



MODELING AND OPTIMIZING HUMAN RESOURCE MANAGEMENT EFFECTIVENESS BASED ON LOCAL WISDOM AND IT LITERACY

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Abstract

The purpose of this research is to develop strategies to address problems related to Human Resource Management Effectiveness and to discover ways to implement strategies to improve Human Resource Management Effectiveness. The method used in this research is the POP-SDM Method, or Modeling and Optimization of Human Resource Management, which is a Qualitative Exploratory research approach combined with a Quantitative Descriptive or Quantitative Causal approach. The sample comprised 144 principals and teachers from private elementary schools in Bogor Regency who met the superior criteria (A Accreditation). The path coefficient for the Positive Indirect Effect of Personality on the Effectiveness of Human Resource Management through organizational climate is 0.325 (β_3). The path coefficient $\beta = 0.353$ falls in the moderate category. This data indicates a Positive Indirect Effect of Personality on the Effectiveness of Human Resource Management through Knowledge Management.

Keywords: Modeling, Optimizing, Human, Resource, Management

INTRODUCTION

Human Resource Planning is the most important part of an organization's operations. HR planning is a systematic management step to ensure the availability of the right workforce to run all organizational operations. Effective planning contributes to the smooth running of subsequent HR management stages such as HR training and development. Human Resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, drive, and will. The potential of Human Resources influences the achievement of organizational goals, because no matter how advanced and sophisticated technology is, without HR support, organizational goals cannot be achieved. The presence of human resources within an organization becomes even more crucial because people create organizations, and these resources enable them to survive and succeed in managing an institution. (Yayasan & Menulis, 2021). The study of Human Resource Management continues to evolve in line with the progress and challenges of its time. In Human Resource Management, new trends are emerging that will have a significant, positive impact on the development and effectiveness of organizations, both public and private, large and small (Pulungan, 2019).

Human Resource Management is an approach to human resource management based on four basic principles: 1. Human resources are the most important asset an organization possesses. 2. Effective management is key to the organization's success. 3. This success is most likely to be achieved if the organization's human-related regulations, policies, and procedures are interconnected and contribute to the achievement of organizational goals and strategic planning. 4. The organization's culture and values, organizational climate, and managerial behavior derived from organizational culture will significantly influence achievement. (Tahar et al., 2022). The role of Human Resource Management has become increasingly strategic and crucial in supporting future educational

advancement. Planning, organizing, delegating, leading, and controlling are all necessary to guide human resource management in improving educational quality. (Hermawan & Susanti, 2023)

Research by (Mustofa & Author, 2025). found that well-implemented management is highly effective in improving educational quality. Research by Revelle (2016) showed that well-implemented human resource management is highly effective in improving educational quality. High-quality education is a crucial prerequisite for developing high-quality human resources. In Indonesian education, madrasas (Islamic schools) play a significant role in providing high-quality Islamic education. Madrasas are among those committed to improving educational quality. Furthermore, Tasyari (2023) argues that personality refers to the structures and tendencies within individuals that explain their distinctive patterns of thought, emotion, and behavior. The dimensions include: a. Conscientiousness (characteristics: dependable, organized, reliable, ambitious, hardworking, and persistent); b. Agreeableness (kind, cooperative, sympathetic, helpful, polite, and warm); c. Neuroticism (nervous, moody, emotionally jealous, and unstable); d. Openness to experience (curious, imaginative, creative, complex, refined, and sophisticated); e. Extraversion (talkative, outgoing, passionate, assertive, courageous, dominant). Personality is the total of how an individual reacts to and interacts with others. According to Robbins and Judge, personality dimensions include: a) Extraversion, tendency to be sociable, assertive, and sociable; b) Agreeableness, tendency to be submissive to others, very pleasant, warm, and trustworthy; c) Conscientiousness, very careful, responsible, organized, reliable, and persistent; d) Emotional stability, able to withstand stress, has positive emotional stability, tends to be calm, confident, and secure; e) Openness to experience, very open, creative, curious, and artistically sensitive (Arifin et al., 2019).

