2020) suggest that better organizational learning in an organization will have a positive impact on improving employee performance. The results of Marzuki et al., (2020) stated that the higher the level of organizational learning carried out in an agency, the more positive the impact on improving employee performance. The next, study by Wiyana and Sriathi (2021) stated that the higher the organizational learning carried out, the more positive the influence on employee performance. This is reinforced by Isa & Muafi (2022) which stated that organizational learning has a positive effect on employee performance. Based on this description, the hypothesis proposed is:

H2: Organizational learning has a significant positive effect on employee performance.

The Effect of Achievement Motivation on Innovative Work Behavior

Achievement motivation is a force that can be a driving factor for employees to achieve the highest achievement. Achievement motivation can be interpreted as an action that becomes a personal characteristic of a person that develops from interaction with the environment (Syaifullah & Aini, 2021). The relationship between achievement motivation and innovative work behavior is very close. Achievement motivation encourages people to seek new and different approaches to completing tasks. This drive encourages employees to think creatively and explore new ideas in their work. Employees are more likely to find new ways to solve complex problems, generate new ideas, and implement innovation in their work.

Employees who have achievement motivation tend to see challenges as opportunities for development and not as obstacles. Employees will be more motivated to find new and innovative solutions in dealing with work problems or challenges. The study by Muslim et al., (2021) stated that the existence of achievement motivation in employees will provide a positive contribution in increasing the innovative work behavior of employees. The results of Fitriano et al., (2023) stated that the higher the employee's achievement motivation, the more positive the influence on increasing innovative work behavior. Based on this description, the hypothesis proposed is:

H3: Achievement motivation has a significant positive effect on innovative work behavior.

The Effect of Organizational Learning on Innovative Work Behavior

Organizational learning is a learning process within an organization where organizations change or modify their mental models or ways of thinking, rules, processes, and knowledge to improve performance (Basten & Haamann, 2018). Strong organizational learning creates a culture that supports innovation. When organizations encourage employees to continue learning, experimenting, and sharing knowledge, it opens the door to new ideas and changes in work behavior. Organizational learning helps employees improve their knowledge, skills, and understanding in various fields. Employees who continue to learn and develop have a stronger foundation for generating innovative ideas.

Effective organizational learning can be the foundation for the development of innovative work behavior in the organization. By facilitating continuous learning and adopting change, organizations provide important support for the creation of innovative ideas in the work environment. The research by Isa & Muafi (2022) suggest that increasingly effective organizational learning in an agency can make a positive contribution to increasing innovative work behavior. The results of Widasti & Mursid (2022) stated that organizational learning can have a positive effect on innovative work behavior. Based on the description, the hypothesis proposed is:

H4: Organizational learning has a significant positive effect on innovative work behavior.

The Effect of Innovative Work Behavior on Employee Performance

Employee innovative work behavior refers to an individual's ability to create new ideas and perspectives, which are transformed into innovations (Buch et al., 2019). Employees who have innovative work behavior tend to find new solutions, more efficient work processes, or better techniques to complete tasks. This can increase overall productivity. Innovative work behavior encourages collaboration among coworkers to generate new ideas. When employees feel encouraged to contribute with creative ideas, it enhances a collaborative work atmosphere and stimulates shared creativity. Innovative work behavior stimulates the development of individual competencies. Employees who innovate continue to learn, hone skills, and gain new knowledge, which ultimately contributes to improved employee performance.

The study by Muslim et al., (2021) stated that the higher the innovative work behavior possessed by an employee at work, the more positive the impact on improving the performance produced by the employee. The results of Isa & Muafi (2022) also stated that the higher the innovative work behavior produced by employees, the more positive the impact on improving employee performance. The study by Fitriano et al., (2023) stated that innovative work behavior has a positive effect on improving employee performance. Based on this description, the hypothesis proposed is:

H5: Innovative work behavior has a positive and significant effect on employee performance.

