

1 The Relationship of Human Resource Strategic Partner Role and 2 Job Performance under Mediation of Achievement Motivation 3 Structural Equation Model

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7 **Abstract**

8 This research explored the relationship among human resource practitioner strategic partner
9 role, achievement motivation and the degree of job performance. The research focus was the
10 human resource management practitioners in enterprises and data were collected through
11 convenience sampling. Eight hundred questionnaires were sent out by e-mail, 198 valid
12 questionnaires were returned (24.75
13

14 **Index terms**— achievement motivation confirmatory factor analysis human resource strategic partner job
15 performance

16 **1 Introduction**

17 Human resource strategic partner concept is originally from a book written by David Ulrich in 1997: "Human
18 Resource Champions: the next agenda for adding value and delivering results". In this book, human resource
19 business partner concept is initiated for the first time, which improves the positioning of human resource
20 function from administrative to the organizational business partner. Ulrich (1997) proposed human resource
21 business partner role included: strategic partner, change agent, administrative expertise and employee champion.
22 It's greatly promotes the development of global human resource management and also a revolutionary concept
23 promotion of human resource management (Shun, 2018). Above these four roles, strategic partner role is a
24 very critical role of business partner. Ulrich thought human resource unit should have a transformation from an
25 operationally reactive role to a strategically proactive role then to become the business partner. But, the premise
26 of business partner is that the human resource department has the competencies to help in delivering business
27 results by enabling the organization to align people with the business goals. To succeed in a globalized economy,
28 an organization must invest in human resources enhance skills and competences. Some studies have pointed
29 out that human resource management systems act an important role in the relationship between organizations
30 and employees, and the degree of system construction will affect the organizational performance. . If human
31 resource management practitioners expect to become the strategic partners of enterprise who should have the
32 strategic management mindset thinking, based on the perspective of business operator then to carry out the
33 human resource functional jobs. Therefore, if human resource practitioner wants to become the business partner
34 of an organization, it must have a macro business strategic planning and management thinking, no longer focusing
35 on narrow functional professional areas, that's a very important critical perspective.
36

37 **2 II.**

38 **3 Literature Review and Hypotheses a) Human Resource 39 Strategic Partner**

40 To achieve effective strategy implementation, HR functions should encourage employees to accept strategic
41 requirements and advise them to commit to strategic requirements (Ulrich, 1997).

4 B) ACHIEVEMENT MOTIVATION

42 In order to achieve business strategy implementation, human resource functions should encourage and direct
43 employees to accept strategic requirements and advise them to commit to strategic plan. That's what we
44 defined human resource strategic partner role in organization. Katarina et al. (2019) argued human resource
45 strategic partner are certain representatives responsible for the management of people toward internal clients,
46 who help managers fulfill objectives, implement strategies and in cooperation with human resources. Thirumal
47 and Francis (2017) proposed the human resource strategic partner need to have the following abilities: understand
48 business, align stakeholders around a shared purpose, facilitate change in mind-sets, obsessed about development
49 and renewal of people, establish HR as a distinct profession by building appropriate competencies and attract
50 and build a diverse workforce, including those who do not come to office. Dai and Qiu (2016) though human
51 resource business partner is more likely to be a strategic partner to undertake organizational strategy for mission,
52 relying on the ability to build a strong organization to ensure the strategic landing. This requires organizational
53 development human resource business partner to rapidly diagnose pain points, thereby pulling organize projects,
54 processes, and culture change. Chen (2014) mentioned the human resource department should have the concept
55 of customer first, and need to serve all managers and employees in the organization with the awareness of
56 marketing service then become the strategic partner of the organization. Kim and Kang (2013) highlighted when
57 a firm intends to utilize existing strategic resources and/or develop new strategic assets to implement a planned
58 strategy, employee acceptance of and commitment to the strategy is indispensable. Nel et al. (2008) concluded
59 that the strategic partner role focuses on aligning human resource strategies (including policies and procedures)
60 with the business strategies and the execution. Turner (2006) examined the context of the role, the needs and
61 opportunities arising from this context and the challenges of becoming a business strategic partners, which are
62 grouped into business challenges like global competition, advances in technology; organizational challenges like
63 alignment of mission, vision, strategy, structure, systems and values; people challenges like attracting, selecting,
64 assessing, appreciating, motivating, challenging, developing, promoting, listening to, supporting, measuring and
65 rewarding. Goodge (2005) highlighted the reasons for the move to HR partnering and the advantages it can
66 bring. He also suggested three essentials of successful HR partnering: business strategy understanding, resources
67 and credibility, and suggested on judging readiness for partnering, and for putting the key requirements in place.
68 Lawler and Mohrman (2003) asserted that human resources must rethink its functional structure, service, and
69 planning to add value within the structure of new organizational forms and corporate strategy policies in today's
70 economic climate, particularly to increase the contribution of human resource departments to organizational
71 effectiveness in the future. To effectively face new challenges, human resource departments must focus on how
72 to add department value, how to organize, improve their effectiveness, and develop new capabilities. Human
73 resource function plays an active and guiding role in enabling the organization to choose its people well, invest in
74 them, support their growth and respect their needs, while fostering innovations needed to achieve the strategic
75 business objectives. Therefore, the first hypothesis of this study is: H1: Human resource strategic partner role
76 cognition has a positive impact on the job performance.