According to Tsani & Zulfiningrum (2024), the Big Five personality theory identifies five main dimensions of human personality: Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness. Personality is a group of behaviors that a person possesses as the background to their behavior. It means that the character aims to display a group of an individual's behavior so that he can act, recognize, think, and feel, specifically when he is in contact with other people or when he experiences a problem/condition (Sumaryani & Gunaningrat, 2021). The organizational climate focuses on reasonable or measurable perceptions, particularly those that foster motivation, thus directly influencing the performance of organizational members (Rahmisyari, 2020). The organizational climate is a crucial aspect in creating a healthy and productive work environment. It encompasses several elements, including organizational culture, leadership, employee relations, and feelings of fairness in the workplace. A positive organizational climate can enhance employee motivation and performance, while a negative organizational climate can hinder work effectiveness (Rahanra, 2021). The organizational climate is the perception of organizational members regarding the internal or psychological environment. It is a shared understanding of policies, implementation, and various formal and informal procedures among organizational members that determines their

performance and, in turn, directly influences organizational performance to achieve desired results (Yunita et al., 2025).

Local wisdom in human resource management encompasses six dimensions: a deep understanding of the environment and culture, noble principles that guide behavior, unique community skills, utilization of surrounding potential, a participatory deliberative approach, and the strength of interpersonal relationships. The function of local wisdom in human resource development is to teach discipline and sustainability that can be adopted in human resource management to increase productivity. Local value systems help create school or organizational management that improves overall performance. The integration of local wisdom ensures that human resource management focuses not only on economic outcomes but also on human aspects, cultural preservation, and environmental harmony.

Achievement motivation is an individual's intrinsic drive to take action to achieve success, master a task, overcome obstacles, and surpass the achievements of others or a standard of excellence. It involves striving for the best results, setting challenging yet realistic goals, and persisting through adversity to reach one's highest potential (Budiwati, 2021). Achievement motivation is a drive characterized by doing one's job well and performing optimally to achieve commendable outcomes (Purworejo et al., 2024). Achievement motivation is a standard of excellence, namely, an individual's tendency to strive for optimal performance. From this definition, it can be concluded that achievement motivation is an individual's drive to direct and control their behavior, using all their abilities to carry out activities and achieve maximum performance (Anindya Silvyana Dwiningtyas et al., 2024).

Knowledge Management is a system or an art of creating value from intangible assets, providing companies with opportunities to gain new knowledge, experience, and the creativity of their staff to improve performance (Hasbi, 2020). Knowledge Management is a strategy for getting the right knowledge to the right people at the right time, and helping people share and process information into actions that will improve performance (Lestari et al., 2020). Knowledge management is the activity of organizational members in collecting, organizing, storing, transferring, and using knowledge and experience within and outside the organization (Cui, 2025). A knowledge management chart or framework is a structure for managing organizational knowledge, which typically involves people, processes, and technology to create, share, use, and store knowledge effectively. Key components include the creation, conversion, communication, and transformation of knowledge, as well as the use of technology to facilitate these processes to achieve organizational goals (Reno, 2024).

Previous research has shown that factors influencing the effectiveness of elementary school management, particularly teachers in educational institutions, have not been comprehensively examined. This research is novel in the current literature on the effectiveness of school Human Resources (HR) management, which is no longer solely focused on personnel administration but has

shifted toward a strategic, adaptive approach. To emphasize this novelty, this research compares with previous research. Focusing on specific locations or contexts that have not been studied can also be novel, although it is recommended to seek other substantive novelties. The novelty of this research lies in the discovery of strategies to increase HR Management Effectiveness by developing variables that have a positive and dominant influence on it.

