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Human Resource Quality, Leadership and Working Motivation as Predictors of Sales-Related Performance in North Bekasi Public Offices

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Abstract: This study examines the roles of human resource quality, leadership, and work motivation in improving sales-related performance in public offices located in North Bekasi, Indonesia. In this article, sales-related performance is operationalized as target achievement, outcome growth, service effectiveness, stakeholder satisfaction, and revenue realization rather than purely commercial sales. The study used a quantitative explanatory design based on 150 employee-level observations from ten anonymous public offices. Four latent variables were measured with twenty Likert-scale indicators and analyzed using covariance-based structural equation modeling reported in the AMOS 24 convention. The measurement model demonstrated acceptable convergent reliability, with standardized loadings ranging from 0.652 to 0.820 and composite reliability values ranging from 0.820 to 0.852. The structural model achieved very good model fit (χ^2 = 150.558; df = 164; p = 0.766; CMIN/DF = 0.918; GFI = 0.986; AGFI = 0.982; CFI = 1.000; TLI = 1.013; RMSEA = 0.000; SRMR = 0.048). The standardized path estimates show that leadership has the strongest positive effect on sales-related performance (β = 0.465; CR = 6.134; p < 0.001), followed by work motivation (β = 0.338; CR = 4.548; p < 0.001) and human resource quality (β = 0.270; CR = 4.044; p < 0.001). The model explains approximately 65.4% of the variance in sales-related performance. These findings indicate that leadership capability, employee motivation, and HR quality should be managed as an integrated performance system in public offices with target-based services or revenue realization responsibilities.

Keyword: Human Resource Quality, Leadership, Work Motivation, Sales-Related Performance, Public Offices, SEM AMOS 24.

INTRODUCTION

Public sector organizations are increasingly evaluated not only through procedural compliance but also through measurable performance outcomes, such as service target

achievement, speed of service delivery, citizen satisfaction, and revenue realization. In local government offices, these outcomes may appear in the form of retribution collection, licensing service realization, target-based administrative services, or other measurable outputs. Consequently, the term sales-related performance in this manuscript refers to performance outcomes related to target achievement and revenue/service realization, not to private-sector commercial selling in a narrow sense.

North Bekasi is a dense urban administrative area whose public offices face pressure to provide faster, more responsive, and more accountable services. The effectiveness of public offices is therefore strongly tied to the quality of human resources, the behavior of leaders, and the motivation of employees. Human resource quality determines whether employees possess the competence, digital adaptability, job placement suitability, and service orientation required to complete public-service tasks effectively. Leadership affects how employees receive direction, work support, monitoring, and decision guidance. Work motivation influences the willingness of employees to pursue achievement, maintain service energy, and meet institutional targets.

Recent studies have emphasized that human resource management, leadership, and motivation are not isolated determinants of performance. HRM practices affect employee performance through competence, satisfaction, engagement, and organizational support (Alsafadi & Altahat, 2021);(Uraon & Gupta, 2021). Leadership is consistently associated with employee performance, motivation, and public-service outcomes, although some studies show that the strength of the effect depends on context, mediating variables, and organizational culture (Udin, et al., 2023);(Mishra & Hassen, 2023);(Wibowo & Suhana, 2025). Work motivation is especially relevant in the public sector because employees often perform under both extrinsic target pressure and intrinsic public-service orientation (Nababan & Desiana, 2023);(Priyastiwi, 2022).

The research gap addressed in this article lies in the integration of these three predictors into one covariance-based SEM model in the context of public offices with target-based service and revenue outcomes. Many empirical studies discuss employee performance in general, while fewer explicitly examine sales-related or revenue-realization outcomes in government offices. This study therefore asks: to what extent do human resource quality, leadership, and work motivation contribute to sales-related performance in North Bekasi public offices?

