



## THE EFFECT OF HUMAN RESOURCES QUALITY AND EMPLOYEE WORK MOTIVATION ON PUBLIC ORGANIZATION PERFORMANCE

**PARNITI<sup>1</sup>**

<sup>1</sup>) Study at Argamakmur Health Center, North Bengkulu Regency

<sup>1</sup>Email: [parniti@gmail.com](mailto:parniti@gmail.com)

### ARTICLE INFORMATION

Received: January 06, 21  
Revised: February 05, 21  
Accepted: March ,02, 21  
Available online: April 24, 21

### KEYWORDS

Quality of Human Resources,  
Employee Work Motivation,  
Organizational Performance

### CORRESPONDENCE

Phone: -

E-mail: [parniti@gmail.com](mailto:parniti@gmail.com)

### ISSN Number

2723-441x (Cetak – Cetak)

THIS IS AN OPEN ACCESS ARTICLE  
UNDER THE [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) LICENSE



### A B S T R A C T

Many public sector government organizations have complained about providing their services. There are many factors that affect the performance of public organizations, including human resources and work motivation. This study aims to determine the relationship between human resources and work motivation on the performance of public organizations (Puskesmas Argamakmur, Bengkulu Utara Regency). The research was conducted at the Argamakmur Health Center, North Bengkulu Regency. The research sample was a total sampling of 64 staff at the Argamakmur Health Center. The method used is quantitative so that the data displayed is in the form of numbers as a result of statistical descriptive analysis. The data validity used question item analysis and data reliability, analysis used Kendall correlation technique and ordinal regression to determine the effect between variables. Based on the results of statistical calculations, the Kendall correlation coefficient of the human resource variable (X1) with the performance of public organizations (Y) is 0.013, between the work motivation variable (X2) and the organizational performance variable (Y) is 0.023; human resources variable (X1) and work motivation (X2) with the public organization performance variable (Y) of 0.81. These relationships are significant and positive. From these results it can be concluded that the proven working hypothesis (H<sub>i</sub>) is accepted.



## PRELIMINARY

Public sector organizations are part of the state administration system which aims to serve the public interest in order to create public welfare. Government institutions, political parties, schools, hospitals are public sector organizations (Nordiawan, 2009 in indudewi, 2012). Public service is the main focus of public sector organizations.

The public sector performance measurement system is a system that aims to help public managers assess the achievement of a strategy through financial and non-financial measurement tools.

In general, the quality of human resources and work motivation provide its own strength to the endurance of the performance of public organizations in accessing all forms of changes in the service system of public organizations.

Furthermore, the quality of human resources and work motivation can provide its own support scale in the strength of the work mechanism in a public organization.

In this study the organizational performance in question is the level of achievement or work results of the Argamakmur Health

Center in North Bengkulu Regency, the reason this research was carried out at the Argamakmur Health Center based on the results of accreditation in 2017 out of 22 Puskesmas in North Bengkulu Regency, only 2 Puskesmas received intermediate accreditation one of them is the Argamakmur puskesmas (Profile of the Argamakmur Puskesmas in 2018). Puskesmas as an organization that carries out its duties as a public organization is a health service facility that organizes public health efforts in charge of implementing

health policies to achieve health development goals in its working area.

## THEORITICAL REVIEW

Employee performance is needed in realizing good service to the community, public service officials in serving the community are required to have good performance in the service process so that people who need services are not harmed. The low performance of community health centers in providing services is caused by several factors, including the low ability of puskesmas to provide reliable, accurate and consistent services; not yet available adequate health center resources (human resources, health facilities and infrastructure); inadequate capacity and willingness of officers; as well as a lack of responsibility, motivation, dedication, and loyalty of puskesmas officers. (Sulaeman, 2011)

### Quality of Human Resources

The definition of quality according to Sedarmayanti (2009: 59) states that "Quality is a measure that states how far various requirements, specifications and expectations have been met." While the definition of human resources in general is a resource that comes from humans. Power that comes from humans can also be called power or strength (energy or power).

#### Work motivation

Malone (in Uno, 2006: 66), explains that there are two forms of work motivation which include intrinsic motivation and extrinsic motivation. Intrinsic motivation does not need external stimulation because it is already present in the individual himself. Meanwhile, extrinsic motivation arises because of stimuli from outside the

individual who are appropriate and in line with needs.

## Public Organization Performance.

Dwiyanto (2006: 50 - 51) provides technical limits on measuring the performance of public organizations with the following indicators.