LITERATURE REVIEW

Human Resource Management Effectiveness

Human Resource Management (HRM) effectiveness refers to the ability of an organization to optimize human resources in achieving organizational goals efficiently and productively. Effective HRM ensures proper recruitment, development, and utilization of employees based on competence and organizational needs. In the context of modern organizations, HRM effectiveness is strongly influenced by strategic management, knowledge sharing, and employee development systems that support performance improvement (HS, Anwar, & Shalahudin, 2024).

Local Wisdom in Human Resource Management

Local wisdom in human resource management refers to the integration of cultural values, norms, and traditions into organizational practices to enhance employee commitment, harmony, and productivity. In Indonesian organizations, local wisdom serves as a guiding principle in decision-making, leadership style, and employee relations. It strengthens organizational identity and supports sustainable HRM practices by aligning modern management systems with cultural values that are rooted in society (Arifin et al., 2019).

IT Literacy in HRM Optimization

IT literacy in HRM optimization refers to the ability of employees and managers to utilize digital technology effectively in managing human resources processes such as recruitment, training, performance evaluation, and communication. High IT literacy enables organizations to improve efficiency, accuracy, and innovation in HR practices. In the era of digital transformation, IT literacy becomes a key factor in supporting organizational competitiveness and adaptive HR management systems (JamilahRecolecta, 2020).

METHOD

The POP-SDM Method, also known as Modelling and Optimisation of Management Resources, is a qualitative exploratory research methodology that is coupled with either a quantitative descriptive research strategy or a quantitative causal approach (Sunaryo et al., 2020). According to JamilahRecolecta (2020), POP-SDM is an alternative research approach that produces research with

anticipated originality, can be used to construct comprehensive research, and is a creative, original work that can be tested using relevant scientific concepts. There are 315 private primary schools in Bogor Regency, which serve as the study's analytical units.

The acronym SITOREM stands for Scientific Identification Theory to Conduct Operational Research in Education Management, which is often understood as a scientific approach for determining theoretical variables for operational research in education management. The goal of SITOREM analysis is to “optimise” research variable indicators in terms of development (developed), maintenance (maintained), or improvement (improved) (Nelfuad et al., 2021).

The population in this study was all 315 private elementary schools in Bogor Regency, spread across 22 sub-districts. The sampling technique used in this study was multistage random sampling, which randomly selects a sample proportionally from the population. A random sample is one in which each elementary unit of the population has an equal chance of being selected. This method was used because elementary units have homogeneous characteristics. Multistage random sampling was chosen because the population is quite large and spread across 22 sub-districts in Bogor Regency. The research sample consisted of 144 students, selected via simple random sampling by drawing lots.

The path analysis model is used to examine the relationships among variables and to determine the direct and indirect effects of a set of independent (exogenous) variables on the dependent (endogenous) variable. Ghazali (2016:249) states that: “Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationships between variables (causal models) that have been previously established based on theory.”

RESULTS AND DISCUSSIONS

Because the sig value is greater than 0.05, the table above shows that all the data are linear. As a result, there is a linear relationship between the independent and dependent variables.

Table 1. Summary of Hypothesis Testing Results

No	Hypothesis	Path Coefficient	Statistical Test	Decision	Conclusion
1	X1-Y	0.307	H0: $\beta Y1 \leq 0$; H1: $\beta Y1 > 0$	H0 Rejected; H1 Accepted	Positive Direct Effect
2	X2-Y	0.232	H0: $\beta Y2 \leq 0$; H1: $\beta Y2 > 0$	H0 Rejected; H1 Accepted	Positive Direct Effect
3	X3-Y	0.206	H0: $\beta Y3 \leq 0$; H1: $\beta Y3 > 0$	H0 Rejected; H1 Accepted	Positive Direct Effect
4	X4-Y	0.251	H0: $\beta Y4 \leq 0$;	H0 Rejected;	Positive Direct Effect