Mediation Role of Innovative Work Behavior on the Effect of Achievement Motivation toward Employee Performance

Achievement motivation drives individuals to achieve high goals. When employees feel intrinsically or extrinsically motivated, the urge to stand out and achieve high performance becomes strong. This can encourage employees to come up with new ideas, create creative solutions, and innovate in carrying out assigned tasks. When employees explore new ideas and apply them in their work, they can improve efficiency, productivity, and quality of work results. Innovation can also open up new opportunities and increase competitiveness, which in turn affects overall performance. Innovative work behavior is a link between achievement motivation and employee performance. When employees are motivated to achieve, this drive encourages them to innovate in their work. This innovation then leads to increased performance, so that innovative behavior becomes a link or mediator that converts motivation into real performance.

This means that innovative work behavior acts as an intermediary that connects achievement motivation with employee performance, forming a cycle in which motivation triggers innovation, and innovation, in turn, improves overall performance. The study by Muslim et al., (2021) stated that with the existence of innovative work behavior, an employee will be able to mediate the influence of achievement motivation on employee performance. Another study by Fitriano et al., (2023) also stated that innovative work behavior can be an

intermediary or mediate the influence of achievement motivation on employee performance. Based on this description, the hypothesis proposed is:

H6: Innovative work behavior can mediate the influence of achievement motivation on employee performance.

The Mediating Role of Innovative Work Behavior on the Effect of Organizational Learning on Employee Performance

Organizational learning emphasizes improving employee knowledge, skills, and capabilities. When organizations create an environment that encourages learning and development, employees can gain new insights, creative ideas, and knowledge that can trigger innovation. Through the organizational learning process, employees can develop the ability to think critically, adapt to change, and explore new approaches. This encourages the emergence of innovative ideas and the discovery of creative solutions to overcome challenges or problems faced in the work environment. Innovation that emerges from organizational learning can make a major contribution to the overall performance of the organization. Positive changes in work behavior, more efficient solutions, and creativity that are implemented lead to improved performance and achievement of organizational goals.

This shows that innovative work behavior is an intermediary that connects organizational learning with employee performance, forming a cycle in which learning drives innovation, and innovation, in turn, improves overall performance. This is supported by the results of Isa & Muafi (2022) which states that the existence of an employee's innovative work behavior can mediate the effect of organizational learning on employee performance. Based on the description, the hypothesis proposed is:

H7: Innovative work behavior can mediate the influence of organizational learning on employee performance.

The study examines the interplay between achievement motivation, organizational learning, innovative work behavior, and employee performance. It investigates seven hypotheses, highlights the crucial role of innovative work behavior as a mediating factor, emphasizing how both individual motivation and an organizational learning culture indirectly boost performance through fostering innovation. The mediation role model of innovative work behavior in this research framework can be illustrated in Figure 1.

RESEARCH METHODS

Sample

The population in this study was 93 employees of Pernalang District Village, Pernalang Regency, Central Java, Indonesia. The sample size in was taken as a census with involving all employees becoming respondents. This is because the population size was not more than 100 people.

