

A Case Study of Indonesian Amateur Boxing Athletes: Is There an Influence of Organizational Culture and Quality of Service on Performance through Achievement Motivation as a Mediator?

Un estudio de caso de atletas de boxeo amateur de Indonesia: ¿Existe una influencia de la cultura organizacional y la calidad del servicio en el desempeño a través de la motivación de logro como mediadora?

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Abstract. This study aims to analyze the relationship of organizational culture and service quality to the performance of amateur boxing athletes in Indonesia through achievement motivation as a mediator variable. This correlational quantitative approach used Structural Equation Modeling (SEM) with the help of Smart-PLS. The sample was 100 amateur boxers aged 22.5 ± 2.0 years with 6.1 ± 0.8 years of training experience. The validity test of the Fornell-Lacker Criterion result shows a construct value greater than other constructs (>0.7). Meanwhile, the reliability test of all items in the variable showed the results of composite reliability (>0.7) and Cronbach Alpha (>0.7). The R square value on the performance of amateur boxing athletes is 0.764 or 76.4%, while the R square on achievement motivation is 0.570 or 57%. The SRMR value or Standardized Root Mean Square $0.077 < 0.10$ or $0.077 < 0.08$, then the model fits with the data. Then the hypothesis results, organizational culture on performance P-Values 0.000, service quality on the performance of P-Values 0.006, organizational culture on performance through achievement motivation of P-Values 0.003, service quality on performance through achievement motivation of P-Values 0.023, meaning that the four hypotheses are acceptable. The combination of organizational culture and service quality must be united, especially in achievement sports because the study of achievement sports is always associated with the ability of athletes, psychology or the ability of coaches without reporting the influence of other variables. Future research studies need to use mixed methods, considering that organizational culture and service quality variables have broad aspects, and of course, the organizational culture of each country is different

Keywords: Organizational Culture, Service Quality, Achievement Motivation, Boxing Performance

Resumen. Este estudio tiene como objetivo analizar la relación entre la cultura organizacional y la calidad del servicio con el desempeño de los atletas de boxeo amateur en Indonesia a través de la motivación de logro como variable mediadora. Este enfoque cuantitativo correlacional utilizó el modelado de ecuaciones estructurales (SEM) con la ayuda de Smart-PLS. La muestra fue de 100 boxeadores amateurs con edades de $22,5 \pm 2,0$ años y $6,1 \pm 0,8$ años de experiencia en entrenamiento. La prueba de validez del resultado del Criterio de Fornell-Lacker muestra un valor de constructo mayor que otros constructos ($>0,7$). Mientras tanto, la prueba de confiabilidad de todos los ítems de la variable arrojó resultados de confiabilidad compuesta ($>0,7$) y Alfa de Cronbach ($>0,7$). El valor de R cuadrado sobre el rendimiento de los atletas de boxeo amateur es 0,764 o 76,4%, mientras que el R cuadrado sobre la motivación de logro es 0,570 o 57%. El valor SRMR o media cuadrática estandarizada es $0,077 < 0,10$ o $0,077 < 0,08$, entonces el modelo se ajusta a los datos. Luego se obtienen los resultados de la hipótesis, cultura organizacional sobre el desempeño Valores P 0.000, calidad del servicio sobre el desempeño de Valores P 0.006, cultura organizacional sobre el desempeño a través de la motivación de logro de Valores P 0.003, calidad del servicio sobre el desempeño a través de la motivación de logro de Valores P 0.023, lo que significa que las cuatro hipótesis son aceptables. La combinación de cultura organizacional y calidad del servicio debe estar unida, especialmente en los deportes de logro porque el estudio de los deportes de logro siempre está asociado a la capacidad de los atletas, la psicología o la capacidad de los entrenadores sin reportar la influencia de otras variables. Futuros estudios de investigación necesitan utilizar métodos mixtos, considerando que las variables de cultura organizacional y calidad del servicio tienen aspectos amplios y, por supuesto, la cultura organizacional de cada país es diferente.