- a. Productivity
- b. Public organization performance
- c. Responsiveness
- d. Responsibility.
- e. Accountability

## Puskesmas as a Public Organization

In realizing the function of the puskesmas, leadership, team work, participation, communication are needed where these elements are needed in a solid manner that will drive the organizational structure in carrying out the management of the puskesmas organization.

## RESEARCH METHODS

The research approach used in this research is quantitative using a survey method, while the type of research is explanatory research.

### Data collection technique

#### a. Primary data

The data obtained directly from the research objectives through the distribution of answer questionnaires for each instrument arranged in five answer choices and for the purposes of quantitative analysis, the answers are coded or weighted as follows:

Answer Weight	
Strongly Agree	5
Agree	4
No opinion	3
Disagree	2
Strongly disagree	1

#### b. Secondary data

Data obtained outside the questionnaire data in the form of supporting data.

## Population and Sample

The population in this study were 64 employees who were designated as the population in this study.

## Data Analysis Techniques

### 1. Frequency Distribution

Frequency distribution is the arrangement of data from smallest to largest which divides the amount of data into several classes.

### 2. Cross Tabulation Analysis

Cross table analysis (crosstabs) is a correlational analysis used to see the relationship between variables (at least 2 variables) in nominal or ordinal categories.

### 3. Kendal Tau Analysis ( $\tau$ )

Kendal tau correlation ( $\tau$ ) is used to find relationships and test associative hypotheses between 2 or more variables if the data is in the form of ordinal or ranking.

### 4. Kendall's Concordance Coefficient (W)

This technique serves to determine the degree of association between the first and second independent variables together on the dependent variable. (Siegel, 1997: 292). In this study, this coefficient is used to determine the degree of association between human resource variables, work motivation and organizational performance variables.

### 5. Regression Analysis

Regression analysis is useful for describes the causal relationship (Cause effect) between one or more explanatory variables with one response variable.

## RESEARCH RESULTS AND DISCUSSION

### 1. Research result

#### a. Research Location Overview

Arga Makmur Puskesmas is located in the center of the capital city of North

Bengkulu Regency, which is one of the Puskesmas located in the District of Kota Arga Makmur. Geographically, the Arga Makmur Health Center is located in a very strategic location and very easy to reach because of its different location in the center of the district capital.

The working area of Arga Makmur Puskesmas is  $\pm 38 \text{ km}^2$  with 9 villages and 1 sub-district with 5,185 heads of families and 4,328 houses with an average occupancy rate of 3 and 4 people per house. It is estimated that the population density is  $\pm 21,958$  people per  $\text{km}^2$ .

The availability of health personnel at Arga Makmur Puskesmas currently has a total of 64 people and still requires a civil servant analyst and nutritionist to support other programs and activities. However, laboratory services and the nutrition program can run well in good coordination with the Health Office.

## Research result

The results showed that the variable quality of human resources was declared bad by 6 people (9.4%), 41 people (64.1%) declared good enough, and 17 people (26.6%) declared good. From these results, it was found that the quality of human resources in the Argamakmur Health Center organization was at a good level.

The results obtained on the variable of employee work motivation, most of the respondents, namely 42 people (65.6%) stated that the work motivation of employees in the Argamakmur Health Center organization was quite good. As for those who stated low as many as 13 people (20.3%) and those who said bad were 1 person (28.1%). The results of this study can be assumed that there is a tendency that makes civil servants well motivated to work optimally in the Argamakmur Health Center organization in North Bengkulu

Regency due to external encouragement such as appreciation for the work of civil servants, a good work compensation system, adequate attention from superiors and more appreciation for civil servants who have performed well in a certain period of time.

The variable of performance of public organizations as a whole was stated as high by 16 respondents (25%). 35 people (% 4.7%) stated the performance evaluation, while 13 people (20.3%) stated that the performance appraisal was low.

carry out the main duties and functions of the organization due to the limited number of professional civil servants who have specialized technical education and the lack of civil servants who have adequate mastery of technical work skills.