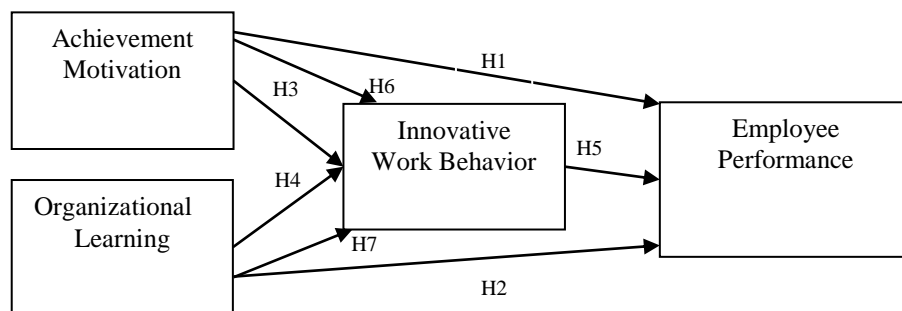


Figure 1. Research Framework

Measure

Four constructs were used to build the research model. The measurement of the achievement motivation construct was developed based on the study of Maslihatiddiniyah & Rachmawati (2020) with items such as enjoying personal tasks and responsibilities, enjoying feedback on tasks performed, considering the risks of choosing tasks, being creative at work, and the desire to be the best. Next, organizational learning was measured based on a previous study by Widasti & Mursid (2022), with items such as commitment to learning, shared vision, open-mindedness, and sharing knowledge in the organization. Furthermore, innovative work behavior was operationalized with items from the study of Nham et al., (2020) including innovative work, enjoying trying new ideas, having a strong desire to find new ideas, looking for new ideas in work, often improvising new ways, and wanting to learn new things in the organization. Finally, the employee performance construct was adopted from the study of Afandi (2018), with measurement items being the quality of work results, quantity of work results, punctuality, cooperation, work initiative, and employee discipline. The questionnaire contains closed questions, with measurements using a 5 (five) Likert Scale with the options Strongly Agree = 5, Agree = 4, Disagree = 3, Disagree = 2, and Strongly Disagree = 1.

Data analysis

The collected data were tested using Partial Least Square (PLS) analysis with two evaluations, namely the measurement model or outer model to test validity and reliability, and the structural model or inner model to test causality. Convergent validity measures the magnitude of the correlation between constructs and latent variables, while discriminant validity evaluates the reflexive cross-loading of indicators on other latent variables. Composite reliability is carried out using Cronbach's alpha and composite reliability. R-squared (R²), f-squared, and Q-square tests are carried out to measure how well the observation values are produced by the model and its parameter estimates (Ghozali, 2021). Finally, the path coefficient and indirect effects are used to evaluate direct and indirect influences through the bootstrap process with the SmartPLS version 4.

RESULT AND DISCUSSION

Result

Table 1 shows that from 93 employees, most of them are male (58.1%). Other findings show the respondent's are dominant over 50 years old (53.8%), the education is high school (48.4%), and the most work experience is between 11 to 20 years (48.4%). This finding indicates that workability and skills are important factors in improving performance.

Inferential statistics in this study include validity, reliability, goodness of fit tests, path coefficients, hypothesis testing, and mediation tests. The first evaluation namely measurement testing. The results of the outer model obtained from the data processing using SmartPLS are described in Figure 2. Other result in The Table 2 explains that the loading factor value of each indicator is greater than 0.70 so it is said to be valid. The results of the convergent validity test in Table 3 show that the Average Variant Extracted (AVE) values are greater than 0.5, so it is concluded that the measurer of each variable is stated to be valid. Further testing of discriminant validity by looking at the cross-loading value in Table 4 show it has a greater cross-loading value compared to other construct, so it is concluded that it is adequate. Finally, Table 5 explains the reliability test results in which Cronbach's alpha and composite reliability values for each variable are greater than 0.70 so that the measurement can be stated as reliable.

Table 1. Identity Respondents Study

Characteristics	Information	Frequency	Percentage
Sex	Man	54	58.1
	Woman	39	41.9
Age	21 – 25 years	1	1.1
	26 – 30 years	6	6.5
	31 – 35 years	4	4.3
	36 – 40 years	3	3.2
	41 – 45 years	10	10.8
	46 – 50 years	19	20.4
Education	> 50 years	50	53.8
	High School	45	48.4
	Diploma	3	3.2
	Bachelor	39	41.9
Work Experience	Postgraduate	6	6.5
	01 – 10 years	12	12.9
Experience	11 – 20 years	45	48.4
	21 – 30 years	20	21.5
	> 30 years	16	17.2

The second evaluation namely structural model or inner model testing. The R-Square value in Table 6 shows that the first model is 0.638 and the second model is 0.505. The coefficient of the R-Square means that the model is in the moderate category. The f-square test in Table 7 show values of 0.100, 0.077, 0.190, 0.181, and 0.226. Thus, the influence of achievement motivation, organizational learning, and innovative work behavior on the influence of employee performance is in the moderate category. Finally, the Q-Square value of the first model is 0.373, and the second model is 0.278 (Table 8), indicating that the model has good predictive relevance.