Palabras clave: Cultura Organizacional, Calidad del Servicio, Motivación al Logro, Desempeño del Boxeo

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Introduction

Performance in sports results from an athlete's effort through the training process. A good training process must refer to the quality and quantity of the technical-tactical aspect, physical aspect, and psychological aspect achieved by the athlete to carry out his duties according to the responsibilities given to the athlete (Çakmakçı et al., 2019; Slimani et al., 2022; Brevis & Leitão, 2023). Performance of athletes is directly proportional to the results of development during training, for example by proving the results of physical tests or fitness tests and their track record in participating in competitions (Al-Nawaiseh et al., 2022; Addie et al., 2022; Lubis et al., 2022). Athletes who master technical-

tactical skills and have good physical and psychological abilities, will show optimal performance during training or matches (Osipov et al., 2020; Puchol et al., 2023, Prabowo et al., 2024). Factors that influence athlete performance include coach competence, consistency of athlete, talent of athlete, adequate facilities and infrastructure, assistance needed by athletes, and sports events (Kapo et al., 2021; Prabowo et al., 2022; Finlay et al., 2023, Prabowo et al., 2024, Sridana et al., 2024). In addition, support from the organization involved, social support, parents and friends will have an impact on improving the morale of athletes to focus more on training (Dortants & Knoppers, 2016; Syrllybayev et al., 2020). Thus, with the many factors that affect the performance of athletes, the training process will

not be hampered and can certainly achieve optimal performance. Performance of boxing athletes ideally requires athletes to have high physical abilities such as speed, strength, power, aerobic and anaerobic endurance, agility, and reaction (Kim et al., 2018; Wu, 2022; Slimani et al., 2022). Then, the tactical skills are obtained from being discipline in training and participation in competition in one season. Therefore, to improve performance of boxing athletes, it is necessary to have strong achievement motivation (Blegur & Mae, 2018; Kuśnierz, 2019). Achievement Motivation that a boxer must possess is not only before the match or has become a professional athlete, but when the boxer trains boxing for the first time (Bingol & Yildiz, 2021; Pocaan & Pasano, 2022). However, in reality to produce athlete performance from the training process and to increase achievement motivation, many supporting factors are needed such as coach competence. In addition, good facilities and infrastructure are also needed, paying attention to the needs of boxers, creating a sense of security and comfort, and keeping boxers loyal to the sport of boxing, so the quality of service is very important to consider (Kim et al., 2019; Prabowo et al., 2022; Biscaia et al., 2023).

The culture of sports organizations in a country varies greatly due to repetitive habits and become values and lifestyles by a group of individuals who will later be followed by other individuals (Fadel & Kadem, 2021; Samur, 2021; McKenzie et al., 2023). In Indonesia, the organizational culture of sports is determined by the policy of a leader. However, the basic rules of amateur boxing organizations in Indonesia still come from the IBA (International Boxing Association). In boxing organizations, the main goal is to create athletes who excel, in order to create athletes who excel, the organization must be able to innovate, work diligently and thoroughly, teamwork, work quickly and efficiently, and work according to the assigned tasks (Dortants & Knoppers, 2016; Ahn, 2018; Popovic et al., 2021; Barbu et al., 2022; Muñoz et al., 2023). Organizational culture will also run straight with the quality of service. The better and more competitive the organization, the athletes get the impact of the quality of services such as getting a qualified coach, getting a decent training place and international standards, getting health insurance or insurance, and getting various assistance such as nutrition, gifts, monthly salaries, to life insurance (Parent & Hoye, 2018; Mejía & Ramírez, 2021; Sullivan et al., 2022; Prabowo et al., 2023; Kasale et al., 2023; Juita et al., 2024; Mandan et al., 2024; Wijayanti et al., 2024). Good service quality affects the satisfaction received by boxers (Günel & Duyan, 2020; Aznar-Ballesta et al., 2022).

