

THE INFLUENCE OF HUMAN RESOURCE QUALITY AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT THE REGIONAL RESEARCH AND INNOVATION DEVELOPMENT PLANNING AGENCY OF MANDAILING NATAL REGENCY

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ABSTRACT

The type of research used is quantitative research. In quantitative research, the data needed is data in the form of quantities represented by numbers. The results of the research show that the quality of human resources has a significant effect on performance, work discipline has a significant effect on performance, the quality of human resources has a significant effect on motivation, work discipline has a significant effect on motivation, motivation has a significant effect on performance, the quality of human resources has a significant effect on performance with motivation as an intervening variable, work discipline has a significant effect on performance with motivation as an intervening variable at the Mandailing Regional Innovation Research and Development Planning Agency, Natal Regency.

Keywords: HR Quality, Discipline, Performance, Motivation

INTRODUCTION

In an organization, there are many resources working with different goals and work styles. Management of resources in an organization is very necessary so that individual and organizational goals can be achieved optimally. There are many factors that can encourage employees to work optimally, such as competence, emotional intelligence and so on. At the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency, high employee performance is expected by the agency in completing its tasks and responsibilities effectively and efficiently. The more employees who have high employee performance, the overall performance of the agency will increase as well. Employee performance in this case shows the work results achieved by a person after carrying out work tasks assigned by the agency, while the measure of whether the work results are good or not can be seen from the quality or quality achieved by the employee in accordance with the agency's objectives. One of the parameters for viewing the performance of regional apparatus which of course also describes employee performance is the achievement of target program indicators contained in the government agency performance report documents of

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“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency, namely as follows:

Table Employee Performance Achievements

Program/Kegiatan/Sub. Kegiatan	Satuan	Target	Realisasi
Program Koordinasi dan Sinkronisasi Perencanaan	%	100%	90,85
Kegiatan Koordinasi Perencanaan Bidang Pemerintahan dan Pembangunan Manusia	%	100%	86,43
Koordinasi Penyusunan Dokumen Perencanaan Pembangunan Daerah Bidang Pemerintahan (RPJPD, RPJMD dan RKPD)	%	100%	69,75
Asistensi Penyusunan Dokumen Perencanaan Pembangunan Perangkat Daerah Bidang Pemerintahan	%	100%	54,76
Pelaksanaan Monitoring dan Evaluasi Penyusunan Dokumen Perencanaan Pembangunan Perangkat Daerah Bidang Pemerintahan	%	100%	47,06
Koordinasi Pelaksanaan Sinergitas dan Harmonisasi Perencanaan Pembangunan Daerah Bidang Pemerintahan	%	100%	57,74
Koordinasi Penyusunan Dokumen Perencanaan Pembangunan Daerah Bidang Pembangunan Manusia (RPJPD, RPJMD dan RKPD)	%	100%	91,89
Asistensi Penyusunan Dokumen Perencanaan Pembangunan Perangkat Daerah Bidang Pembangunan Manusia	%	100%	79,88
Pelaksanaan Monitoring dan Evaluasi Penyusunan Dokumen Perencanaan Pembangunan Perangkat Daerah Bidang Pembangunan Manusia	%	100%	97,90
Koordinasi Pelaksanaan Sinergitas dan Harmonisasi Perencanaan Pembangunan Daerah Bidang Pembangunan Manusia	%	100%	97,40

Source: BAPPERID Mandailing Natal Regency

From the table above, it can be seen that the performance of the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency has not been optimal because the performance targets for regional officials, which are also the targets for each employee that were targeted at the beginning of the year, have still not been achieved or have not met the desired expectations. at the end of the year. In the Monitoring and Evaluation Implementation program for the Preparation of Development Planning Documents for Regional Apparatus in the Government Sector, the achievement was only 47.06% of the target of 100% as well as the Assistance program for the Preparation of Development Planning Documents for Regional Apparatus in the Government Sector, the Coordination program for the Implementation of Synergy and Harmonization of Regional Development Planning in the Government Sector, program Assistance in the Preparation of

Proceeding 2nd Medan International Economics and Business

Volume 2, Issue 1, 2024

“Human Resource Transformation and Collaborative Innovation to Build Independent and Competitive Business in the Digital Era”

Development Planning Documents for Regional Apparatus in the Human Development Sector and the Coordination program for the Preparation of Regional Development Planning Documents in the Government Sector (RPJPD, RPJMD and RKPD) whose target achievement is below 90%. Problem phenomena that occur at the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency related to employee performance include the existence of obstacles in achieving work targets. Based on the opinion above, it can be concluded that the definition of employee performance is the work results achieved by an employee in carrying out work tasks which are assessed based on certain criteria or assessment standards. In government organizations, employee performance in carrying out their duties or work is often not in accordance with what the public expects. They often make mistakes that shouldn't happen. This will have bad consequences for the organization because work is often not completed at the specified time, a lot of time is not used properly. They think that working in the government does not require maximum work, because the salary has been determined and allowances have been given.