### 1. Cross Tabulation Analysis

#### 1) Analysis of Variable Cross Tabulation The Effect of Human Resource Quality (X1) on Public Organization Performance (Y)

The results of the analysis of the variables of the influence of the quality of human resources (X1) It was found that 6 people had poor quality human resources, (9.4%) of the 6 people had low performance 3 people (4.7%), medium performance was 1 person (1.6%) and high performance 2 people (3.1%), The results of research on the variable quality of human resources were quite good, it was found that 41 people (64.1%) with 5 people (7.8%) had low performance, 26 people (40%) had moderate performance and 10 Orang high performance (15.6%) . In the category of good quality human resources as many as 17 people (26.6%) consisting of 5 people (7.8%) have low performance, 8 people (12.5%) have sufficient performance and 4 people have high performance.

#### 2) Cross Tabulation Analysis of Employee Work Motivation (X1) on Public Organization Performance (Y)



The results of the analysis showed that the quality of employee work motivation was bad as many as 18 people, (28.1%) had low motivation 4 people (6.2%), moderate performance was 11 people (17.2%) and high performance 3 people (4.7%) ), the results of the research on the employee work motivation variable were quite good, it was found that 42 people (65.6%) had 8 people (12.5%) having low performance, 22 people (34.4%) medium performance and 12 high performance people (18 , 8%). In the category of good employee work motivation as many as 4 people (6.2%) consisting of 1 person (1.6%) have low performance, 2 people (3.1%) have moderate performance and 1 person (1.6%) have high performance.

## **2. Hypothesis test**

### **a. Analysis of the influence between the variable quality of human resources (X1) with Public Organization Performance (Y)**

The statistical calculation result of Kendall Tau correlation coefficient between these variables, it is known that the significance value between the variable human resource quality (X1) and organizational performance (Y) is  $0.013 < 0.05$ , it can be concluded that there is a significant (real) relationship between the source quality variables. human resources with the performance of public organizations.

Kendall Tau correlation shows that the value of the correlation coefficient between the variable quality of human resources and the performance of public organizations is 0.743 \*. Thus, it can be concluded that there is a variable effect of the quality of human resources on organizational performance which is "strong" and valuable positive or unidirectional means that if human resources are good then the performance of public organizations will be high.

### **b. Analysis of the influence between employee work motivation (X2) and**

## **Public Organization Performance (Y)**

The statistical calculation result of the Kendall Tau correlation coefficient between the employee work motivation variable (X2) and organizational performance (Y) is  $0.023 < 0.05$  with the correlation coefficient value between the employee work motivation variable and the public organization performance is 0.531. Thus, it can be concluded that the relationship between the quality of human resources and organizational performance is significant, strong and positive or unidirectional, meaning that if employee work motivation is good, the performance of public organizations will be high. It can be concluded that there is a significant (real) influence between employee work motivation variables and the performance of public organizations.

## **3. Kendall's Concordance Coefficient (W)**

Based on the results of these calculations, it can be seen that the Kendall concordance correlation coefficient is 0.81. This shows that there is a very strong influence between the variable quality of human resources (X1) and the variable of employee motivation (X2) on the performance of public organizations (Y) in a positive direction. The relationship pattern is significant, seen from the comparison between the  $X^2$  count which is greater than the  $X^2$  table ( $10.859 > 5.991$ ).

## **4. Regression Analysis**

### **1. Analysis of the influence between the quality of human resources (X1) and employee motivation (X2) on the performance of public organizations.**

This analysis will explain the effect of the variable resource quality (X1) and employee motivation (X2) on the performance variable of public organizations (Y). In the source variable of public organizations (Y): there are 13 (20.3) low categories, 35 (54.7%) medium categories and 16 high (25%) categories. Meanwhile, for the variable quality of

human resources (X1): there were 6 (9.4%) bad categories, 41 (64.1%) quite good categories and 17 (26.6%) good categories. X2) obtained a bad category: 18 (28.1%), a fairly good category: 42 (65.6%) and a good category there were 4 (6.2%). The fitting information model section is used to determine whether the ordinal regression model is significant or not, where if the value in the column  $\text{sig.} \leq \alpha$  (0.05) means the model is significant. Column value sig. In the fitting information model, it is known that 0.009 means that the model is significant or can be used to predict changes variable Y based on changes in its X2 variable. Value in column sig. the goodness of it  $> \alpha$  (0.05) section strengthens the conclusion that the model is significant. The significance test of the ordinal regression results can also be seen from the comparison of the chi square value. It is known that the calculated chi square value is 11.511 while the chi square table is 5.991. So the calculated chi square value is greater than the chi square table value ( $11.511 > 5.991$ ), so that the variable quality of human resources has an influence on the organizational performance variable (Y). The better the human resources, the higher the performance of an organization.