Table 9 shows the output of the Bootstrapping analysis results. The t-statistic value of the influence of achievement motivation on employee performance is $2.312 > 1.96$, and the P-values are $0.019 < 0.05$. It can be concluded that H1 is accepted, that achievement motivation has a positive effect on employee performance. The results of the next hypothesis test show a t-statistic of $2.491 > 1.96$, and P-values $0.013 < 0.05$, so that H2 which states that organizational learning has a positive effect on employee performance can be accepted. The H3 test obtained a t-statistic value of $3.779 > 1.96$, and a p-value $0.000 < 0.05$, which means that achievement motivation has a positive effect on innovative work behavior. The results of the statistical calculation for the H4 test obtained a t-statistic value of $3.702 > 1.96$, and a p-value of $0.000 < 0.05$ so H4 is accepted, meaning organizational learning has a positive effect on innovative work behavior. Finally, the H5 test shows a t-statistic value of $4.171 > 1.96$, and P-values of $0.000 < 0.05$, which means that H5 is accepted, that innovative work behavior has a positive effect on employee performance.

The mediation test was conducted using the Bootstrapping method with the results as shown in Table 10. The t-statistics value of the mediation test of the influence of achievement motivation variables on employee performance through innovative work behavior was obtained at $2.725 > 1.96$, with p-values of $0.007 < 0.05$. These results can be concluded that H6 is accepted, that innovative work behavior can mediate the influence of achievement motivation on employee performance. Furthermore, the mediation test of the influence of

organizational learning variables on employee performance through innovative work behavior obtained a t-statistic of $2.656 > 1.96$ with p-values of $0.008 < 0.05$. These results indicate that H7 is proven, that innovative work behavior can mediate the influence of organizational learning on employee performance.