77 4 b) Achievement Motivation

78 Achievement motivation, a primary of personality trait, affects employees' attitude and tendency to actively
79 solve problems within organizations or in social life. Atkinson (1957) believed that achievement motivation is
80 an important factor in determining the level of personal ambition, effort and perseverance, and also a tendency
81 to pursue success and avoid failure. Achievement motivation refers to an internal tendency of an individual to
82 engage in work that is considered important or valuable, and strive to reach a more perfect level ??Mc Clelland,
83 1985). Chen (2007) proposed that achievement motivation has some key dimensions: preferring the challenges
84 and difficult tasks, highly job-oriented, competitive, considering other viewpoints, and a desire to demonstrate
85 and improve one's abilities. Achievement motivation is considered to be the result of an emotional conflict
86 between the hope for success and the fear of failure ??Ricarda and Birgit, 2008). Achievement motivation is a
87 highly personal attitude based on accomplishment. (Sharma et al. 2008).

88 Another very influential achievement motivation theory is the expectancy-value model of Eccles (1983).
89 This model holds that expectancies for future success are the most important motivational determinants of
90 achievement, whereas task values should be less important for achievement but more important for achievement
91 choices. Halbesleben and Bowler (2007) showed that various components of achievement motivation mediate the
92 relationship between job performance and emotional exhaustion. Lin and Li (2019) found that development-
93 oriented HR practices are more positively related to work well-being when individual achievement motivation
94 is high. The results guide the effective design of human resource practices. Generally speaking, achievement
95 motivation consists of a constellation of beliefs that influence patterns of achievement, including expectations and
96 standards for performance, the value placed on learning, and selfperceptions of ability (Deci & Ryan, 1985;Dweck,
97 2006;Eccles et al., 2006;Weiner, 2005). From the literature review, it was noted that high achievement motivation
98 may depend on role cognitive by others. Whether the human resource strategic partner role cognition is robust
99 also is a function of goal setting and performance presentation of the department unit. So, hypothesis 2a and
100 hypothesis 2b of this study are as follow:

101 H2a: Human resource strategic partner role has a positive impact on achievement motivation. H2b:
102 Achievement motivation of human resource strategic partner role has a positive impact on job performance.