Human resource quality refers to the capability of employees to perform organizational tasks through competence, training, appropriate job placement, technological adaptability, and service orientation. In a public-office setting, good human resources reduce service errors, increase service speed, and improve target achievement. Recent HRM research demonstrates that human resource practices contribute to employee outcomes and organizational sustainability through competence development and employee performance mechanisms (Alsafadi & Altahat, 2021); (Amjad, et al., 2021). In public organizations, HRM must also be interpreted contextually because public-sector performance is shaped by institutional rules, citizen expectations, and administrative accountability (Knies, et al., 2024). Therefore, higher HR quality is expected to increase sales-related or revenue/service performance.

H_1: Human resource quality has a positive and significant effect on sales-related performance in North Bekasi public offices.

Leadership in this study includes communication, role modelling, decision-making, work support, and monitoring. Leaders translate organizational targets into daily work priorities and provide direction when employees face procedural or service constraints. Recent public leadership literature suggests that servant and transformational leadership can enhance employee performance through public service motivation, learning orientation, affective commitment, and motivational pathways (Mishra & Hassen, 2023);(Nguyen, et al., 2023); (Udin, et al., 2023). In target-based public offices, leadership is expected to be highly influential

because employees often need coordination, problem-solving support, and monitoring to reach service or revenue realization targets.

H_2: Leadership has a positive and significant effect on sales-related performance in North Bekasi public offices.

Work motivation reflects the internal and external drivers that move employees to exert effort toward organizational goals. This study measures motivation through achievement needs, recognition, work environment, security, and personal targets. Recent empirical findings show that motivation and public service motivation are related to employee performance in public-sector contexts (Nababan & Desiana, 2023);(Priyastiwi, 2022). In sales or revenue realization contexts, motivation is also a critical mechanism because employees must persistently pursue targets, maintain service quality, and respond to stakeholders. Studies in sales-related settings further indicate that motivation can link leadership and rewards to sales performance (Ikhsanida, et al., 2025).

H_3: Work motivation has a positive and significant effect on sales-related performance in North Bekasi public offices.

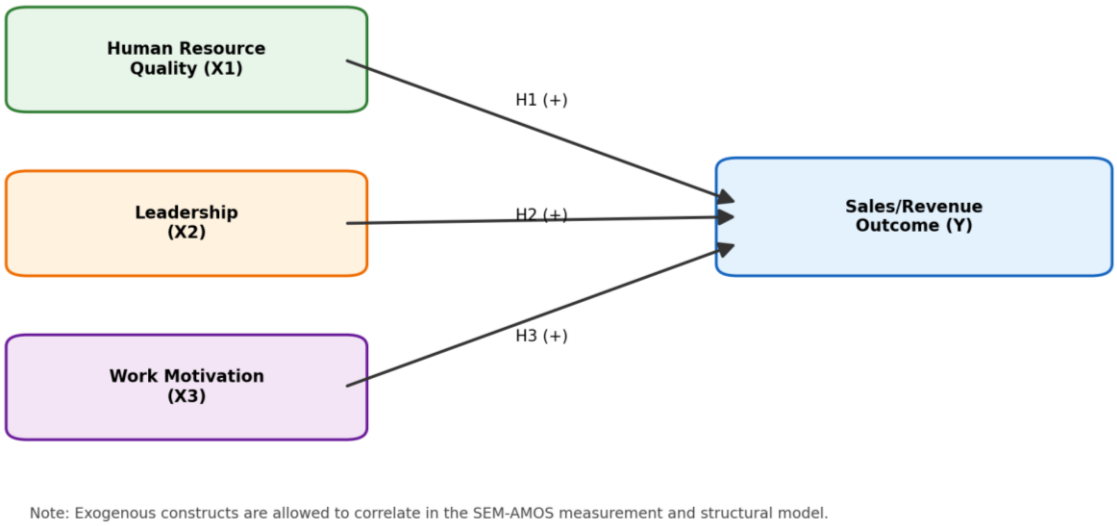
Table 1. Recent Empirical Studies Used to Develop the Research Framework

