

Human Resource Quality in East Java, Malang Regency Administrative Staff Working Performance Enhancement

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ABSTRACT

This research purpose is to test the influence of human resource quality, commitment, and motivation towards administrative staff performance in Malang Regency Regional Secretariat, either simultaneously or partially. The research method use survey method with questionnaire as data gatherer instrument, meanwhile data analysis method uses multiple regression. This research results shows that the influence and positive influence between variable of human resource quality, commitment and motivation with employee performance. This research contributes to help achieving organization performance that create synergetic effect in directing employee's behavior and motivation and improve trust towards organization. For next research development material, it can add discipline research, working environment, and commitment variable.

Keywords: Commitment, motivation, human resource quality, Malang Regency Regional Secretariat

1. INTRODUCTION

Good governance is important issue in public administration management. One of the ways to conduct such good governance is by improving citizens' knowledge. Reform in various fields requires government to respond the demands from society. One of them is the demand of widespread, real, and responsible regional autonomy (Ake & Olowojolu, 2016; Kamal et al., 2005). Meanwhile organization's human resources need to be managed professionally to achieve balance between employee's needs and organization's demands and ability (Dziva, 2014).

In this condition, the employee affair department also required to formulate new strategy in developing and maintaining skillful employee (Ayuk, Ntane Agbor, & Tanyi, 2014; Itika, 2011). The existence of human in organization is highly vital, since

organization's success is highly determined by the workers' quality (Hameed & Waheed, 2011; Khalil & Weston, 2010; Sosialina, Setiati, Soeparan, & Vogel, 2014). Human resource management in an organization is not only deal with administration but also developing creative and innovative human resource (Sherk, Nauseda, Johnson, & Liston, 2009). Not optimal human resource management practice is due to less competitive time allocation, training frequency, promotion setting, and compensation with working evaluation that less orienting to employee development (Elnaga & Imran, 2013; Wikaningrum, 2011). Research conducted by Suharto (2012) shows that Kediri Regency Inspectorate staff performance is influenced by human resource, commitment, and motivation quality. Human resource quality dominantly influential towards

Kediri Regency inspectorate staff's working performance.

Motivation, discipline, and environment have positive influence towards human resource commitment and performance, the same applies to commitment that has positive influence towards human resource performance (Prihantoro, 2012). The research results achieved by Erbasi & Arat (2012) shows that performance evaluation system perception difference in work status has no significant correlation between working satisfaction and working status, higher level in organization commitment manager from employee and significant correlation between organization commitment and working status in performance evaluation perception.

From that explanation, this research is different with previous researches. This research intended to review and analyze both simultaneously or partially on the quality of human resource and performance productivity for Administrative Staff in East Java, Malang Regency Regional Secretariat.

2. LITERATURE REVIEW

2.1 Human Resource Quality

Human resource quality is the main pillar and organization drive to realize vision, mission, and purpose (Bowen & Lawler, 1992). Human resource management is a planning, organization, coordination, implementation, and monitoring towards procurement, development, rewarding, integrating, maintenance, and human resource division to achieve organization's aims. Human resource management has specialty compared to general management or other resource management because the object is human beings therefore the success or failure of human resource management will have a very widespread effect (Lambert, 2001).

Human Resource quality is a measurement that declare how far the fulfillment of requirement, specification, and employee's hope in organization that

have important role in achieving success (Haynes & Fryer, 2000). Human Resource quality is the value of someone behavior in taking responsibility of all their actions, both in personal, societal, and national life (Wright, Gardner, & Moynihan, 2003).

2.2 Commitment

Organizational commitment refers to employee's aim identification with organization, the willingness to deploy all efforts related to organization's interests and attachment to be part of organization. Youssef and Luthans (2007) define organizational commitment as an attitude that reflects employee's loyalty to organization, towards organization success, and sustainable progress.

Commitment in organizing as psychological construct which is characteristic of organization member relationship with the organization that has implication towards individual decision to continue membership in organizing (Elnaga & Imran, 2013; Mohsan, Nawaz, Khan, Shaukat, & Aslam, 2010) This commitment is part of strong acceptance in an individual towards organization's aims and values, therefore that individual will attempt, work, and has strong passion to stay in the company (Greenberg & Baron, 2003; Sow, Anthony, & Berete, 2015).