103 5 c) Job Performance

104 Human resource strategic partner role has multiple compounds with its output and businesses linking directly to
105 the performance. Dai and Qiu (2016) research showed the job performance including the effect of project delivery
106 and organizational talent development are in additional to the original basis of job requirements, focusing on
107 quantitative indicators of assessment, such as the key to improving the rate of job losses, indicators of human
108 capital ROI. The business internal and external customers are brought into the evaluators to strengthen customer
109 service awareness of human resource job performance. Kim and Kang (2013) asserted the human resource job
110 performance has the positively influence to the organizational performance, particularly the business core requires
111 the human capital as strategic assets. Chen (2007) research found the human resource practitioners have the
112 higher cognition of strategic partner role, the better job performance of human resource employees. Becker
113 and Huselid (2006) further assert that building key organizational capabilities is an important way in which
114 human resource management impacts performance. Lin (2005) pointed out that in order to cope with the
115 changes in the external environment and industrial competition, human resource practitioner strategic partner
116 role is getting more and more important because only continuous transformation can improve organizational
117 performance. A business does not have a complete human resource management system, daily operations and
118 procedures cannot be carried out smoothly. If the human resource management system construction is good, it will
119 attract talent effectively since the job seekers are often attentive to such issues. (Lievens et al., 2001). Therefore,
120 management system construction is also part of job performance of human resource functions. Wright, McMahan,
121 McCormick and Sherman (1998) found the human resource functional jobs were not directly associated with the
122 firm performance, but HR's involvement has a substantial effect when the firms pursued a product innovation
123 strategy for which skilled employees were critical resource of core competency.

124 Wright, McMahan, McCormick, and Sherman (1998) found that although HR executives' involvement in
125 strategic management was not directly associated with firm performance, their involvement had a substantial
126 effect when the firms pursued a product innovation strategy for which skilled employees were a critical source of
127 core competence.

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129 strategic management was not directly associated with firm performance, their involvement had a substantial
130 effect when the firms pursued a product innovation strategy for which skilled employees were a critical source of
131 core competence.

132 From the above literature discussion, we documented the importance of human resource strategic partner role
133 to organizational performance and personnel management. The cognition degree of human resource strategic
134 partner also depends on the work performance of human resource departments. The job performance, in turn,
135 depends on the strategic partner cognition and motivation willingness of the human resource practitioners. If
136 the strategic partner selfcognition is good yet achievement motivation is not, the final job performance may not
137 achieve expected goals. Therefore, hypothesis 3 is: H3: Achievement motivation has a mediating effect between
138 the human resource strategic partner role and job performance.

139 The purpose of this research is to discuss the relationship between the human resource strategic partner and the
140 job performance, examine the achievement motivation of human resource practitioners as a mediating variable.
141 The research framework is shown in Figure 1.

142 6 Methodology

143 Due to the requirement of data analysis, samples came from the C HR training consulting firm in Shanghai City,
144 China. We cooperated with C HR company and collected questionnaires during the training program and the
145 questionnaires were distributed by hand and respondents filled out the questionnaires. Respondents were all work
146 in HR related professional fields. The collection period was from July 2019 to the end of January 2020. Three
147 hundred questionnaires were sent out, 223 of which were returned (74.33%). Twenty five invalid questionnaires
148 were eliminated, leaving 198 that were valid (66%). Among the valid sample of 198 respondents came from the
149 different types of companies operating in Shanghai city.

150 The questionnaire design included three parts. (1) The human resource strategic partner questionnaire refers
151 to the questions used by Ulrich (1997). In this study, five of the questions were used to evaluate human resource
152 strategic partner. Topics were measured by a 6-point Likert's scale with ?6? represent "agrees very much" and
153 "1" represent "disagree very much". The higher the score, the higher human resource strategic partner cognition
154 degree of human resource practitioners. (2) The achievement motivation questionnaire uses the approach of Chen
155 (2007) modified for human resource achievement motivation research. The questionnaire consists of five questions
156 and the respondents answer based on their cognitive survey of the current work. The higher score, the higher
157 achievement motivation intention of HR practitioners. (3) The job performance questionnaire design based on
158 Lin (2004) and consists of eight questions and the respondents answer based on their cognitive survey of the
159 current work. The higher score, the higher job performance of human resource practitioners.

160 IV.

161 **7 Results and Discussion**

162 **8 a) Respondents' Demographic Profiles**

163 Demographic data include: gender, age, education level, organization position, organizational scale, and industry.
164 The basic information of the sample collected from the questionnaire is shown in Table 1.