Previous research explained that organizational culture influences organizational performance and the achievement of regional-level athletes in Indonesia by 79.04%, these results reveal the importance of the organization and the performance of the organization (Satria, 2018). The study's results also highlighted that athlete achievement can increase if the organization can provide a sense of caring, togetherness for which the organization must instill a high sense of

motivation towards athletes. Furthermore, a well-managed organizational culture will have a positive impact on satisfaction, motivation and increased loyalty to athletes (Lee et al., 2018; Mitrovic et al., 2019). Organizational culture is also able to influence performance in football teams. It is explained that teams with a good organizational culture can adapt to the environment, effectively achieve goals, have coherent goals, and have shared values (You, 2021). Then, the quality of services that the organization provides is also a factor in the athlete's performance in achieving achievements. Explained by the results of research from Nugroho et al (2021) 137 regional athletes, it states that there is an effect of the quality of services provided by sports organizations on performance. The quality of service by providing facilities that are feasible, comfortable and by match standards can increase the satisfaction and empathy of sports organizations (Kim & Jung, 2020; Günel & Duyan, 2020; Dang et al., 2022). Then, the results of other studies, from 1,080 physical education students gave a positive assessment of loyalty caused by the good organization and quality of the services provided (Nuviala et al., 2020). Thus, there is an allegation between organizational culture and service quality that affects the motivation of achievement and performance of boxing athletes.

This study aims to analyze the relationship of organizational culture and service quality to the performance of amateur boxing athletes in Indonesia through achievement motivation as a mediator variable. The main problem is that no Indonesian amateur boxer can win at consecutive Nationals, even though the boxer has received good service. Therefore, this problem is the aim of this research, namely whether there is a relationship between organizational culture, service quality, and the motivation and performance of amateur boxers. This study will also discuss the direct influence and indirect influence through the achievement motivation variable. Hopefully with the publication of this study, it can be an insight and reference to how important a strong organization and good service quality are to improve boxer achievement.

Methods

Research Design

This is a correlational quantitative research that aims to analyze phenomena and problems using numbers to explain the characteristics of individuals or groups, in this case boxers, who will be involved in this study. The independent variables in this study were organizational culture and service quality. Then, the dependent variable is the boxer's performance, and the mediator variable is the achievement motivation. Thus, this study focuses on the research objectives, namely 1) the influence of organizational culture on the performance of amateur boxing athletes, 2) the influence of service quality on the performance of amateur boxing athletes, 3) the influence of organizational culture on the performance of amateur boxing athletes through achievement motivation, 4) the influence of service quality

on the performance of amateur boxing athletes through achievement motivation.

Study Participants

The population of this study was amateur boxers in Indonesia and the total number of boxers was 100 (74 male and 26 female). The sample selection used purposive sampling, so that the samples or boxers had certain characteristics, namely 1) still active as athletes, 2) currently participating in a competition training program, 3) had been champions at least at the regional level, 4) the boxer category was amateur elite level. Of the 100 sample boxers involved in the study, the average age (mean±SD) was 22.5±2.0 years with the training experience of 6.1± 0.8 years.

Research Instrument Design

This research instrument used a questionnaire with a scale of 1 - 4 in the form of statements prepared by developing from previous research related to organizational culture, service quality, achievement motivation and boxing performance. After the questionnaire was formed, it was validated by an FGD (focus grup discussion) involving sectors from sports coaching lecturers, boxing organization administrators and boxing coaches. The aim of involving these three sectors is because they have the ability to analyze each variable in the instrument item, so that each can provide their opinion and revise if necessary. The following is the instrument grid:

Table 1. Organizational Culture Instrument

Organizational Culture	
Dimensions	Indicators
Innovation and risk-taking	I was given complete trust in finishing my job as a boxer I sometimes get in trouble for my responsibilities as a boxer
Detailed attention	I am required always to get the champion in every competition The organization motivates me to pay more attention to detail in developing achievements
Results Orientation	I always work by prioritizing maximum results, namely becoming a champion. In addition to the results of the competition, I also emphasize the process of achieving optimal results
Individual Orientation	I try to practice, and when the competition is earnest I work according to predetermined targets
Team orientation	I strive to collaborate with trainers, officials, fellow boxers, organizational managers to improve the best results I understand the organizational structure and responsibilities of the team
Aggressiveness	I am required to conduct healthy competition between fellow boxers in collecting the championship title I am required to be more active in practicing whatever condition I experience
Stability	I feel calm and sincerity in carrying out my responsibilities as a boxer I am comfortable with the current state of boxing organization

Table 2. Service Quality Instrument

Service Quality	
Dimensions	Dimensions
Tangible	Equipment and training areas are based on IBA standards Complete, clean and safe training facilities
Empathy	Can establish good relationships with a team Coaches, officials and organizational administrators always provide for boxers' needs
Reliability	The training program is in accordance with the conditions when participating in the competition or not during the competition period Training and match equipment is provided by the boxing organization
Responsiveness	Quickly respond to suggestions and input from boxers Providing dormitories for boxers
Assurance	Get health and accident coverage during training or competition Availability of medical equipment at the training site