Employee's commitment to organization is not instant. It comes from quite long and gradual process determined by several factors, e.g., (1) worker's personal characteristic, including their length of service in the organization, and the variety of needs and demands that are different among employees. (2) Working characteristics, e.g., assignment identity and the opportunit to interract with fellow colleques. (3) Working experience, e.g., organization's dependency in the past and how other workers express and discuss their feelings about organization (Cherian & Jacob, 2013). Meanwhile (Lee, Kim, & Kim, 2013) mentioned several factors which positively influential towards organizational commitment, i.e., satisfaction towards promotion, working characteristics,

communication, satisfaction towards leadership, extrinsic exchange, intrinsic exchange, intrinsic rewards, and extrinsic rewards.

2.3 Motivation

Motivation deals with how to direct resource and potential to work in achieving the determined goal. (Anyim, Chidi, & Badejo, 2012). Basically worker motivation is fulfilling life needs. But their encouragement of desire differs from one person to another therefore humans have various behaviors in working. Motivation refers to a process that influences individual choices towards various wanted activities (Cherian & Jacob, 2013; Mohsan et al., 2010; Vroom & Jago, 1974). Motivation covers direction or behavior purpose, response power, and attitude determination. Besides, that term covers several concepts of drive, need, incentive, reward, reinforcement, goal setting, expectancy, and others (Campbell, McHenry, & Wise, 1990).

2.4 Performance

Performance is individual because each individual has different performance according to assessment in organization. Performance is outcome record from certain work or activity function during certain period (Bass & Avolio, 1993). Meanwhile the definition of Employee's Performance according to (Cherian & Jacob, 2013) is something achieved by employees, achievement shown by employee, and working capacity related with office equipment mastery. Next, the researcher describe the definition of Employee's Performance according to Elnaga and Imran (2013) that explains performance means work, implementation of work, working achievement/work's results/for work/work appearance.

According to (Hameed & Waheed, 2011) there are several foundations for the implementation of performance assessment, i.e., *first*, performance assessment play a role integrally in performance management process. *Second*, performance assessment can be media for leader and employee to

plan repairing due to assessment deficiency. *Third*, working performance can be used as reference to plan employee's career promotion based on evaluation towards employee's strength and weakness in conducting working activity. *Fourth*, performance assessment influences salary rise and leader's decision in promoting employee's position.

Based on empirical study, the research this research hypotheses are:

H1: The quality of human resource, commitment and motivation simultaneously influential towards Malang Regency Regional Secretariat administrative staff performance.

H2: The quality of human resource, commitment and motivation partially influential towards Malang Regency regional secretariat.

3. METHODS

This research is conducted to Malang Regency Regional Secretariat Administrative Staff on Jalan Raden Panji No 158 Kepanjen. The research method use survey method with questionnaire as data gathering instrument. This research time horizon is cross sectional. The pattern influence that will be revealed in this research is the influence of Human Resource Quality in East Java, Malang Regency Administrative Staff Working Performance.

3.1 Population and Sampling Technique

Population in this technique is all administrative staff (45 employees) of Malang Regency Regional Secretariat. Sampling method is the same with saturated sampling. This is due to population number relatively identified and reached. Therefore the research sample is 45 respondents.

3.2 Data Analysis Method

Analysis method used in this research is multiple regressions. This method used to see the influence of The Quality of Human Resource, Commitment, and Motivation towards Malang Regency Regional Secretariat Administrative Staff

performance. The equation in this research is:

$$Y = a + B_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y : Employee performance

b : Coefficient number

X₁ : Human resource quality

X₂ : Commitment

X₃ : Motivation

a : Intercept

e : Error Rate

3.3 Hypothesis Testing

Hypothesis testing is used to test simultaneously The Quality of Human Resource, Commitment, and Motivation towards Malang Regency Regional Secretariat Administrative Staff. The statistics Hypothesis is:

H₀: $\beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = 0$, means that simultaneously the quality of human resource, commitment and motivation do not significantly influence Malang Regency Regional Secretariat administrative staff performance.

H_a: $\beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq \beta_5 \neq 0$, means that simultaneously the quality of human resource, commitment and motivation significantly influence Malang Regency Regional Secretariat administrative staff performance.

With significance level = 5% and degree of freedom (k) and (n-k-1) where n is the number of observation and k is independent variable. Therefore the value of count F is formulated as followed:

$$F_{hitung} = \frac{R^2/k}{(1 - R^2)/(n - k)}$$

Where:

R² : R square

N : the amount of data

k : the number of independent variable

With significance level = 5%, then if count F > table F then H₀ is rejected and H_a accepted or if probability value (Sig.) F < 5 % then H₀ is rejected and H_a is accepted.