165 **9 b) Reliability and Validity Analysis**

166 Reliability analysis is using internal consistency (Cronbach's Alpha) to measure the relationship of all included
167 items. After internal consistency analysis, each item's reliability value was ?0.7, suggesting the internal
168 consistency reliability is acceptable (Nunnally, 1978). Here the human resource strategic partner Cronbach's
169 ? value was 0.858, achievement motivation was 0.721, the job performance is 0.774. The results are shown
170 in Table 2. In terms of human resource strategic partner, there were originally five questions, but we deleted
171 questions 5 because the factor loading was not above 0.5; after deletion, the factor loading was above 0.5. The ?
172 value after deleting the questions was 0.934. There were originally five questions about achievement motivation,
173 we deleted questions 1 and 4 because the factor loading did not meet the requirement to be above 0.5. After
174 deletion, the factor loading value reached the 0.5 requirement. The reliability ? value after deleting the questions
175 was 0.918, indicating the internal consistency was maintained after deleting the question. There were originally
176 eight questions of job performance, but we deleted questions 1, 5 and 7 because the factor loading did not meet
177 the requirement to be above 0.5. After deletion, the other factors loading value reached the 0.5 requirement. The
178 ? value after deleting the questions was 0.937, which means that good internal consistency was maintained.

179 Confirmatory Factor Analysis (CFA) was used to measure the reliability and structural validity of the scale. We
180 performed the CFA to evaluate the composite reliability, convergent validity, discriminant validity and assessment
181 of normality. Each composite reliability (CR) and average variance extracted (AVE) value meets the minimum
182 threshold of 0.7 and 0.5 respectively (Garbarino & Johnson, 1999; Hair, Black, Babin, & Anderson, 2010). The
183 results of convergent validity and Cronbach's ? are well satisfied shown as Table 3. Moreover, according to the
184 Table 4, we found that the AVE of each latent dimension is higher than the highest squared correlation with
185 any other latent dimension; thus, discriminant validity is also satisfied in this study (Fornell and Larcker, 1981).
186 Bollen (1989) proposed a quantitative method to compare the Mardia coefficient with the observed variables.
187 When the Mardia coefficient is less than P (P +2) (P is the number of observation variables), the observation
188 sample is considered to have multiple normality. In this study, the observation variable is 12, and the observation
189 value is 168 (12 (12 + 2) = 168), which is larger than the Mardia coefficient 4.319. Therefore, we thought
190 the data sample is considered to have multiple normality and may use the Maximum Likelihood method to do
191 the structural model analysis. There was a significant positive correlation between the HR strategic partner,
192 achievement motivation (0.797**) and job performance (0.759**). There was a significant positive correlation
193 between the achievement motivation and job performance (0.847**).

194 **10 d) Structural Equation Model (SEM)**

195 We used Structural Equation Model to analyze the influence of human resource strategic partner role, achievement
196 motivation and job performance. In this study, structural equation model (SEM) was used to verify the proposed
197 theoretical framework and causal relationship among the variables. We use AMOS 26 statistical software as an
198 analytical tool. Analysis process including three parts: (1) Goodness of Fit test, using multiple indicators to
199 determine the fitness of the framework and (2) Path analysis to test the relationship between variables whether is
200 significant or not; (3) Mediating effect test of achievement motivation between human resource strategic partner
201 and the job performance.

202 **11 1) Goodness of Fit Test**

203 The measurement model fit the data sufficiently as demonstrated by the common goodness of fit indices as Table 7.
204 (? 2 /df= 2.865, RMSEA=0.097, NFI=0.943, TLI=0.950, AGFI=0.822, CFI=0.962, IFI=0.962, SRMR=0.035).
205 According to the results of Table 7, goodness of fit indicators meets the requirement and appropriate to verify
206 the hypothesis.