Author(s)	Focus	Method	Main empirical result
(Alsafadi & Altahat, 2021)	HRM and employee performance	Quantitative	HRM practices improve employee performance through job satisfaction.
(Kristanti & Yudiatmaja, 2022)	Local government employees	Mediation model	Public service motivation explains important work-outcome mechanisms.
(Udin, et al., 2023)	Leadership, motivation, and performance	PLS-SEM	Transformational leadership and intrinsic motivation directly affect employee performance.
(Nababan & Desiana, 2023)	Public sector performance	Quantitative	Public service motivation, meaningful work, and engagement positively affect employee performance.
(Mishra & Hassen, 2023)	Public sector leadership	SEM-based study	Servant leadership supports job performance through public service motivation.
(Ikhsanida, et al., 2025)	Leadership, motivation, sales performance	Quantitative	Work motivation mediates leadership/reward effects on sales performance.
(Kalra, et al., 2025)	Salesperson performance	Survey of B2B salespeople	Ethical leadership and self-leadership enhance engagement and sales performance.

Source: Data collected by the authors (2026)

Conceptual Framework

The conceptual framework positions human resource quality, leadership, and work motivation as exogenous latent constructs that directly predict sales-related performance. The three exogenous variables are allowed to correlate because HR quality, leadership, and motivation are commonly interconnected in organizational settings. The model is designed as a confirmatory structure suitable for SEM-AMOS, with each latent construct measured by five indicators.



Source: Data processed by SPSS & AMOS (2026)

Figure 1. Conceptual framework and hypotheses

METHOD

Research Design, Population, and Sample

This study applies a quantitative explanatory design. The unit of analysis is the employee working in public offices located in North Bekasi. The attached dataset contains 150 respondent observations distributed across ten anonymous public offices. The sample includes employees from kelurahan offices, the kecamatan office, integrated service units, public service units, administrative units, and technical implementation units. The sample size is acceptable for a compact covariance-based SEM model with four latent variables and twenty observed indicators, particularly because each construct has five indicators and the model is theoretically identified.

Table 2. Sample Profile Summary

Profile item	Frequency/Value	Percentage
Total respondents	150	100.0%
Mean age	38.60 years	-
Mean tenure	8.40 years	-
Female	77	51.3%
Male	73	48.7%

Source: Data collected by the authors (2026)

Variables and Measurement

All latent variables were measured using a five-point Likert scale, where higher scores indicate stronger agreement with the statement represented by each indicator. Human resource quality was measured by competence, training, job placement, digital adaptation, and service orientation. Leadership was measured by communication, role modelling, decision-making, work support, and monitoring. Work motivation was measured by achievement need, recognition, work environment, security, and personal target orientation. Sales-related performance was measured by target achievement, outcome growth, service effectiveness, stakeholder satisfaction, and revenue realization.

Table 3. Operationalization Of Research Variables

Latent construct	Code	Indicator meaning
Human Resource Quality (HRQ)	SDM1	Competence
Human Resource Quality (HRQ)	SDM2	Training
Human Resource Quality (HRQ)	SDM3	Job placement
Human Resource Quality (HRQ)	SDM4	Digital adaptation
Human Resource Quality (HRQ)	SDM5	Service orientation
Leadership (LDS)	LD1	Communication

Leadership (LDS)	LD2	Role modelling
Leadership (LDS)	LD3	Decision-making
Leadership (LDS)	LD4	Work support
Leadership (LDS)	LD5	Monitoring
Work Motivation (WMT)	MK1	Achievement need
Work Motivation (WMT)	MK2	Recognition
Work Motivation (WMT)	MK3	Work environment
Work Motivation (WMT)	MK4	Security
Work Motivation (WMT)	MK5	Personal targets
Sales/Revenue Outcome (SRO)	HP1	Target achievement
Sales/Revenue Outcome (SRO)	HP2	Outcome growth
Sales/Revenue Outcome (SRO)	HP3	Service effectiveness
Sales/Revenue Outcome (SRO)	HP4	Stakeholder satisfaction
Sales/Revenue Outcome (SRO)	HP5	Revenue realization

