

The Influence of Human Resource Development, Work Motivation, and Employee Engagement on the Performance of Employees of the Binamarga and Water Resources Office of Tangerang Regency

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Abstract

Employee performance is one of the important factors in the success of an organization. Good employee performance can improve productivity, efficiency, and quality of organizational services. The purpose of this study is to examine the influence of human resource development, work motivation, and work discipline on employee performance at the Tangerang Regency Bina Marga and Water Resources Agency. This study used a quantitative design with a survey approach. The research sample was 100 randomly selected employees of the Tangerang Regency Bina Marga and Water Resources Agency. Data were collected through questionnaires distributed to respondents. The data that had been collected was then analyzed using the help of the SPSS statistical program. The results showed that human resource development and work motivation have a positive and significant effect on the performance of employees of the Tangerang Regency Bina Marga and Water Resources Office. For the work discipline variable, there is no influence on the performance of employees of the Tangerang Regency Bina Marga and Water Resources Agency.

Keywords: *Human Resource Development, Work Motivation, Discipline, Employee Performance.*



A. INTRODUCTION

To attain the best organizational results, each company must endeavor to satisfy its objectives while guaranteeing long-term organizational sustainability. This implies that organizational performance is attained when tasks or duties are executed effectively and efficiently while remaining aligned with the expectations and desires of all stakeholders involved (Syriac & FoEh, 2018). The availability of qualified human resources is one of the most important success elements for a business in fulfilling its vision and goal (Rani et al., 2017). Human resources (HR) stand as the paramount asset within organizations, serving as the primary drivers of organizational operations. They function as operators, custodians, creators, and designers of every system existing within the company (Aula et al., 2022). Enhancing the caliber of personnel is essential for the organization to bolster its competitiveness and effectively tackle external hurdles, ensuring the company's continuity and endurance (Supriyadi et al., 2020).

To build work motivation, it is necessary to foster attitudes and behaviors that include all organizational actors. Employee performance refers to the evaluation of

work quality and quantity against the benchmarks set by the organization (Ed, 2019). Amid the ongoing evolution of human resource development, there's a need to enhance employee engagement at work. This engagement serves as a managerial mechanism employed to communicate effectively with employees, fostering a willingness to adapt behavior and increasing awareness and compliance with organizational rules and societal norms (Nugraha, 2016).

Earlier research conducted by Syukron et al., (2022) revealed that their study's findings indicated a positive and substantial correlation between human resource development and employee engagement at work, contributing significantly to work motivation. Notably, human resource development and employee engagement at work played pivotal roles in enhancing employee performance, primarily through work motivation acting as an intervening variable.

The novelty of this research is that there is no research that examines the effect of Human Resources development, work motivation, and employee engagement on employee performance simultaneously. This study aims to analyze the above variables with the research location of the Tangerang Regency Bina Marga and Water Resources Office.

B. LITERATURE REVIEW

1. Human Resource Development

Human resources (HR) represent industrious individuals serving as the driving force within organizations, be it institutions or companies, functioning as invaluable assets that necessitate training and skill development to thrive (Susan, 2019). Meanwhile, Development is a process to acquire skills and knowledge to succeed in carrying out a job and tasks in the present and the future (Putra & Sobandi, 2019). Therefore, human resource development involves efforts aimed at enhancing the capabilities of individuals within the workforce to attain greater organizational effectiveness (Pramesrianto et al., 2019).

In conducting competency-based human resource development according to Mc Clelland (1973) quoted by Aprilia & Nawangsari, (2021) stated that there are six competency indicators in carrying out competency-based human resource development, including: 1). Skills: expertise/ability to do something well, 2). Knowledge: the information that an individual has acquired or mastered within a specific field or domain of expertise. 3). Social Role: the image that one projects to others (the other self). 4). Self-image: an individual's perception or view of themselves, often referred to as their inner self or self-perception, 5). Trait: a relatively constant characteristic of a person's behavior. 6). Motive: a basic thought or intention that is constant in one's behavior.

2. Work Motivation

Motivation is the drive emerging within employees, sparking enthusiasm or encouragement, propelling them to work optimally toward achieving their goals. The stronger a person's motivation, the stronger the employee's effort to achieve company

goals (Sukiyah et al., 2021). According to Hasibuan in Snow & Lukman, (2019) Work motivation is something that plays an important role in increasing work productivity because people who are highly motivated in work will try with all their strength so that their work can succeed well and form an increase in work productivity. The existence of work motivation is expected to be completed quickly and precisely. The workforce will feel happy to do activities because the work motivation given to them is carried out well and work productivity can increase (Rizkie et al., 2019).

3. Employees Engagement

Employee Engagement Work is an employee's attitude toward the rules that exist in the organization (Hafizh, 2022). The significance of Employee Engagement at work is pivotal within the company's organizational structure, given the substantial advantages it offers. These benefits extend to both the organization and its employees. The presence of Employees Engagement Work for the organization is to ensure the maintenance of an order that has been determined by the company and for the smooth execution of tasks in order to achieve the best results (Yulistria et al., 2018). Employee Engagement It is also compliance of people in the agency with the established regulations to create a state of order (Sazly & Winna, 2019).