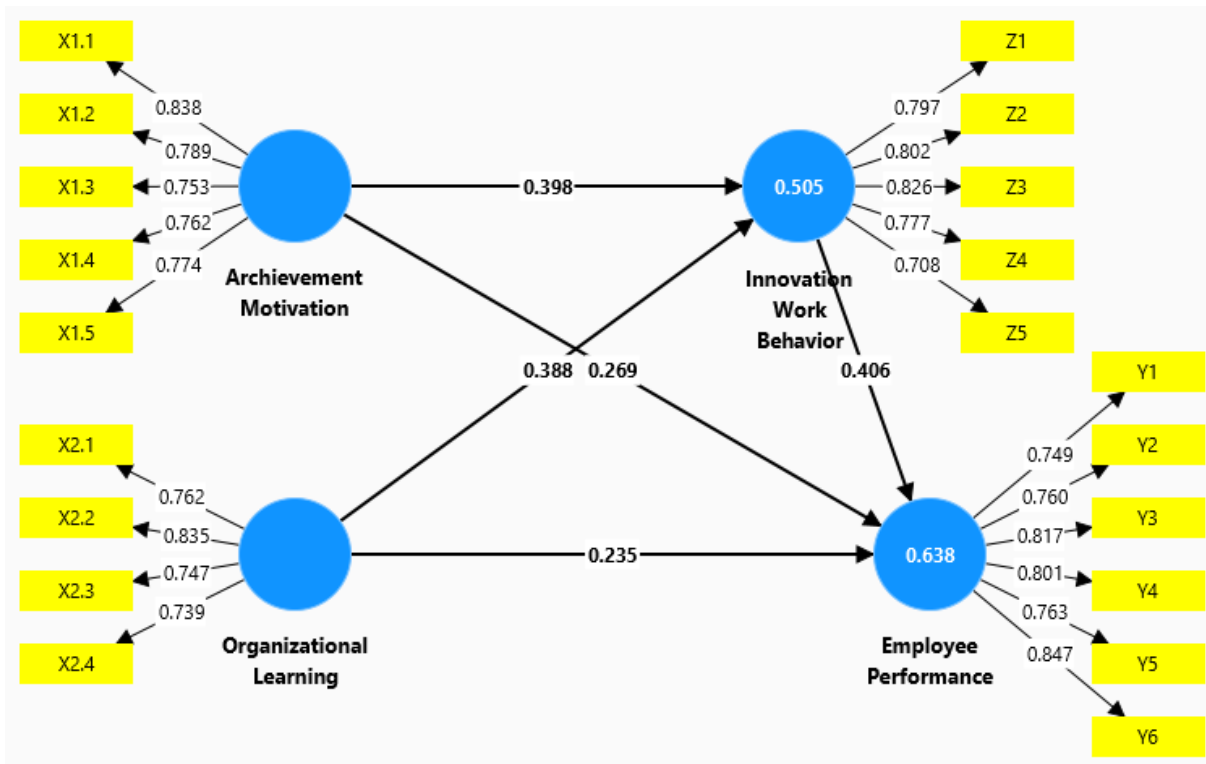


Figure 2. Outer Model Result

Table 2. Results *Outer Loading* Calculation

Items	Achievement Motivation	Organization Learning	Innovative Work Behavior	Employee Performance
X1.1	0.838			
X1.2	0.789			
X1.3	0.753			
X1.4	0.762			
X1.5	0.774			
X2.1		0.762		
X2.2		0.835		
X2.3		0.747		
X2.4		0.739		
Z.1			0.797	
Z.2			0.802	
Z.3			0.826	
Z.4			0.777	
Z.5			0.708	
Y.1				0.749
Y.2				0.760
Y.3				0.817
Y.4				0.801
Y.5				0.763
Y.6				0.847

Table 3. Average Variant Extracted Results

Variables	AVE
Achievement Motivation	0.614
Organization Learning	0.596
Innovative Work Behavior	0.613
Employee Performance	0.625

Table 4. Cross Loading Results

Items	Achievement Motivation	Organization Learning	Innovative Work Behavior	Employee Performance
X1.1	0.838	0.560	0.536	0.541
X1.2	0.789	0.512	0.576	0.548
X1.3	0.753	0.372	0.451	0.539
X1.4	0.762	0.484	0.508	0.485
X1.5	0.774	0.560	0.444	0.555
X2.1	0.463	0.762	0.460	0.469
X2.2	0.437	0.835	0.476	0.548
X2.3	0.509	0.747	0.478	0.471
X2.4	0.548	0.739	0.552	0.558
Z.1	0.495	0.561	0.797	0.579
Z.2	0.572	0.500	0.802	0.614
Z.3	0.493	0.535	0.826	0.609
Z.4	0.488	0.538	0.777	0.522
Z.5	0.473	0.363	0.708	0.532
Y.1	0.433	0.433	0.585	0.749
Y.2	0.579	0.591	0.518	0.760
Y.3	0.558	0.510	0.623	0.817
Y.4	0.562	0.595	0.574	0.801
Y.5	0.567	0.543	0.600	0.763
Y.6	0.514	0.477	0.561	0.847

Table 5. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability
Achievement Motivation	0.843	0.888
Organization Learning	0.773	0.855
Innovative Work Behavior	0.841	0.888
Employee Performance	0.879	0.909

Table 6. R-Square Results

Variables	R Square	R Square Adjusted
Employee Performance	0.638	0.625
Innovative Work Behavior	0.505	0.494