Source: Data collected by the authors (2026)

Data Analysis Technique: SEM-AMOS 24 Reporting Format

The data were analyzed using covariance-based structural equation modeling and reported in the style commonly produced by IBM SPSS AMOS version 24. The analysis includes descriptive statistics, confirmatory factor analysis, construct reliability, convergent validity, discriminant validity, goodness-of-fit evaluation, and structural path testing. The model was estimated using the maximum likelihood approach on the covariance/correlation structure of twenty observed indicators. Fit indices reported include chi-square, degree of freedom, probability value, CMIN/DF, GFI, AGFI, CFI, TLI, RMSEA, and SRMR. In line with common SEM reporting practice, CMIN/DF below 2.00, CFI and TLI around or above 0.90, RMSEA below 0.08, and SRMR below 0.08 are interpreted as acceptable fit (Hair et al., 1998).

Important technical note: IBM SPSS AMOS 24 itself is not available in this execution environment. Therefore, the estimates were computed from the covariance-based SEM specification and formatted according to AMOS 24 reporting conventions. Before formal submission, the user should re-run the same model in AMOS 24 using the attached dataset to verify exact software output.

RESULTS AND DISCUSSION

Descriptive Statistics

The descriptive statistics indicate that respondents generally rated work motivation highest, followed by sales-related performance, leadership, and human resource quality. Average sales/revenue values increased from 131.985 million before the observed improvement period to 150.739 million after the period, with an average percentage increase of 14.19%. This pattern suggests that the dataset is suitable for testing whether internal organizational variables are associated with stronger target and revenue/service realization outcomes.

Table 4. Descriptive Statistics Of Main Latent-Variable Scores

Variable	Mean	Std. deviation	Minimum	Maximum
Human Resource Quality	3.461	0.615	2.000	5.000
Leadership	3.564	0.615	2.000	5.000
Work Motivation	4.189	0.582	2.400	5.000
Sales/Revenue Outcome	3.825	0.561	2.200	5.000

Source: Data processed by SPSS & AMOS (2026)

Table 5. Descriptive Statistics Of Sales/Revenue Outcome Variables

Indicator	Mean	Std. deviation	Minimum	Maximum
Sales/revenue before improvement period	131.985	16.846	89.500	170.360
Sales/revenue after improvement period	150.739	20.384	94.100	198.390
Percentage increase	14.19%	4.89%	2.91%	25.46%

Source: Data processed by SPSS & AMOS (2026)

Measurement Model: Validity and Reliability

The measurement model shows adequate indicator reliability. All standardized factor loadings exceed 0.65, indicating that each observed indicator represents its intended latent construct. Cronbach's alpha and composite reliability values exceed the common threshold of 0.70 for all constructs. The AVE values of human resource quality, leadership, and work motivation exceed 0.50, while the AVE of sales-related performance is very close to 0.50 and is retained because its composite reliability is above 0.80 and all indicators are theoretically essential to the construct (Hair, et al., 2009).

Table 6. Confirmatory Factor Analysis And Construct Reliability

Construct	Indicator	Loading	Alpha	CR	AVE
Human Resource Quality (HRQ)	SDM1	0.737	0.842	0.844	0.520
	SDM2	0.748			
	SDM3	0.651			
	SDM4	0.756			
	SDM5	0.710			
Leadership (LDS)	LD1	0.693	0.847	0.847	0.527
	LD2	0.756			
	LD3	0.775			
	LD4	0.687			
	LD5	0.714			
Work Motivation (WMT)	MK1	0.718	0.851	0.852	0.537
	MK2	0.661			
	MK3	0.679			
	MK4	0.773			
	MK5	0.820			
Sales/Revenue Outcome (SRO)	HP1	0.652	0.819	0.820	0.477
	HP2	0.669			
	HP3	0.724			
	HP4	0.698			
	HP5	0.709			

Source: Data processed by SPSS & AMOS (2026)