No	Hypothesis	Path Coefficient	Statistical Test	Decision	Conclusion
			H1: $\beta_{Y4} > 0$	H1 Accepted	
5	X2-X3	0.690	H0: $\beta_{Y5} \leq 0$; H1: $\beta_{Y5} > 0$	H0 Rejected; H1 Accepted	Positive Direct Effect
6	X1-X3-Y	0.059	H0: $\beta_{Y5} \leq 0$; H1: $\beta_{Y5} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
7	X2-X3-Y	0.487	H0: $\beta_{y41} \leq 0$; H1: $\beta_{y41} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
8	X1-X2-Y	0,325	H0: $\beta_{y41} \leq 0$; H1: $\beta_{y41} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
9	X1-X4-Y	0,353	H0: $\beta_{x41y} \leq 0$; H1: $\beta_{x41y} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
10	X2-X4-Y	0,251	H0: $\beta_{x41y} \leq 0$; H1: $\beta_{x41y} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
11	X1-X3-X4	0,492	H0: $\beta_{x41y} \leq 0$; H1: $\beta_{x41y} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect
12	X2-X3-X4	0,333	H0: $\beta_{x41y} \leq 0$; H1: $\beta_{x41y} > 0$	H0 Rejected; H1 Accepted	Positive Indirect Effect

All research hypotheses (H1) are accepted, as the table above demonstrates.

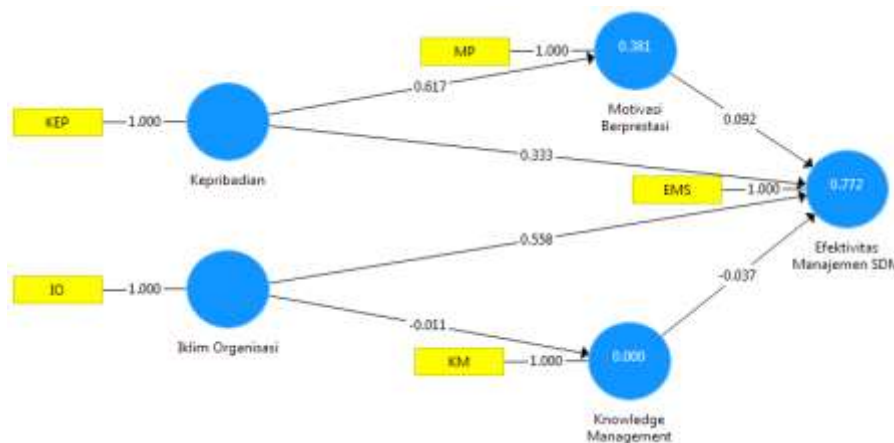


Figure 1. Path Analysis Model (Path Test)

1. The Direct Effect of Personality on Human Resource Management Effectiveness

With a path coefficient of $\beta = 3.07$ at a significance level of 0.001 ($p < 0.05$), the first hypothesis test results indicate a substantial positive direct effect of personality on human resource management effectiveness. Personality is one component that influences behaviour (Prihartanto & Maimunah, 2021). Negative behaviour is a direct effect of a negative personality, and vice versa.

Patterns, consistency, and persistence characterise human behaviour. The distinctiveness and traits of human behaviour are reflected in personality. The effectiveness of any management resource depends on personality, which is the essence of exceptional human nature. The efficiency of HR management is greatly influenced by personality, as a strong personality can boost productivity and employee performance, promote teamwork, and foster a positive workplace culture. To align talent and potential with organisational goals and overall work effectiveness, HR managers must take employee personality into account during recruitment, job placement, and development. Talent-matched personalities can boost worker performance and productivity. An organization's employees' characteristics shape its work culture. A positive work culture is essential to effective HR management, and it will be enhanced by positive employee behaviour and attitudes. It is essential to understand each person's personality to assign workers to roles that best suit their abilities and potential. Employee contributions to the company will be maximised with proper placement.