Table 7. F-Square Results

Variable	Performance Employee	Innovative Work Behavior
Achievement Motivation	0.100	0.190
Organization Learning	0.077	0.181
Innovative Work Behavior	0.226	

Table 8. Q-Square Results

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Achievement Motivation	465,000	465,000	
Organization Learning	372,000	372,000	
Employee Performance	558,000	349,716	0.373
Innovative Work Behavior	465,000	335,746	0.278

Table 9. Path Coefficient Results

The Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Achievement Motivation -> Employee Performance	0.269	0.264	0.117	2.312	0.019
Organization Learning -> Employee Performance	0.235	0.234	0.095	2.491	0.013
Achievement Motivation -> Innovative Work Behavior	0.398	0.393	0.105	3.779	0,000
Organization Learning -> Innovative Work Behavior	0.388	0.398	0.105	3.702	0,000
Innovative Work Behavior -> Employee Performance	0.406	0.408	0.097	4.171	0,000

Table 10. Mediation Test Results

The Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Achievement Motivation -> Innovative Work Behavior -> Employee Performance	0.162	0.160	0.059	2.725	0.007
Organization Learning -> Innovative Work Behavior -> Employee Performance	0.158	0.163	0.059	2.656	0.008

Discussion

The first result shows that achievement motivation has a positive effect on employee performance. This shows that to improve employee performance, management or leaders can focus on efforts to improve achievement motivation so that these results emphasize the importance of achievement motivation as a factor that plays a role in improving employee performance. These results also indicate that human resource management needs to pay special attention to the motivational aspect, either through policies, programs, or appropriate managerial approaches. Therefore, the agency needs to develop an HR development program that focuses on increasing achievement motivation, considering that when employees have high achievement motivation, they tend to work harder, set challenging goals, and strive to achieve high standards in their work. These results have supported the research results of Maslihatiddiniyah & Rachmawati (2020), Muslim et al., (2021), Athiah (2022), Fitriano et al., (2023), Mertayasa & Wijaya (2023), and Alzam & Hermina (2024) which state that motivation has a positive effect on employee work.

The next finding explains that organizational learning has a positive effect on employee performance. Effective organizational learning will enable employees of Pernalang District Village to develop new skills, increase knowledge, and improve work processes, which will ultimately contribute to improving employee performance because agencies that continuously learn and adapt to change will be superior in achieving goals. Therefore, the leadership of the agency must always support continuous learning so that they are better prepared to adapt to

changes in the environment, policies, and technology so that they have an impact on improving the performance of Pemalang District Village. These results have supported the research results of Hendarawan et al., (2020), Marzuki et al., (2020), Wiyana & Sriathi (2021), and Isa & Muafi (2022) which state that organizational learning has a positive effect on employee performance.

Further findings reveal that achievement motivation has a positive effect on innovative work behavior. These results indicate that employees who have high achievement motivation tend to be more creative and innovative in their work. Pemalang District Village employees look for new ways to complete tasks and dare to try new approaches that can increase productivity and efficiency. High achievement motivation among employees can create healthy competition, where each individual tries to give their best and produce innovative ideas that are beneficial to the organization. Therefore, leaders and management of agencies need to increase employee work motivation that can increase their innovative behavior at work. These results have supported the results of research by Muslim et al., (2021), Fitriano et al., (2023), Wibowo, 2024, and Jia et al. (2024) which stated that employee motivation will have a positive effect on innovative work behavior.

The results of the study explain that organizational learning has a positive effect on innovative work behavior. Significant research results indicate that the existence of a learning program in the organization will be an important factor for employees in the Village of Pemalang Regency in increasing innovative work behavior in the workplace. Effective organizational learning increases innovative work behavior in employees of the Village of Pemalang Regency. Organizational learning creates an environment that supports and encourages innovation in the work environment of the Village of Pemalang Regency. When employees continue to learn and develop, they are more likely to try new approaches and contribute innovative ideas, and through organizational learning, employees gain new skills and knowledge that can be used to develop innovative work behavior. These results have supported the research results of Isa & Muafi (2022) and Widasti & Mursid (2022) which state that organizational learning has a positive effect on innovative work behavior.