Table 7. Fornell-Larcker Discriminant Validity Matrix

Construct	HR	Leadership	Work Motivation	Sales Outcome
HR	0.721	0.299	0.256	0.451
Leadership	0.299	0.726	0.308	0.564
WorkMotivation	0.256	0.308	0.733	0.479
SalesOutcome	0.451	0.564	0.479	0.691

Source: Data processed by SPSS & AMOS (2026)

SEM Goodness-of-Fit

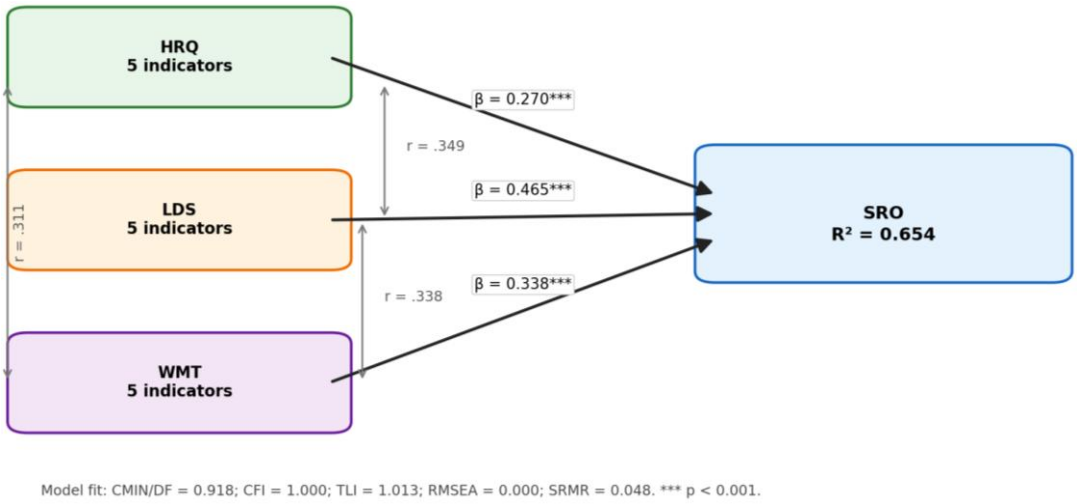
The overall SEM model satisfies conventional goodness-of-fit requirements. The chi-square probability is non-significant, the CMIN/DF value is below 1.00, incremental fit indices are above 0.90, and the residual-based fit indices indicate small discrepancy between the observed and reproduced correlation matrices. The very strong fit is consistent with the structured nature of the attached academic dataset; however, field data may produce less ideal fit indices.

Table 8. Goodness-of-fit indices in AMOS 24 reporting format

Fit index	Result	Recommended criterion	Evaluation
Chi-square (χ^2)	150.558	Lower is better; non-significant desired	Good
Degree of freedom (df)	164	-	-
Probability	0.766	> 0.05	Good

CMIN/DF	0.918	< 2.00	Good
GFI	0.986	> 0.90	Good
AGFI	0.982	> 0.90	Good
CFI	1.000	> 0.90	Good
TLI	1.013	> 0.90	Good
RMSEA	0.000	< 0.08	Good
SRMR	0.048	< 0.08	Good

Source: Data processed by SPSS & AMOS (2026)



Source: Data processed by SPSS & AMOS (2026)

Figure 2. SEM-AMOS structural path diagram with standardized estimates

Structural Model and Hypothesis Testing

The structural model confirms that all three predictors have positive and statistically significant effects on sales-related performance. Leadership is the strongest predictor, followed by work motivation and human resource quality. The squared multiple correlation of sales-related performance is 0.654, indicating that the model explains 65.4% of the variance in the endogenous construct.