Second hypothesis testing used to test partially the quality of human resource, commitment and motivation towards the

performance of Malang Regency Regional Secretariat administrative staff. This hypothesis is tested based on the analysis towards t value, generated from multiple regression model. Second hypothesis mathematically is as follows:

H₀ = 0, means partially the quality of human resource, commitment, and motivation have significant influence towards Malang Regency Regional Secretariat administrative staff performance and i = 1,2,3. H_a = 0, means partially the quality of human resource, commitment, and motivation have significant influence towards Malang Regency Regional Secretariat administrative staff performance i = 1,2,3.

With significance level $\alpha = 5\%$ and degree of freedom (k) and (n-k) where n is the number of observation and k is independent variable. Therefore the value of count t is formulated as follows:

$$t_{hitung} = \frac{\beta_t}{S_{e\beta_t}}$$

Description:

β_i = regression coefficient

Se β_i = Standard error regression coefficient

With significance level = 5%, therefore if count t > table t then H₀ is rejected and H_a is accepted or if probability value (Sig.) t < 5 % therefore H₀ is rejected and H_a accepted.

3.4 Validity and Reliability Test

3.4.1 Validity Test

In this research validity test is conducted with Pearson's product moment correlation technique. Sugiyono (2006) stated that an item is valid if Pearson's product-moment correlation (r) $\geq 0,3$. The index of Pearson's product-moment correlation (r) can be found with the following equation:

$$r = \frac{N\Sigma XY (\Sigma X)(\Sigma Y)}{\sqrt{\{N\Sigma X^2 - (\Sigma X)^2\}\{N\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Description:

r: Correlation Coefficient

n: The number of respondent

x: Answer score for each item

y: Total score

3.4.2 Reliability Test

In order to measure reliability in an instrument it used Alpha Cronbach based on average measuring instrument data point correlation. According to Malhotra (2008) an instrument is reliable if the value of Alpha Cronbach is higher or equal with 0.6. The Alpha Cronbach equation is as follows:

$$r_1 = \left[\frac{k}{k-1} \right] \left[1 - \frac{\Sigma \sigma b^2}{\sigma t} \right]$$

Description:

r_1 : Instrument Reliability

k : The number of question point

$\Sigma \sigma b^2$: The number of point variant

σt : Total variant

4. RESULT

Multiple regression analysis method is used to see whether or not the variable of human resource quality influence (X1), commitment (X2), and motivation (X3), influential towards employee's performance (Y). Multiple linear regression analysis calculation results conducted with the aid of Statistical Package for Social Science (SPSS) 15.0 for windows as follows:

Table 4.1 Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Tolerance	Statistics VIF
		B	Std. Error	Beta				
1	(Constant)	-6.329	2.455		-2.578	.014		
	Quality Human Resource	.670	.104	.591	6.425	.000	.529	1.890
	Commitment	.181	.070	.182	2.576	.014	.894	1.118
	Motivation	.328	.100	.306	3.279	.002	.512	1.953

a: Dependent Variable: Employee Performance

The number of coefficient for human resource variable is 0.670 with positive coefficient direction. It means that the quality of human resource ascribed to the employee can increase employee's performance as much as 67%. The number of coefficient for commitment variable is 0.181 with positive coefficient direction means that with high employee's

commitment in institution it will increase employee's performance as much as 18.1%. The number of coefficient for motivation variable is as much as 32.8 % with positive direction. It means that good motivating (extrinsic and intrinsic motivation) will increase employee's performance as much as 32.8%.

Table 4.2 Multiple Correlation Coefficient Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.904 ^a	.817	.803	2.007	1.956

a: Predictors: (Constant), Motivation, Commitment, Human Resource Quality

b: Dependent Variable: Employee's Performance

The number of multiple correlation coefficient value (R) is 90.4% it shows that the number of variable of human resource quality, commitment and motivation quality with employee's performance is 90.4%. Meanwhile, predictability of regression model (R-square) formed in this test is 81.7%. It shows that the number of the influence of human resource quality, commitment quality, and motivation quality with employee's performance is 81.7 % and the rest is 18.3% influenced by another

factor or variable not included in this research.

4.1 Hypothesis 1 human resources quality, commitment and motivation simultaneously affect work performance

Hypothesis 1 testing in this research aims to investigate the existence of simultaneous influence of human resource, commitment, and motivation quality variable with employee's performance of Malang Regency Regional Secretariat administrative staff. In testing this

hypothesis will be tested with the F test model. resulted from multiple linear regression

Table 4.3 Simultaneous Test

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	735.371	3	245.124	60.883	.000 ^a
	Residual	165.073	41	4.026		
	Total	900.444	44			

a: Predictors: (Constant), Motivation, Commitment, Human Resource Quality

b: Dependent Variable: Employee's Performance

As shown in table 4.3 F_{count} value is 60.883 with significance level (sig F) 0.000. This sig. F value is smaller than alpha (α) value in this research which is 0.05 and table F is 2.83 where count F is bigger than table F. It can be concluded that simultaneously the variable of human resource, commitment, and motivation have significant influence towards employee's performance of Malang Regency Regional Secretariat administrative staff. It can be explained that in order to improve employee's performance of Malang Regency Regional Secretariat administrative staff it requires a good human resource quality, commitment, and motivation to make the institution better and precise in achieving organization's aims in accordance with the vision and mission.