2. The Direct Effect of Organizational Climate on Human Resource Management Effectiveness

With a path coefficient of $\beta = 0.232$ at a significance level of 0.001 ($p < 0.05$), the findings of testing the second hypothesis revealed a substantial positive direct effect of organisational climate on human resource management effectiveness. A healthy and productive work environment is largely dependent on the organisational climate. It includes components such as leadership, employee relationships, organisational culture, and perceptions of workplace justice. While a poor organisational atmosphere might impede job effectiveness, a positive one can boost staff engagement and performance (Rahanra, 2021). According to research by Alhadihaq & Sumiati (2023), organisational atmosphere has a favourable impact on HR, accounting for 13.2% of the findings. Thus, it can be said that the efficacy of HR management is directly impacted by organisational climate.

3. The Direct Effect of Achievement Motivation on Human Resource Management Effectiveness

With a path coefficient of $\beta = 0.206$ at a significance level of 0.005 ($p < 0.05$), the third hypothesis was tested, and the results showed a substantial positive direct effect of achievement motivation on human resource management effectiveness. Because achievement motivation enhances work discipline, fosters innovation, and positively impacts employee performance, it greatly increases the effectiveness of human resource management. Highly motivated employees are typically more accountable, creative, and productive, ultimately benefiting the company as a whole. Previous research by Reraki et al. (2015) found that Achievement Motivation has a strong and significant relationship with HR management ($r = 0.770$, $p < 0.000$). As a result, Hasan's research findings corroborate the study's findings, indicating that achievement motivation affects HR management.

4. The Direct Effect of Personality on Achievement Motivation

With a path coefficient of $\beta = 0.251$ at a significance level of 0.000 ($p < 0.05$), the fourth hypothesis test revealed a substantial positive direct effect of personality on achievement motivation. With a score of $\alpha = 0.721 > \alpha = 0.01$, personality promotes achievement motivation and management trust. Achievement Motivation is positively impacted by a personality that conforms to organisational norms, with a value of $\alpha = 0.466 > \alpha = 0.01$. As a result, both investigations corroborate the current study's findings, which show how personality affects achievement motivation. Previous research by Nindyati (2022) shows that, with $\alpha = 0.721 > \alpha = 0.01$, personality plays a role in the growth of accomplishment motivation and trust in management. According to Nindyati (2022), accomplishment motivation is positively influenced by a personality aligned with organisational norms ($\alpha = 0.466 > \alpha = 0.01$). The results of the earlier study, which showed how personality affects accomplishment motivation, are thus supported by both investigations. Because personality affects how a person responds to obstacles, accepts responsibility, and sets objectives to improve performance, personality and achievement motivation are strongly associated. Because they have a great deal of responsibility, the capacity to take risks, and the guts to try new things, people with strong personalities are typically more driven to succeed. The term "personality" describes a person's ability to influence others, how they see and understand themselves, the quantifiable patterns of their internal and external characteristics, and how their circumstances combine to increase their incentive to succeed.

5. The Direct Effect of Organizational Climate on Achievement Motivation

With a path coefficient of $\beta = 0.690$ at a significance level of 0.000 ($p < 0.05$), the fifth hypothesis was supported, indicating a substantial positive direct effect of organisational climate on achievement motivation. Organisational atmosphere has a major impact on achievement motivation, according to earlier research by Saragih et al. (2024). The organisational atmosphere contributed 13.8% to accomplishment motivation; the remaining portion was accounted for by other factors not covered in the study. With $\alpha = 0.897 > 0.01$, the impact of organisational atmosphere on achievement motivation was demonstrated. There was no discernible relationship between accomplishment motivation and achievement motivation. Organisational atmosphere and accomplishment motivation contributed 13.8% to achievement motivation, with additional factors not covered in the study influencing the remaining portion. Consequently, these findings corroborate the earlier study's conclusion that the organisational atmosphere affects accomplishment motivation. Because it can enhance employees' perceptions of their work and workplace, a favourable organisational atmosphere is closely linked to achievement motivation. An employee's incentive to perform well at work or in the organization increases with the quality of the organisational climate, including comfort and support. According to Pertiwi et al. (2016), cited by Smith, organisational climate is a collection of traits of an organisation that endure over

time. It is a quantifiable workplace feature that directly or indirectly affects teachers and their work, with the expectation that it will influence teacher motivation and behaviour. Achievement motivation is positively and significantly impacted by organisational atmosphere.