207 **12 2) Path Analysis**

208 The results show that HR strategic partner has a significant relationship with achievement motivation path,
209 which indicates that HR strategic partner has a direct impact on achievement motivation. The path relationship
210 between achievement motivation and job performance is significant which meant achievement motivation has a
211 direct impact on job performance. The results of path analysis are summarized in Table 8. We use Bootstrap
212 method to test the mediating effect. Bootstrap method, which is used widely in statistics, is a very powerful
213 method that can be applied to the analysis of particle size distribution. When bootstrap method is used to
214 test the statistical significance of mediating effect, the confidence interval established by the distribution of the
215 estimated value obtained from the duplicated samples. The judgment is when the confidence interval does not
216 contain zero in the (1 -? %) confidence interval, which means that the statistical significance is reached the
217 significance level of ? %. Here we re-sampling 2000 samples and using Bias-Corrected bootstrap analysis to

218 obtain the confidence interval of each parameter in the model and then determine its significance according to
219 above principles. Analysis results finding as next. 4) The indirect effect estimated was 0.707, 95% confidence
220 interval of bias corrected did not involve zero (0.529~0.916) and P value was less than 0.05. It's indicated that
221 achievement motivation has a significant mediating effect between human resource strategic partner and job
222 performance. 5) The direct effect of human resource strategic partner and job performance is estimated 0.100,
223 95% confidence intervals of bias-corrected involve zero (-0.140~0.290) and P value is greater than 0.05. It meant
224 the direct effect is not significant. 6) The total effect of human resource strategic partner and job performance
225 is estimated to be 0.807, 95% confidence interval of bias-corrected didn't involve zero (0.703~0.872) and P value
226 is less than 0.05. It meant the achievement motivation exist significant mediating effect between human resource
227 strategic partner role and job performance. It's a complete mediating effect. Analysis results as Table 9 list.

228 **13 Conclusion**

229 This research explored the influence of strategic partner of human resource practitioners on the job performance.
230 The main results included: (1). the higher degree of human resource practitioners strategic partner role cognition,
231 the more positive impact on the job performance, (2). the higher achievement motivation of human resource
232 practitioners, the more positive impact on the job performance, and (3). achievement motivation had a completely
233 mediating effect between human resource strategic partner role and the job performance.

234 We showed the level of strategic partner role of human resource practitioners has a significant positive impact
235 on job performance. It meant the higher the cognition of strategic partner role, the better of the human resource
236 job performance. In management practices, improving and enhancing professional abilities is one way to reinforce
237 the human resource strategic partner role. The professional competencies of human resource strategic partner
238 included: undertake organizational strategy for mission, transformation quality, formulate management system
239 and policy, cross departmental coordination and so on. The importance of strategic partner comes from the level
240 of professional ability of human resource practitioners, which is finally reflected in the level of job performance.
241 In human resource practices, professional abilities can enhance through the internal and external professional
242 course training, projects implementation plan, job rotation project design, job agent project and so on. The
243 empirical results of this study also prove the higher cognition degree of human resource strategic partner role
244 has a significant positive impact on job performance. Therefore, the HR department manager can carry out the
245 above mentioned ability improvement plans from the daily work arrangement to improve the professional abilities
246 of individual.

247 Achievement motivation refers to an internal tendency of individuals to engage in work that they think is
248 important or valuable, and strive to reach a high level. People with high achievement motivation seek solutions
249 in their respective areas, like to set moderately difficult goals, and hope to have specific feedback to understand
250 the quality of their work. Most high achievement motivation is performance-oriented. Due to the achievement
251 motivation belongs to the part of deepinside personality traits, which is difficult to be changed through external
252 training. In business practice application, we can evaluate the achievement motivation of candidates through
253 personality test during the recruitment and selection process. Employees with higher achievement motivation
254 can predict that their future job performance will be better than those who with lower achievement motivation.
255 From the empirical results, we see that the level of achievement motivation of HR practitioners has a significant
256 positive impact on the job performance.