Table 3. Achievement Motivation Instrument

Achievement Motivation	
Dimensions	Dimensions
Intrinsic	I want to develop talents and skills I want to become a famous professional boxer I always want to be the champion of every competition
	I always train diligently because my opponent has better boxing skills than me
	I want to get a prize or bonus when I win I exercise diligently because I get monthly money
Extrinsic	I want more attention from local governments and national government
	I want to be recognized and known by everyone

software approach with results reporting procedures referring to the research (Hair et al., 2019), (Sarstedt & Cheah, 2019), (Narimawati et al., 2022). Before to path coefficient analysis, researchers measured the validity (Fornell-Larcker Criterion) and reliability (Cronbach alpha and Composite reliability) of the instrument items. However, convergent validity is still carried out using the outer loading value, if the value for the item is less than (>0.7) or shows red then the instrument item will be deleted. So there are 50 items that meet the outer loading criteria.

Data analysis for this research uses the Smart-PLS

Table 4. Amateur Boxing Athlete Performance Instrument

Boxing Athlete Performance

Dimensions	Dimensions
Ability	I feel the quality of technique and tactics has improved
	The progress of my physical test results is always improving
	My training results and achievements are getting better than before
	In previous competitions, I always got a medal during the competition
	I feel faster, stronger and don't get tired easily when training or competing
Training Load	I feel fast recovery in my body organs after training or competing
	When I entered the pre-competition phase, I was able to lift 1 RM (maximum reps) quickly and easily
	I was able to train for longer and better boxing durations
	Training volume appropriate to the match
	I feel the training intensity is sufficient
Discipline	In a week, I am able to practice more than 7 times regularly
	I never arrive late
	I never reduce the portion of training given by the coach
Psychology	I always attend practice even though the weather is bad
	I always try to maintain my weight to suit the competition class that I will participate in
	I always feel confident in my abilities
	I am able to manage anxiety and fear before competing
	I am ready to compete at any time even though I have a short preparation time

Results

Validity and Reliability Test

The convergent validity test uses the outer loading value which shows the results for each item are >0.7 (figure 1). Then the next validity test is based on the results of the Fornell-Lacker Criterion value, if a construct is said to be valid, namely by comparing the root value of the average variance extracted (AVE) with the correlation value between latent variables. If the AVE root value of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have a good validity value.

Table 5. Fornell-Lacker Criterion

Variable	Achievement Motivation	Organizational Culture	Performance of Boxing Athlete	
			Service Quality	Average
Achievement Motivation	0.834			
Organizational Culture	0.710	0.817		
Performance of Boxing Athlete	0.784	0.804	0.821	
Service Quality	0.636	0.609	0.697	0.847

From the results of the Fornell-Larcker Criterion value, it can be concluded that the statement item in the instrument used has a good validity value.

Then, the reliability test with the Cronbach alpha and Composite reliability results. It is reliable if the Composite reliability value is above 0.7, and the Cronbach's alpha value is recommended above 0.7. Based on table 6 above, it can be seen that the composite reliability value of all research variables > 0.7 and Cronbach Alpha > 0.7 . These results indicate that each variable has met the composite reliability and Cronbach's alpha so that it can be concluded that the overall variable has a high level of readability.

Table 6. Reliability Test Results

	Cronbach's	Rho A	Composite	Average
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	Alpha	Reliability	Variance Extracted (AVE)
Achievement Motivation	0.937	0.942	0.948
Organizational Culture	0.961	0.962	0.966
Performance of Boxing Athlete	0.971	0.973	0.974
Service Quality	0.956	0.959	0.962