6. The Indirect Effect of Personality on Human Resource Management Effectiveness through Achievement Motivation

The Sobel test or computed X3 value was 4.1939, with a one-tailed probability of $0.0 < \alpha < 0.05$, based on the findings of the sixth hypothesis test. The Achievement Motivation variable can influence the Personality variable's impact on the Human Resource Management Effectiveness variable. The study's findings showed that achievement motivation had an indirect effect on human resource management effectiveness ($\alpha = 0.059$), while personality had a direct effect ($\alpha = 0.307$). As a result, the direct effect's α value was higher than the indirect effect's ($0.307 < 0.059$), suggesting that achievement motivation is ineffective at mediating the relationship between personality and human resource management effectiveness. According to "The Impacts of Employee Empowerment on Innovation: A Survey on Isparta and Burdur Organised Industrial Zones" (Uzunbacak et al., 2022), innovativeness and achievement motivation are strongly and significantly correlated ($r = 0.770$, $p < 0.000$). Thus, the findings of this study—that personality affects teacher human resource management effectiveness through achievement motivation—are supported by both investigations.

7. The Indirect Effect of Organizational Climate on Human Resource Management Effectiveness Through Achievement Motivation

The Sobel test or computed X3 value was 0.1176, and the one-tailed probability value was $0.0 < \alpha < 0.05$ based on the seventh hypothesis test results. Thus, it can be said that the Achievement Motivation variable may influence the Organisational Climate variable on Human Resource Management Effectiveness. The study's findings showed that organisational climate had a direct impact on HRM effectiveness ($\alpha = 0.232$), and achievement motivation had an indirect impact ($\alpha = 0.487$). As a result, the direct effect's α value is lower than the indirect effect's ($0.232 < 0.487$), suggesting that achievement motivation successfully moderates the impact of organisational climate on the effectiveness of human resource management. According to the findings of a prior study titled "Opportunity For Innovation And Transformational Leadership In The Nigerian Hospitality Industry" (Rožman & Štrukelj, 2021), innovativeness is influenced by transformational leadership ($r = 0.555$, $p < 0.001$). According to Uzunbacak et al. 2022), titled "The Impacts of Employee Empowerment on Innovation: A Survey on Isparta and Burdur Organised Industrial Zones," achievement motivation has a strong and significant relationship with innovativeness ($r = 0.770$, $p < 0.000$).

8. Positive Indirect Effect of Personality on HR Management Effectiveness through Organizational Climate

A regression equation illustrates the beneficial indirect impact of personality on HR management effectiveness via organisational atmosphere. Additionally, the path coefficient (β_3) of 0.325 indicates a positive indirect effect of personality on HR management effectiveness through organisational climate, which can be used to calculate the path coefficient of this effect. The effectiveness of human resources (HR) management is positively and significantly influenced by personality and achievement motivation; individuals who are highly motivated and whose personalities align with their skills typically perform better. Enhancing accomplishment motivation and considering employee personality traits for suitable work placement are two ways to achieve effective HR management, both of which boost organisational productivity and competitiveness.