257 Empirical analysis showed that achievement motivation does exist complete mediating effect between human
258 resource strategic partner and the job performance. This means that the level of achievement motivation will
259 affect human resource practitioner job performance. It was showed the higher cognition degree of strategic partner
260 role with higher achievement motivation, the degree of job performance is higher. Therefore, how to increase
261 the achievement motivation degree will be the critical point. In practices application, department manager could
262 set up the specific goal and measurable performance evaluation standards that can effectively raise up individual
263 internal satisfaction. It showed that the higher achievement motivation, the higher internal driving force for the
264 completion of the work.

265 This research has some limitations. Study takes achievement motivation as the only mediating variable
266 to explore the relationship between human resource strategic partner and job performance; other behavioral
267 motivation variables might be considered in the future. By the way, human resource business partner still have
268 the other three roles: change agent, administrative expert, employee champion. The future research may involve
269 them into the framework then make a deeply discussion. Yet, this research provides a robust framework to study
270 relationships among human resource practitioner strategic partner, achievement motivation, and the human
271 resource job performance.

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274 Technology.

²⁷⁵ **15 Data Available Statement**

²⁷⁶ The data that support the findings of this study are available from the corresponding author upon reasonable request.

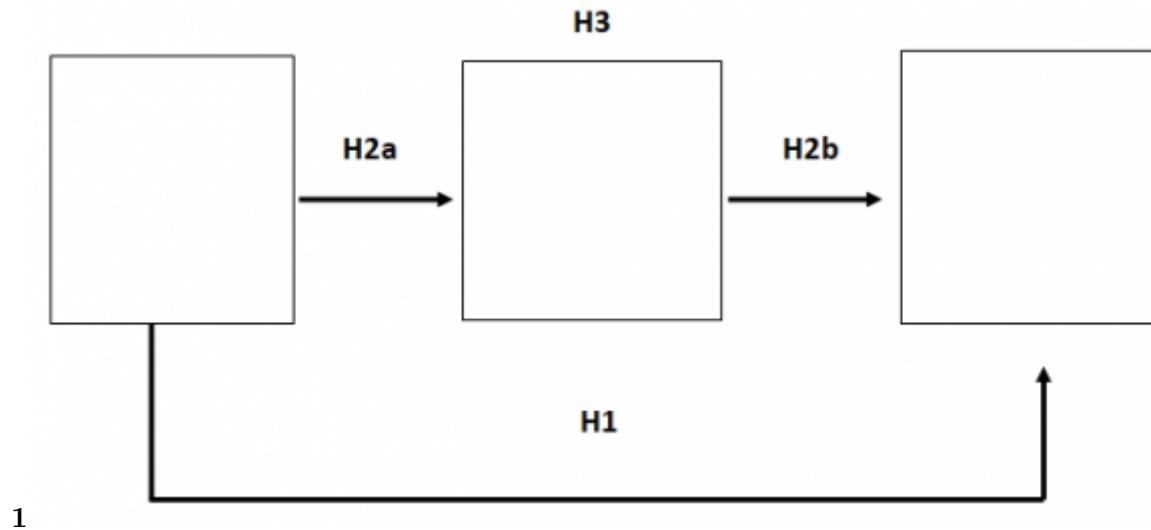


Figure 1: Figure 1

²⁷⁷

1

Item	Characteristic	Samples	Percentage
Sex	Male Female	56 142	28.3% 71.7%
	Under 30		
Age	31~35 36~40	74 58	37.4% 29.3%
	40 Above	39	19.7%
	Senior High School	4	2.0%
Education	College University	15 133	7.6% 67.2%
	Master Above	46	23.2%
	Staff	11	5.6%
	Supervisor	42	21.2%
Position	Manager	86	43.4%
	Director	43	21.7%
	VP Above	16	8.1 %
	Under 50	15	7.6%
	51~100	59	29.8%
Org.	101~300	80	40.4%
Scale	301~500	19	9.6%
	501 Above	25	12.6%
	Whole sell Service	57	28.8%
Industry	Professional Service	97	49.0%
	Manufacture	44	22.2%
	Under 3 Years	13	6.6%
Operation	3~5 Years 5~10 Years	52 85	26.3% 42.9%
Years	10 Years Above	48	24.2%