The latest findings prove that innovative work behavior has a positive effect on employee performance. These results indicate that innovative work behavior possessed by employees in the Pemalang District Village environment can play an important role in improving the resulting performance. This indicates that innovative work behavior can increase employee productivity, by finding new ways to complete tasks and improving work processes, employees can work more efficiently and produce higher output or performance. In the public service sector, employee innovative behavior can improve the quality of service to the public. New ideas to improve services, speed up administrative processes, and solve problems more creatively can have a positive impact on public satisfaction. Therefore, leaders or management need to support innovative work behavior so that employee performance continues to increase. These results have supported the research results of Muslim et al., (2021), Isa & Muafi (2022), and Fitriano et al., (2023) which state that innovative work behavior has a positive effect on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

The study aimed to examine the role of factors that can improve employee performance in the Village of Pemalang Regency. The findings explain that achievement motivation and organizational learning factors have a positive effect on innovative work behavior and

employee performance. Furthermore, the combination of achievement motivation, organizational learning, and innovative work behavior has been proven to improve employee performance. The next conclusion reveals that innovative work behavior can mediate the influence of achievement motivation and organizational learning on employee performance.

Theoretical Implications

In theoretical implications, the results contribute to supporting motivational theories such as McClelland's Needs Theory, which states that the need for achievement drives individuals to achieve higher standards. These results are in line with research by Maslihatiddiniyah & Rachmawati (2020), Muslim et al., (2021), Athiah (2022), Fitriano et al., (2023), and Mertayasa & Wijaya (2023) which state that achievement motivation has a positive effect on employee performance. Furthermore, these results support the organizational learning theory (Peter Senge) that organizations that systematically learn and develop their capabilities will see an increase in employee performance. The results of the study are in line with the results of research by Hendarawan et al., (2020), Marzuki et al., (2020), Wiyana & Sriathi (2021), and Isa & Muafi (2022) which state that organizational learning has a positive effect on employee performance. Furthermore, the research results strengthen the research results of Muslim et al., (2021) and Fitriano et al., (2023) which state that employee achievement motivation will have a positive effect on innovative work behavior. Furthermore, these findings support the research results of Isa & Muafi (2022) and Widasti & Mursid (2022) which state that organizational learning has a positive effect on innovative work behavior. Finally, these results support the research of Muslim et al., (2021), Isa & Muafi (2022), and Fitriano et al., (2023) which state that innovative work behavior has a positive effect on employee performance.

Managerial Implications

Based on the conclusions, management must be able to maintain the achievement motivation of its employees, as well as increase employee achievement motivation. Management must also maintain organizational learning that is carried out, especially related to openness to new ideas or concepts. Finally, management must be able to maintain the willingness of employees to have a strong desire to find new ideas considering that it gets the lowest index value compared to other indicators. For example, it can be done by creating a work environment that supports creativity and innovation by encouraging open discussions, holding regular brainstorming sessions or creative workshops where employees are encouraged to create new ideas and share them with colleagues, providing time and space for idea exploration, encouraging active participation from employees in the innovation process.

Limitation and Futher Research

The study that has been obtained shows several limitations that need to be considered, including in the process of collecting data through questionnaires, respondents were not allowed to provide further arguments or justifications related to opinions on each statement submitted, because open questions were not given for each statement submitted so that it would be biased. Based on the limitations of the research results, it is expected that further research will consider adding open questions to each statement in the questionnaire. This is expected to produce a more in-depth and detailed response compared to the closed questions used, and will not provide biased results or will provide clearer results regarding the answers submitted. In addition, it is recommended to consider adding factors of information technology utilization, and organizational support so that it can predict employee performance and innovative work behavior better and more accurately.

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