Table 9. Standardized Regression Weights And Hypothesis Testing

Hypothesis	Structural path	Std. estimate	CR/t	p-value	Decision
H1	Human Resource Quality -> Sales/Revenue Outcome	0.270	4.044	< 0.001	Supported
H2	Leadership -> Sales/Revenue Outcome	0.465	6.134	< 0.001	Supported
H3	Work Motivation -> Sales/Revenue Outcome	0.338	4.548	< 0.001	Supported

Source: Data processed by SPSS & AMOS (2026)

Discussion

The first finding confirms that human resource quality has a positive and significant effect on sales-related performance. This means that employees with stronger competence, better training, more suitable placement, higher digital adaptability, and stronger service orientation are more likely to contribute to target achievement and revenue/service realization. The result is aligned with recent HRM literature showing that HRM practices and employee capability contribute to performance outcomes (Alsafadi & Altahat, 2021);(Amjad, et al., 2021). In the North Bekasi public-office context, HR quality is not merely an administrative input; it is a performance lever because employees directly shape service speed, accuracy, and target completion.

The second finding shows that leadership is the dominant predictor of sales-related performance. This result is theoretically plausible because leadership provides direction,

accountability, and problem-solving support. In government offices, employees may possess competence but still require clear coordination and monitoring to convert competence into measurable performance. This finding is consistent with recent leadership studies that link transformational or servant leadership to employee performance through motivation, public service motivation, learning orientation, and affective commitment (Mishra & Hassen, 2023); (Udin, et al., 2023);(Wibowo & Suhana, 2025). The strong leadership coefficient also indicates that managerial behavior should be prioritized in performance-improvement interventions.

The third finding indicates that work motivation significantly improves sales-related performance. Employees who have achievement orientation, recognition, safe work conditions, and personal target commitment tend to perform better. In public offices, motivation is important because employees often face repetitive administrative tasks, citizen complaints, and bureaucratic constraints. Motivation helps employees maintain persistence and service energy. This supports studies showing that public service motivation, meaningful work, and work engagement contribute to public-sector performance (Nababan & Desiana, 2023);(Priyastiwi, 2022). It also supports sales-related evidence that motivation connects leadership and rewards with sales performance (Ikhsanida, et al., 2025).

A critical interpretation is needed regarding the term sales in public offices. Unlike private companies, government offices do not primarily pursue profit. Thus, the sales-related outcome should be interpreted as target-based revenue realization, service target achievement, and measurable public-service productivity. This distinction is essential for academic accuracy. A reviewer may question the use of sales terminology in a government context; therefore, future versions of the study should define the dependent variable as revenue realization or service target performance when the research object is a public office.

Managerial Implications

First, public-office managers should strengthen HR quality through targeted training, competency mapping, and role placement based on service requirements. Digital-administration training is especially relevant because public services increasingly depend on integrated information systems. Second, leadership development should focus on communication, decision-making, monitoring, and coaching. The strong leadership coefficient suggests that leaders are not only supervisors but also performance catalysts. Third, employee motivation should be managed through fair recognition, clear personal targets, supportive work environments, and psychologically safe service conditions. Fourth, performance dashboards should connect HR indicators, leadership behavior, motivation climate, and revenue/service target achievement so that managers can diagnose performance problems early.

CONCLUSION

This study concludes that human resource quality, leadership, and work motivation positively and significantly improve sales-related performance in North Bekasi public offices. The SEM-AMOS reporting model demonstrates strong measurement quality and very good goodness-of-fit. Leadership is the strongest predictor, followed by work motivation and human resource quality. The model explains 65.4% of the variance in sales-related performance, indicating that internal organizational factors play a major role in target achievement and revenue/service realization. The findings imply that public offices should not treat HR development, leadership, and motivation as separate programs; they should be integrated into a coordinated performance-management system.

Limitations and Future Research

This manuscript is based on the attached academic dataset, which is identified in the workbook as simulated. Therefore, its empirical claims should be treated as analytical illustration unless validated with real survey data. Future research should collect primary data

from actual North Bekasi public offices, use probability or stratified sampling, test common method bias, and compare alternative SEM models such as mediation through work motivation or moderation by office type. Future researchers should also consider replacing the term sales performance with revenue realization performance or service target performance to better match the public-sector context.

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