Figure 2: Table 1 :

2

Variable Name	Dimension	Number	Cronbach's ?
HR Strategic Partner	Overall questions	5	0.858
Achievement Motivation	Overall questions	5	0.721
Job Performance	Overall questions	8	0.774

Figure 3: Table 2 :

15 DATA AVAILABLE STATEMENT

3

Latent Dimension	Question	Standardized Factor Loading	Composite Reliability	Average Variance Extracted	Cronbach's ? (Delete Items)
Human Resource Strategic Partner	HRSP1	0.87			
Achievement Motivation	HRSP2 HRSP3 ACVMOT2 ACVMOT3 ACVMOT5	0.86 0.92 0.92 0.85 0.90	0.935	0.784	0.934
Job Performance	JBPMs2 JBPMS3 JBPMS4 JBPMS6 JBPMS8	0.85 0.87 0.86 0.88	0.920	0.793	0.918
			0.939	0.754	0.937
		0.88			

Figure 4: Table 3 :

4

VAR	CR	AVE	HR Partner	Strategic	Achievement Motivation.	Job Performance
HR Strategic Partner	0.935	0.784	0.885			
Achievement Motivation	0.920	0.793	0.797		0.890	
Job Performance	0.939	0.754	0.759		0.847	0.868

Figure 5: Table 4 :

5

Variable	Min.	Max.	Skew	C.r.	kurtosis	C.r.
JBPM8	1	6	-1.531	-8.792	2.542	7.301
JBPM6	2	6	-1.326	-7.615	1.590	4.566
JBPM4	2	6	-1.033	-5.933	0.946	2.718
JBPM3	2	6	-1.241	-7.131	1.302	3.740
JBPM2	2	6	-1.266	-7.272	1.756	5.043
ACVMOT5	2	6	-1.310	-7.528	1.431	4.110
ACVMOT3	2	6	-1.412	-8.114	2.210	6.346
ACVMOT2	2	6	-1.506	-8.653	2.063	5.925
HRSP4	2	6	-0.889	-5.107	0.507	1.456
HRSP3	1	6	-1.213	-6.969	1.338	3.843
HRSP2	1	6	-0.843	-4.843	0.448	1.288
HRSP1	1	6	-1.190	-6.839	1.431	4.111
Multivariate					11.254	4.319

c) Pearson Correlation Analysis

Pearson correlation analysis was shown the results as Table 6.

VAR	Mean	STD	HR	Strategic	Partner	Achievement	Job	Per-
						Motiva-	Per-	for-
						tion.	for-	for-
HR Strategic Partner	4.632	0.954	1					
Achievement Motivation	4.673	0.847	0.797**			1		
Job Performance	4.899	0.863	0.759**			0.847**	1	

Note: +, P<0.1; *, P<0.05; **, P<0.01; ***, P<0.001

Figure 6: Table 5 :

7

Index	Model Value	?Goodness of Fit Test		Acceptance
		Recommend Value		
? 2 /df	146.092/51=2.865<3,good fit; <5,reasonable fit			good
RMSEA	0.097	<0.05,good fit; <0.1,reasonable fit		reasonable
NFI	0.943	Above 0.9		good
TLI	0.950	Above 0.9		good
AGFI	0.822	Above 0.8		reasonable

Figure 7: Table 7

8

Variable Path			Coefficient	t value
HR Strategic Partner	Achievement	Motivation	0.864	14.334***
Achievement Motivation	Job Performance		0.818	7.629***
3) Mediating Effect Test				

Figure 8: Table 8 :

9

Effect Items	Estimate	95% Confidence Interval	Lower Bounds	Upper
Indirect Effect HRSP AM	JP 0.707***	0.529		0.916
Direct Effect HRSP JP	0.100	-0.140		0.290
Total Effect HRSP	JP 0.807***	0.703		0.872

Note: HRSP: Human Resource Strategic Partner AM: Achievement Motivation JP: Job Performance V.

Figure 9: Table 9 :

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