The effect of employee work motivation (X2) on the public organization performance variable (Y) is 0.201 (see the pseudo R Square section), the analysis result model can be declared significant.

The high influence (2,378) of employee work motivation on the performance of public organizations is because it is supported by the motivation from within the civil servants themselves (internal motivation) to do work and the external motivation to work better. Discussion

## **2. Analysis of the influence between the variable quality of human resources (X1) and Public Organization Performance (Y)**

The results showed that the significance value between the variable

quality of human resources (X1) and organizational performance (Y) was  $0.013 < 0.05$  with a correlation coefficient value of 0.743. Thus, it can be concluded that there is an effect of the quality of human resources on organizational performance. "And positive or unidirectional means that if human resources are good then the performance of public organizations will be high. The success achieved by an organization in achieving its goals cannot be separated from the quality of good human resources able to work together in supporting the activities of the organization.

The quality of quality human resources is the quality of human resources who are able to complete or carry out a job, so that it will produce something desired by every organization, therefore the organization participates in improving the quality of human resources as an effort to organize human resources as intended stated by Edwin B. Flippo (2013) to maintain the quality of human resources carried out from the process in personnel management, namely planning, organizing, directing, and controlling from controlling the procurement, and procurement, development, competence, integration, maintenance and layoffs of employees. The quality of work refers to the quality of human resources (Matutina, 2001: 205), the quality of human resources refers to:

1. Knowledge (Knowledge), namely the ability of employees who are more oriented towards intelligence and thinking power as well as broad knowledge of the employees.

2. Skill, ability and technical mastery operations in certain areas the employees have.

3. Abilities, namely abilities that are formed from a number of competencies possessed by an employee which includes loyalty, discipline, cooperation and responsibility.

## **3. The influence of variable employee**

### **work motivation (X2) with Public Organization Performance (Y)**

The statistical calculation result of Kendall Tau correlation coefficient between employee work motivation (X2) and organizational performance (Y) is  $0.073 < 0.05$  with the correlation coefficient value between employee work motivation and public organization performance is 0.531. Thus, it can be concluded that the relationship between the quality of human resources and organizational performance is significant, strong and positive or unidirectional, meaning that if employee work motivation is good, the performance of public organizations will be high. The high influence (2,378) of employee work motivation on the performance of public organizations is because supported by the motivation from within the civil servants themselves (internal motivation) to do the job and the external motivation to work better.

Internal motivation factors as encouragement from within civil servants will have an effect on performing well in the organization, but also external motivation factors must be a concern. dominated by things that must be done, namely:

- a. More attention from superiors.
- b. Compensation in accordance with work risks
- c. Praise and work that has been achieved
- d. Work protection and risks
- e. Freedom of opinion.

The conditions mentioned above are in line with Herzberg's two-factor theory (in Wursanto, 2002: 305) which states that dissatisfiers or extrinsic actors consist of a series of working conditions which include factors: salary or wages, job security, working conditions, status, policies, quality and supervision techniques and

interpersonal interaction. From the existing theory and the results of the data analysis test above, it can be seen that the hypothesis states that there is a significant influence between the employee work motivation variable (PNS) X2 and the public organization performance variable at Argamakmur Health Center, North Bengkulu Regency (Y) is proven, so the hypothesis is accepted.

### **4. Analysis of the influence of human resources (X1) and work motivation (X2) on the performance of public organizations.**

The analysis on the variable quality of human resources (X1) and the variable of work motivation (X2) on the variable of public organization performance (Y) found that there was a significant influence between the variables of the quality of human resources. The better the human resources then the performance of an organization will be high. The influence of employee work motivation (X2) on the performance variable of public organizations (Y) is 0.201. This fact is in line with Mahmudi's opinion (2002: 2) that performance is a multidimensional construct that includes many factors that influence it. The factors that influence performance are:

- a. personnel / individual factors, including knowledge, skills, abilities, confidence, motivation, and commitment possessed by each individual;
- b. leadership factors, including quality in providing encouragement, enthusiasm, direction, and support provided by managers and team leaders;
- c. team factors, including the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members;
- d. system factors, including work systems, work facilities, or infrastructure provided by the organization,

organizational processes, and performance culture in the organization;

- e. Contextual (situational) factors include pressure and changes in the external and internal environment.

According to the results of this analysis and several existing theories, the third hypothesis states whether there is a significant influence between the quality of human resources (X1) and employee work motivation (X2) on the performance variable of public organizations (Y) at Argamakmur Health Center, North Bengkulu Regency. proven means that the working hypothesis is accepted.