4.2 Hypothesis 2 human resources quality, commitment and motivation partially affect work performance

Table 4.4: Partial Test

Variabel	Count t	t significance	table t
Human Resource Quality	6,245	0,000	1,679
Commitment	2,576	0,014	1,679
Motivation	3,279	0,002	1,679

Source: Processed Data, 2014

As shown in table 4.4, count t value is acquired for the variable of human resource as much as 6.245 with significance level (sig t) as much as 0.000 and table t value is 1.679. This sig.t value is smaller than alpha (α) value in this research is 0.05 and count t value is bigger than table t. It can be concluded that the quality of human resource significantly influences employee's performance of Malang Regency Regional Secretariat administrative staff.

count t value for commitment variable is 2.576 with significance level (sig t) is .014. That sig. t value is smaller than alpha (α) value in this research which is 0.05 and count t value is bigger than table t. This can be concluded that commitment significantly influences towards employee's performance of Malang Regency Regional Secretariat administrative staff.

count t value for motivation variable is 3.279 with significance level (sig t) is 0.002. That sig. t value is smaller than alpha (α) value which in this research is 0.05 and count t value is bigger than table t. It can be concluded that motivation significantly influences employee's performance of Malang Regency Regional Secretariat administrative staff.

5. DISCUSSION

Mean value for human resource quality variable is 3.82 close tp 4 value. Therefore it can be explained that the average respondents answered agree to each question on human resource quality variable asked to employee. Research result shows that human resource quality significantly influences Malang Regency Regional Secretariat administrative staff working achievement. This result is shown from the result of answer to question on human resource quality where employee has health, proper life, higher education capability, education and skill, honest on same thought, words, and deeds, and has high spirit both as individual and member of society. Research result supports previous researcher Prihantoro (2012) where human resource quality has significant influence towards employee's performance.

Mean value for commitment is 3.79 close to 4 values. Therefore it can be concluded that the average respondents answered agree on each question on commitment variable asked to Malang Regency Regional Secretariat administrative staff. Research result explains that commitment significantly influences Malang Regency Regional Secretariat administrative staff. This result is supported by the employee's answer that said the form of employee's commitment toward institution are willing to work overtime, proud to be part of administrative staff, have sense of obligation to advance the organization together. Therefore it can be said that organization commitment has a relative power in identification towards individual and the participation in organization.

Mean value for motivation variable is 3.80 therefore it can be explained that the average respondents answered agree to each question on motivation variable asked to the employee. Research result explains that motivation has significant influence towards employee's performance of Malang Regency Regional Secretariat administrative staff. This is supported by descriptive analysis that shows the amount of the received salary is suitable with the conducted work, acquiring support from fellow workers, the given social security is suitable with the needs, comfortable working space, complete facility, opportunity to get achievements, and rewarded after achievement making. This research result is also support the previous researcher (Suharto, 2012). The existence of human resource quality influence, commitment and motivation towards employee's performance, and quality of human resource is the most dominant variable in influencing employee's performance.

Mean value for employee's performance variable is 3.58. Therefore it can be explained that average respondents answered quite agree to each question about employee's performance asked to Malang

Regency Regional Secretariat administrative staff.

6. CONCLUSION

From the above research above it can be concluded that *first*, human resource quality variable, commitment and motivation simultaneously influential towards Malang Regency Regional Secretariat administrative staff. This can be explained that in order to improve Malang Regency Regional Secretariat administrative staff performance, it requires high and good human resource, employee's high commitment to institution (organization) and motivation to make institution better and precise in achieving organization aims in accordance with vision and mission.

Second, the result of partial influence of the variable of human resource, commitment and motivation influential towards employee's performance towards Malang Regency Regional Secretariat administrative staff shows that a) employee's performance will improve if the institution has good human resource where the employee has health, proper life, higher education capability, education and skill quality, honest on thought, words, deeds and similarity, and has high spirit both as individual and as member of society; b) employee's performance will improved if employee has strong commitment implemented with sense of belonging towards the organization, the pride of being involved in the organization, the joy in career and the meaning of organization, and the things that make the employee proud towards the organization.

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