Many factors can influence employee performance, including the quality of human resources and employee work discipline. Human resources are the main component of an organization who are active planners and actors in every organizational activity. The role of human resources will become increasingly important when we are in an era of globalization which is full of challenges. Considering this, it has become mandatory for organizations to pay attention to human resource management. Because failure in managing human resources in an organization will bring losses to the organization, namely not achieving the goals that have been set and vice versa. One way to face these challenges is to improve employee performance. Human resource issues are still in the spotlight and the focus for organizations to survive in the era of globalization. Human resources have a major role in every organizational activity. Even though it is supported by facilities and infrastructure as well as excessive financial resources, without the support of reliable human resources, organizational activities will not be completed well. This shows that human resources are the main key that must be considered with all needs and human resources will determine the success of implementing organizational activities. The demands of organizations to acquire, develop and maintain quality human resources are increasingly urgent in line with the ever-changing dynamics of the environment. Apart from the quality of human resources, an employee must also have work discipline at work so that he can be balanced in carrying out his work. Work discipline is an employee's form of self and orderly implementation and shows the level of seriousness of the work team in an organization. Work disciplinary action requires punishment against employees who fail to meet specified standards. One of the conditions for work discipline to develop in the work environment is to have a division of work among each employee, so that everyone knows what their tasks are, how to do them and when the work is started and finished so that work motivation will automatically arise in employee himself.

Therefore, the problems for employees include that there are still employees who are not disciplined at work, there are still employees who are late for work hours, if this kind of attitude continues to be allowed to become a culture and it will be difficult to motivate employees to work disciplined. . This work discipline problem greatly affects an employee's performance, therefore, applying work discipline to employees will be able to increase

employee satisfaction at work. If HR is working well, it will directly impact the performance of the employees, as well as if the employees have carried out the work discipline that has been established by the Mandailing Natal Regency Regional Research and Innovation Development Planning Agency, this will also make the employees good and have an impact on employee performance. However, sometimes if HR is working well and work discipline has been implemented, there are times when employees need work motivation to encourage them to work well, so that it will have an impact on employee performance, meaning that work motivation also plays a role in shaping employee performance when HR and Work discipline is running well. Work motivation greatly influences employee performance in the agency. Low work motivation can affect employee performance which is not optimal. Therefore, employee work motivation needs to be raised so that employees can carry out the best employee performance in carrying out their duties and work functions. A professional employee cannot escape the fact that they also have needs, desires and expectations from their place of work. The desire to fulfill these needs can influence work motivation in carrying out activities to achieve optimal employee performance. For example, a leader gives praise to his subordinates for the results of their work, gives positive attention to their subordinates for their work results, gives bonuses or rewards to employees who have achievements. Because if there is no work motivation and direction in doing a job then the job will not go as expected. Based on the phenomena above, researchers are interested in researching, discussing and analyzing them based on existing theories. So the researcher tried to research "The Influence of HR Quality and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency".

METHOD

Research is basically to show the truth and solve problems regarding what is being researched. To achieve this goal, a method is carried out that is appropriate and relevant for the purpose being researched. The definition of research method according to Sugiyono (2018:12) is: "Research method is defined as a scientific way to obtain data with a specific purpose and use." The type of research used is quantitative research. In quantitative research, the data needed is data in the form of quantities represented by numbers (Sugiyono, 2018:32). Quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, statistical data analysis with the aim of testing predetermined hypotheses.

DISCUSSION

The Influence of HR Quality on Employee Performance

The equation shows that the coefficient value of X1 is 0.138, which means that if the Quality of Human Resources (X1) increases by 1 point, Employee Performance (Y) will increase by 0.138 points. The equation above illustrates that if the Leadership Style is more positive or better it will increase or improve employee performance. If $X1 = 1$, then $Y = (0.138 \times 1) + 31.084 = 31,222$, and if Based on this example, it can be concluded that the better the Quality of Human Resources is applied, the Employee Performance will also

increase or improve, and vice versa. Based on the calculation data and several stages above, it can be seen that the influence of Human Resource Quality on Employee Performance is positive and significant. Thus, the first hypothesis which states that the Quality of Human Resources has a positive and significant influence on Employee Performance can be proven and accepted.

The Influence of Work Discipline on Employee Performance

The equation shows that the coefficient value of X2 is 0.231, which means that if Work Discipline (X2) increases by 1 point, Employee Performance (Y) will increase by 0.231 points. The equation above provides an illustration that if work discipline is more positive or better, it will increase or improve employee performance. For example: if $X2 = 1$, then $Y = (0.231 \times 1) + 29.337 = 29,568$, and if Based on this example, it can be concluded that when Work Discipline i increases or is improved, employee performance will also increase or improve, and vice versa. Based on the data from calculations using and several stages above, it can be seen that the influence of Work Discipline on Employee Performance is positive and significant. Thus, the second hypothesis states

The Influence of Human Resource Quality on Work Motivation

The equation shows that the coefficient value of X1 is 0.622, which means that if the Quality of Human Resources (X1) increases by 1 point, Work Motivation (Z) will increase by 0.622 points. The equation above illustrates that if the quality of human resources is more positive or better, it will increase or increase employee work motivation. If $X1 = 1$, then $Z = (0.622 \times 1) + 47.693 = 48.315$, and if Based on this example, it can be concluded that the better the quality of human resources, the level of employee work motivation will increase or increase, and vice versa. Based on the calculation data and several stages above, it can be seen that the influence of Human Resource Quality on employee work motivation is positive and significant. Thus, the third hypothesis which states that the Quality of Human Resources has a positive and significant influence on employee Work Motivation can be proven and can be accepted.