R Square Test

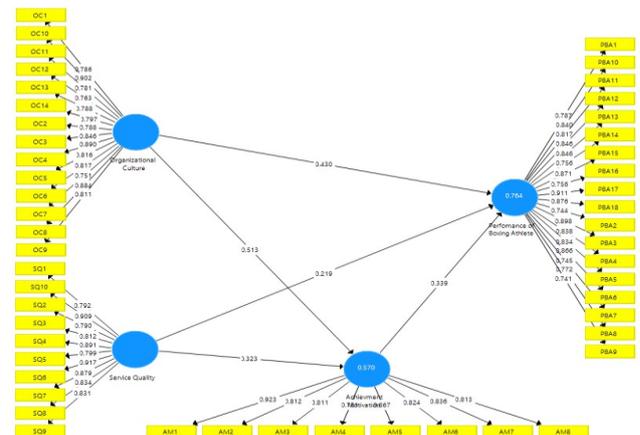


Figure 1. Results in the PLS Algorithm menu

Based on Figure 1 above, it shows the R-Square value of the Amateur Boxing Athlete Performance variable of 0.764. It means that the Amateur Boxing Athlete Performance variable can be explained by an independent variable of 76.4% and the remaining 23.6% can be explained by other variables that are not contained in this study. While the R-Square value of the Achievement Motivation variable is 0.570, this value means that the Achievement Motivation variable can be explained with an independent variable of 57.0% and the remaining 43.0% can be explained by other variables not contained in this study.

Fit Model Test

Table 7. Fit Model Results

	Saturated Model	Estimated Model
SRMR	0.077	0.077
d_ULS	7.548	7.548
d_G	11.880	11.880
Chi-Square	3826.509	3826.509
NFI	0.539	0.539
rms Theta	0.171	

Based on the results of table 7, the rms Theta or Root Mean Square Theta value is $0.171 > 0.102$ and the NFI value is $0.539 < 0.9$. So, based on the two assessments of the model, it doesn't meet the criteria of the fit model. However, based on the SRMR value or Standardized Root Mean Square, the value is $0.064 < 0.10$ then the fit model. So the model is fit with the data (Hair et al., 2019), (Narimawati et al., 2022).

Hypothesis Test

Testing the structural relationship model is done to explain the relationship between the variables in the study.

Structural model testing was carried out through tests using PLS software. The basis used in testing the hypothesis directly is the value contained in the output path coefficients. The basis used to test the hypothesis directly is if $p \text{ value} < 0.05$ (significance level= 5%), then it is stated that there is a significant effect of exogenous variables on endogenous variables. Here is a complete explanation of hypothesis testing:

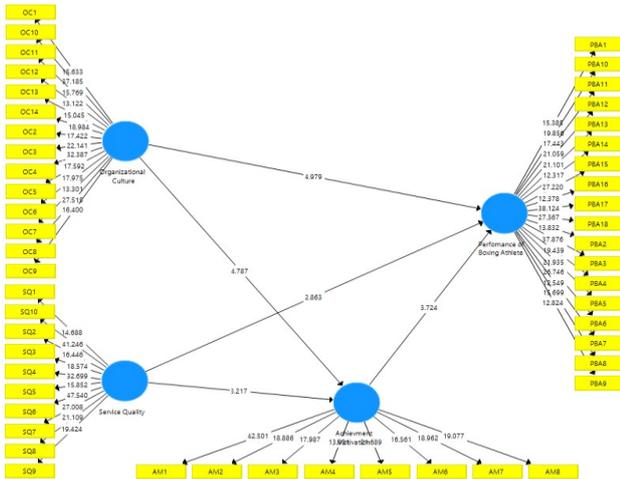


Figure 2. Results in the Bootstrapping menu

Table 8.

Path Analysis Results

Variable	Sampel Asli (O)	T Statistics (O/STDEV)	P Values
Organizational Culture-> Performance of Amateur Boxing Athletes	0.430	4.979	0.000
Organizational Culture -> Achievement Motivation	0.513	4.787	0.000
Service Quality -> Performance of Amateur Boxing Athletes	0.219	2.863	0.006
Service Quality -> Achievement Motivation	0.323	3.217	0.001
Achievement Motivation -> Performance of Amateur Boxing Athletes	0.339	3.724	0.000
Organizational Culture -> Achievement Motivation -> Performance of Amateur Boxing Athletes	0.174	2.940	0.003
Service Quality -> Achievement Motivation -> Performance of Amateur Boxing Athletes	0.110	2.235	0.023

In PLS, statistical testing of each hypothesized relationship is carried out using simulation. In this case, it is done using the bootstrapping method for the sample. The following are the results of the bootstrapping analysis:

1. The Influence of Organizational Culture on the Performance of Amateur Boxing Athletes.

The results of the first hypothesis testing, namely Organizational Culture on the Performance of Amateur Boxing Athletes, showed a coefficient value of 0.430 p-values of $0.000 < 0.05$ and t-statistics of $4.979 > 1.960$. These results indicate that Organizational Culture Influences the Performance of Amateur Boxing Athletes. So that the hypothesis which states that “Organizational Culture has a Positive and Significant Influence on the Performance of Amateur Boxing Athletes” is accepted.