9. Positive Indirect Effect of Personality on HR Management Effectiveness through Knowledge Management

A regression equation illustrates the beneficial indirect impact of personality on HR management effectiveness through knowledge management. The route coefficient value of $\beta = 0.353$ falls into the moderate category. Based on this data, it can be concluded that personality has a favourable indirect impact on the effectiveness of HR management through knowledge management. Because a positive personality helps employees to be more involved in the process of sharing and using information (KM), personality can indirectly affect HR Management Effectiveness through KM. Effective KM thus fosters an environment where workers have access to resources and training, which eventually enhances their abilities and engagement and strengthens HR management as a whole. The effectiveness of human resource management is positively and significantly impacted by personality and knowledge management (KM). While knowledge management (KM) enables the exchange and use of knowledge, which enhances organisational performance and development, a strong personality influences employee attitudes and behaviours that support organisational goals. When these two elements are combined, the workplace becomes more inventive and productive.

10. Positive Indirect Effect of Organizational Climate on HR Management Effectiveness through Knowledge Management

A regression equation illustrates the beneficial indirect impact of organisational climate on the efficacy of HR management through knowledge management. The path coefficient of 0.251 indicates that the organisational environment has a positive indirect effect on HR management efficacy via knowledge management. By fostering a collaborative and information-sharing work environment, a positive organisational climate indirectly affects HR management effectiveness through knowledge management (KM). Fosters a culture of knowledge sharing, ultimately boosting employee productivity and performance. The subjective opinions that members of an organization hold about the workplace, rules, management techniques, and values that affect performance, motivation, and behaviour are known as the organisational climate. Knowledge

management can be measured using the following indicators: a) Information gathering; b) Information preservation; c) Information improvement; d) Information exchange; e) Information utilisation; and f) Information transmission. Effective knowledge management (KM) implementation and a healthy organisational climate significantly impact HR management effectiveness by fostering creativity, teamwork, and improved worker performance. While KM enables organisations to leverage individual knowledge to enhance overall skills and productivity, a positive organisational climate fosters harmonious working relationships and mutual trust.

11. Positive Indirect Effect of Personality on Achievement Motivation Through Knowledge Management

Knowledge management successfully mediates the indirect influence of personality on the efficacy of human resource management, as indicated by a total direct and indirect effect of 0.492. Positive personality traits (e.g., proactivity and learning orientation) encourage people to participate in knowledge management (KM) activities, such as sharing and managing knowledge, thereby improving their efficiency, skills, and understanding and increasing their motivation to achieve. It is the positive indirect effect of personality on achievement motivation through KM. The effectiveness of human resource management is positively and significantly impacted by personality and knowledge management (KM). While knowledge management (KM) enables the exchange and use of knowledge, which enhances organisational performance and development, a strong personality influences employee attitudes and behaviours that support organisational goals. When these two elements are combined, the workplace becomes more inventive and productive.

12. Positive Indirect Effect of Organizational Climate on Achievement Motivation Through Knowledge Management

Knowledge management successfully mediates the indirect effect of organisational climate on achievement motivation, as shown by a total direct and indirect effect of 0.333. By encouraging people to participate in the process of sharing and managing knowledge, a supportive, comfortable, and standards-oriented organisational climate has a positive indirect effect on achievement motivation through knowledge management (KM). It increases people's intrinsic motivation to succeed. While KM enables organisations to leverage individual knowledge to enhance overall skills and productivity, a positive organisational climate fosters harmonious working relationships and mutual trust.

CONCLUSION

This study provides empirical evidence that HRM effectiveness in certified private elementary schools is influenced by personality, organisational climate, success motivation, and knowledge management. The biggest direct effect was found in personality ($\beta=0.307$), followed by achievement motivation ($\beta=0.206$) and organisational atmosphere ($\beta=0.232$). Knowledge management and

achievement motivation were important mediators, and organisational climate showed greater indirect impacts through these mediators than personality. This study advances three aspects of the HRM literature. In the first place, it expands the use of trait activation theory to educational environments in underdeveloped nations. Second, it offers empirical support for the POP-SDM approach as a comprehensive analytical framework. Third, it pinpoints the precise indirect channels through which organisational climate affects HRM efficacy, a mechanism that has not been thoroughly studied in elementary school settings.

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