The Influence of Work Discipline on Work Motivation

The equation shows that the coefficient value of X2 is 0.891, which means that if Work Discipline (X2) increases by 1 point, Work Motivation (Z) will increase by 0.891 points. The equation above illustrates that if work discipline is more positive or better, it will increase or increase employee work motivation. If $X2 = 1$, then $Z = (0.891 \times 1) + 45.999 = 46.89$, and if Based on this example, it can be concluded that when Work Discipline increases or is improved, Work Motivation will also increase or increase, and vice versa. Based on the calculation data and several stages above, it can be seen that the influence of Work Discipline on Work Motivation is positive and significant. Thus, the fourth hypothesis which states that Work Discipline has a positive and significant influence on Work Motivation can be proven and accepted.

The Influence of Work Motivation on Employee Performance

The equation shows that the Z coefficient value is 0.145, which means that if Work Motivation (Z) increases by 1 point, Employee Performance (Y) will increase by 0.145 points. The equation above illustrates that if work motivation is more positive or better, it will increase or improve employee performance. For example: if $Z = 1$, then $Y = (0.145 \times 1) + 26.862 = 27.007$, and if Z increases to 2, then $Y = (0.145 \times 2) + 26.862 = 27,152$. Based on this example, it can be concluded that when Work Motivation (Z) increases or is high, employee performance will also increase or be high, and vice versa. Based on the calculation data and several stages above, it can be seen that the influence of Work Motivation (Z) on Employee Performance is positive and significant. Thus, the fifth hypothesis which states that Work Motivation (Z) has a positive and significant influence on Employee Performance can be proven and accepted.

The Influence of HR Quality on Employee Performance with Work Motivation as an Intervening

The SPSS output results provide an unstandardized beta value for the Quality of Human Resources in equation (1) of 0.622 and a significance of 0.000, which means that the Quality of Human Resources influences Work Motivation. The unstandardized beta coefficient value of 0.622 is the path value or p2. In the SPSS output of regression equation (2) the unstandardized beta value for Quality of Human Resources is 0.065 and Work Motivation is 0.117. The unstandardized beta value of Human Resources Quality of 0.065 is the p1 path value and Work Motivation of 0.117 is the p3 path value. The results of the path analysis show that the Quality of Human Resources can have a direct effect on employee performance and can also have an indirect effect, namely from the Quality of Human Resources to Work Motivation (as an intervening) and then to employee performance.

The Influence of Work Discipline on Employee Performance with Work Motivation as an Intervening

The SPSS output results provide an unstandardized beta value for Work Discipline in equation (1) of 0.891 and significant at 0.000, which means that Work Discipline influences Work Motivation. The unstandardized beta coefficient value of 0.891 is the path value or p2. In the SPSS output of regression equation (2) the unstandardized beta value for Work Discipline is 0.126 and Work Motivation is 0.118. The unstandardized beta value of Work Discipline of 0.126 is the p1 path value and Work Motivation of 0.118 is the p3 path value. The results of the path analysis show that Work Discipline can have a direct effect on employee performance and can also have an indirect effect, namely from Work Discipline to Work Motivation (as an intervening) and then to employee performance. Calculation of the magnitude of the direct influence, indirect influence and total influence of Work Discipline on employee performance. The magnitude of the direct influence of X2 on Y is greater than the indirect influence of.

CONCLUSION

The quality of Human Resources has a significant effect on Work Motivation at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency. Work Discipline has a significant effect on Work Motivation at the Regional Research and Innovation Development Planning Agency of Mandailing Natal Regency. The quality of Human Resources has a significant effect on Employee Performance at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency. Work discipline has a significant effect on employee performance at the Regional Research and Innovation Development Planning Agency for Mandailing Natal Regency. Work Motivation has a significant effect on Employee Performance at the Regional Research and Innovation Development Planning Agency of Mandailing Natal Regency. The quality of human resources has a significant effect on employee performance with work motivation as an intervening variable at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency. Work Discipline has a significant effect on Employee Performance with Work Motivation as an Intervening Variable at the Regional Research and Innovation Development Planning Agency, Mandailing Natal Regency.

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Volume 2, Issue 1, 2024

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Volume 2, Issue 1, 2024

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Volume 2, Issue 1, 2024

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