2. The Influence of Service Quality on the Performance of Amateur Boxing Athletes.

The results of the second hypothesis testing, namely the effect of service quality on the performance of amateur boxing athletes, showed a coefficient value of 0.219 p-values of $0.006 < 0.05$ and t-statistics of $2.863 > 1.960$. These results indicate that the Quality of Service affects the Performance of Amateur Boxing Athletes. So, the hypothesis which states that “Quality Service has a Positive and Significant Influence on the Performance of Amateur Boxing Athletes” is accepted.

3. The Influence of Organizational Culture on the Performance of Amateur Boxing Athletes Mediated by Achievement Motivation.

The results of the third hypothesis testing, namely the effect of organizational Culture on the performance of amateur boxing athletes mediated by achievement motivation, showed a coefficient value of 0.174 p-values of $0.003 < 0.05$ and t-statistics of $2,940 > 1,960$. These results indicate that Organizational Culture Influences the Performance of Amateur Boxing Athletes Mediated by Achievement Motivation. So the hypothesis that states that “Achievement Motivation can Mediate the Influence of Organizational Culture on the Performance of Amateur Boxing Athletes” is accepted.

4. The Influence of Service Quality on the Performance of Amateur Boxing Athletes Mediated by Achievement Motivation.

The results of the fourth hypothesis test, namely the effect of service quality on the performance of amateur boxing athletes mediated by achievement motivation, showed a coefficient value of 0.110 p-values of $0.023 < 0.05$ and t-statistics of $2.235 > 1.960$. These results indicate that Quality of Service Influences the Performance of Amateur Boxing Athletes Mediated by Achievement Motivation. So the hypothesis that states that “Achievement Motivation can Mediate the Influence of Service Quality on the Performance of Amateur Boxing Athletes” is accepted.

Discussion

One of the biggest factors for improving the performance of boxing athletes is through a long training process. In the process, not only the athlete’s physical factor but also the support of the organization and the quality of the services involved. Organizational culture includes the role of organizational leaders and officials in fostering, preparing boxers for competition, meeting the needs and needs of athletes during training and matches (McKenzie et al., 2023). Based on the results of this study, organizational culture influences the performance of amateur boxing athletes, even organizational culture can influence boxer performance through achievement motivation. These results indicate that boxers at the amateur level still need organizational involvement to improve their career as a boxer and open up opportunities for a career in professional boxing (Ridwan & Putra, 2020). Organizational involvement involves finding information about the competition, scouting and preparing boxers in one team. Then help non-technical needs for

boxers such as providing dormitories for athletes, health, financial assistance or scholarships for boxers who are still in school or pursuing college. Therefore, the organization's involvement can help athletes be more disciplined and focused in training. Thus, boxers do not need to think about their needs and can show maximum performance. Of course, high athlete performance will generate prestige for the athlete, and the organization's work program will be imitated in other sports organizations.

The findings of the latest study report that good organizational resilience can help individual athletes or team sports in achieving success at the beginning of achievement (Bostock & Breese, 2023). In addition, a well-managed organizational culture by showing its commitment to achieving achievements can also provide well-being for a team (Samur, 2021, Molan et al., 2022). The evidence is that boxers can develop because the managed organization is good with its main focus of meeting the needs of boxers. Then, the attention given from the organization also affects the level of motivation of the boxer and directly affects the performance of the boxer. Attention from the organization through the improvement of work programs can have a positive impact on athlete motivation by showing their commitment to continue to improve achievement (Mykhailov, 2021, Alemdar & Tas, 2023). Studies that discuss the involvement of organizational culture through direct achievement motivation show that it can have a good impact on boxer performance. In addition, from some of the findings of research and analysis, it can be explained that a well-managed organizational culture, there is always an increase in work programs that can greatly influence motivation and performance, especially boxing athletes.