## Conclusion

From the results of research quantitatively in this study it can be concluded as follows :

- a. Human Resources has a significant influence on the performance of public organizations of  $0.013 < 0.05$ . From the calculation of the Kendall Tau correlation, it can be concluded that there is a significant (real) relationship between human resource variables and the performance of public organizations. The relationship between human resource variables and organizational performance is "strong" and has a positive or unidirectional value, meaning that if human resources are good, the performance of public organizations will be high. Thus, the first hypothesis in this study is answered which states that human resource variables have a strong significant relationship. and positive value in the public organization Argamakmur Health Center Bengkulu Utara Regency.
- b. In the second stage of testing, the work motivation variable has a significant effect on the performance of public organizations of  $0.023 < 0.05$  from the Kendall Tau correlation calculation with the correlation coefficient value between work motivation variables and the performance of public organizations amounting to 0.531. Thus it can be concluded that the relationship between human resource variables and organizational performance significant, strong and positive or unidirectional, meaning that if the work motivation is good, the performance of public organizations will be high.
- c. Multivariate testing in the third stage, namely the human resource variable (X1) and the work motivation variable (X2) on the performance variable of public organizations (Y), the results of these calculations show that the Kendall concordance correlation coefficient is 0.81. This shows a very strong relationship between the human resource variable (X1) and the work motivation variable (X2) on the performance of public organizations (Y) in a positive direction. The relationship pattern is significant, seen from the comparison between the  $X^2$  count which is greater than the  $X^2$  table ( $10.859 > 5.991$ ). The multivariate relationship between human resource variables and work motivation variables together on organizational performance variables shows a very strong relationship (0.81). These data can prove that organizational performance is not only influenced by a single factor but can also be influenced by many factors, and each of these factors is interrelated with one another. Thus this analysis answers the third hypothesis in this study, which is that there is a significant influence between human resource variables and work motivation variables on the performance of public organizations at Argamakmur Health Center, North Bengkulu Regency.
- d. Many other factors influence the performance of public organizations.



Apart from being influenced by the quality of human resources, the work motivation of the performance of public organizations at Argamakmur Health Center, North Bnegkulu Regency is partly influenced by other factors. Other factors that affect organizational performance are: the breadth of the main tasks and functions of the organization's authority, the weakness of organizational supervision, the factors that are not fully supportive of resources, and the conditions of facilities and infrastructure.

### Suggestion

Puskesmas Argamakmur focuses more on improving the structure of human resources which focuses on increasing the capacity of human resources by increasing skills that are in accordance with the work values, duties and functions of civil servants in community services that focus on standardized work values based on target outcomes in accordance with established standards.

Argamakmur Health Center should be able to motivate members of the organization well. Motivation is not only from a work compensation strategy (external motivation) but rather an effort to motivate the work of organizational members internally (encouragement from within the individual) through participatory monitoring patterns of organizational members in order to optimize the achievement of goals and strategies in completing daily work activities day in the organization.

### REFERENCE

- Nordiawan, Deddi dan Ayuningtyas Hertianti. 2012. Akuntansi Sektor Publik. Jakarta: Salemba Empat.
- Sulaeman, ES. 2011. Manajemen Kesehatan Teori dan Praktek di Puskesmas Revisi. Yogyakarta : Gajah Mada University Press
- Sedarmayanti, M.Pd,. APU. 2009, Sumber Daya Manusia dan Produktivitas Kerja. Bandung : Penerbit Mandar Maju.
- B uno, Hamzah.2006.Orientasi Baru dalam Psikologi Pembelajaran.Jakarta: PT Bumi Aksara
- Agus Dwiyanto. 2006. Mewujudkan Mewujudkan Good Governance Melalui Pelayanan Publik. Yogyakarta.. Universitas Gajah Mada.
- Edwin B. Flippo 2013, Personel Management (Manajemen Personalia), Edisi. VII Jilid II, Terjemahan Alponso S, Erlangga, Jakarta.
- Matutina. 2001. Manajemen Sumber daya Manusia cetakan kedua. Jakarta: Gramedia Widia Sarana Indonesia.
- Wursanto. 2002. Dasar-Dasar Ilmu Organisasi. Yogyakarta: Andi
- Mahmudi, 2002, Manajemen Kinerja Sektor Publik, Jakarta: Bumi Aksara.