The level of amateur boxing performance and motivation to achieve, in addition to being influenced by organizational culture, is also influenced by the quality of service. In this research study, the quality of service is part of the sports organization's task and the coach's role. Service quality has an important role in increasing athlete motivation, but the athlete must get a level of satisfaction first (Günel & Duyan, 2020, Nugroho et al., 2021). According to the results of this study, it is reported that the quality of service affects the performance of amateur boxing athletes, both directly and through achievement motivation. Previous studies have found that the influence of service quality affects the performance of athletes, especially amateur boxing athletes. However, one of the factors affecting the low or high level of performance of athletes by measuring the level of achievement motivation (Aznar-Ballesta et al., 2022, Aznar-Ballesta & Vernetta Santana, 2022, Rossi et al., 2022). Achievement motivation in martial athletes is also determined by the quality of training during the athlete's participation from the beginning of his career to becoming a professional athlete. The quality of training includes the closeness of the coach with his athletes to taekwondo martial arts, it is reported that the closeness of the coach and the athlete by delivering the right material, understanding the athlete's condition, and working together can increase

athlete motivation (Setiawan et al., 2023). These results are by the theory of empathy and reliability of the quality of service used for this research instrument. Then the quality of training includes training programs, the availability of complete and safe training facilities, and training motivation also affect the performance of pencak silat athletes (Ihsan et al., 2022). The results are also in line with the theory of tangible, responsiveness, and assurance which focuses on the training facility.

The high performance of boxing athletes will also be directly proportional to the achievements obtained. Boxing athletes' trust in the managed organizational Culture and good quality of service is a capital for boxers to continue to develop careers as boxers to the professional level. Being a boxer from the beginning of a career is not easy, many aspects such as technique, physical training load, discipline, mentality to the competence of a coach. So that achievement motivation is needed to support the performance of boxing athletes at the amateur level. Therefore, the combination of organizational Culture and service quality can be said to be a unity, especially in achievement sports (B. Kim & Jung, 2020b, Lumintuarso et al., 2021, Miknevičius et al., 2022, Nikolaos & Theodoros, 2022, Arslan & Doğu, 2022). In reality, the achievements of boxing athletes will also not develop if the organization and service quality cannot work together. Meanwhile, if the organization and services provided to boxing athletes do not meet expectations, boxers' performance will decline and consequently cannot get a brilliant career.

The performance of a boxing athlete does not depend on the athlete and coach alone, but the attention given to the athlete, meets the needs, provides guarantees while still an athlete. Performance is also not only shown during training, but performance when boxers compete. When boxers compete, an athlete's mentality has a very big influence. The mentality is from how well the boxer has an achievement motivation. The limitation of this study is the number of samples involved, which is still insufficient to assess the influence of organizational culture and service quality on achievement motivation and performance. So that research using mixed methods (qualitative and quantitative) can be used in future research, considering that the variables of organizational culture and service quality have very broad aspects and of course the organizational culture of each country is definitely different. Then the number of national samples is larger and with increasingly specific criteria while maintaining long training experience and achievements at national and international levels.

Conclusion

The lack of scientific studies on the influence of organizational culture, service quality on achievement motivation and athlete performance, especially boxing athletes at the amateur level, is a topic that needs to be studied in this study because these four variables are related to each other in achievement sports. The analysis in this study examines the

direct and indirect effects through achievement motivation as a mediator. The R square value on the performance of amateur boxing athletes is 0.764 or 76.4%, while the R square on achievement motivation is 0.570 or 57%. The hypothesis test results showed a direct effect of organizational culture and service quality on the performance of amateur boxing athletes with P-Values $0.000 < 0.05$ and $0.006 < 0.05$. Then, there is the indirect influence of organizational culture and service quality on the performance of amateur boxing athletes through the motivation to achieve P-Values $0.003 < 0.05$ and $0.023 < 0.05$. Based on the results of this study, it is expected that organizational culture and service quality in all types of sports can work together to maximize athlete performance to achieve achievements. One solution to working together is to hold regular meetings every month and then carry out a comprehensive evaluation.

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