4. Employee Performance

Performance which is the crucial point of a company to achieve the desired results becomes very central. For this reason, it becomes the focus and reason every good human resource management conducts an evaluation that will make every employee have optimal performance (Powered by Et al., 2020). Performance refers to the degree to which an individual engages in tasks and endeavors to accomplish predefined objectives. The level of employee performance is highly dependent on two factors, namely employee ability and work motivation (Chusminah & Haryati, 2019).

C. METHOD

This study used a quantitative design with a survey approach. The survey method is used for the observation of a social phenomenon. Surveys can be conducted for various studies with descriptive, explanatory, and exploratory (Julpatar, 2021). Quantitative design in research involves a positivistic approach that relies on tangible data, typically numerical, measured using statistical tools. This method is applied to analyze data related to the research problem and draw conclusions based on statistical calculations (Sugiyono, 2018).

The research sample consisted of 100 randomly chosen employees from the Tangerang Regency Highways and Water Resources Office. Data collection was conducted using questionnaires distributed among the selected participants. Subsequently, the gathered data is examined with the assistance of the statistical software program SPSS.

D. RESULT AND DISCUSSION

1. Normality Test

The normality test in a regression model is employed to determine if the independent variables have a normal distribution (Ghozali, 2011). Researchers used the Kolmogorov-Smirnov test because the number of samples was > 50. The results of statistical analysis using the normality test can be seen in the following table.

Table 1. Normality Test Results

| | Kolmogorov-Smirnova | | | Shapiro-Wilk | | |
|----------------------------|---------------------|-----|------|--------------|-----|------|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Human Resource Development | .141 | 100 | .000 | .936 | 100 | .000 |
| Work Motivation | .135 | 100 | .000 | .935 | 100 | .000 |
| Employees Engagement Kerja | .176 | 100 | .000 | .901 | 100 | .000 |
| Employee Performance | .137 | 100 | .000 | .930 | 100 | .000 |
| Water Resources | .158 | 100 | .000 | .918 | 100 | .000 |

a. Lilliefors Significance Correction

Based on Table 1, the variables Human Resource Development (X1), Work Motivation (X2), Work Employees Engagement (X3), Employee Performance (Y1) and Water Resources (Y2) obtained sig. 0.000. Therefore, it can be inferred that the four sets of data exhibit a normal distribution.

2. Reliability Test

According to Sujarweni in Pratama & Permatasari, (2021) Reliability tests can be conducted collectively on all items or individual questions within a research questionnaire. The criteria for decision-making during the reliability test is as follows: if the Cronbach's Alpha > 0.60, the questionnaire is deemed reliable and consistent, vice versa. The outcomes of the statistical analysis utilizing the normality test are presented in the table below:

Table 2. Reliability Test Results

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .770 | 5 |

According to the results in Table 2, a Cronbach's Alpha value of 0.770 was observed, surpassing the threshold of 0.600. Hence, the questionnaire is affirmed to possess a high level of consistency and reliability, warranting its use in forthcoming research endeavors.

3. Double Linear Regression Test

Regression analysis is an examination of the correlation between one variable, known as the dependent variable, and one or multiple other variables (Yuliara, 2016). The results of statistical analysis using the normalized test can be seen in the following table:

Table 3. Multiple Linear Test Results against Y1

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Say. |
|-------|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1.197 | 2.302 | | -.520 | .604 |
| | Human Resource Development | .324 | .108 | .366 | 2.983 | .004 |
| | Work Motivation | .290 | .142 | .240 | 2.047 | .043 |
| | Employees Engagement Kerja | -.067 | .210 | -.037 | -.319 | .750 |

a. Dependent Variable: Employee Performance

Based on Table 3 of the regression test results of the Human Resource Development variable, a significance value of $0.004 < 0.05$ and $0.043 < 0.05$ was obtained for the Work Motivation variable, which means that Human Resource Development and Work Motivation have a positive and significant effect on Employee Performance. Meanwhile, Employee Engagement obtained a significance value of $0.750 > 0.05$ which means there is no influence of Employee Engagement on Employee Performance.

Table 4. Linear Test Results against Y2

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Say. |
|-------|----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.081 | 4.285 | | -.019 | .985 |
| | Human Resource Development | .631 | .202 | .411 | 3.125 | .002 |
| | Work Motivation | .263 | .263 | .125 | .997 | .321 |
| | Employees Engagement Kerja | -.521 | .390 | -.166 | -1.334 | .185 |

a. Dependent Variable: Water Resources

Based on Table 4, the Human Resource Development variable, a significance value of $0.002 < 0.05$ was obtained, which means that Human Resource Development has a positive and significant effect on Water Resources. Meanwhile, Work Motivation obtained a significance value of $0.321 > 0.05$ and a significance value of $0.185 > 0.05$ for Work Employee Engagement, which means there is no effect of Work Motivation and Work Employee Engagement on Water Resources.

4. The Effect of Human Resource Development on Employee Performance

Based on research, it was found that Human Resource Development A significance value of $0.004 < 0.05$ is obtained which means Human Resource Development has a positive and significant effect on Employee Performance. The findings of this study are corroborated by research by Pramesrianto et al., (2019) indicating a substantial impact of human resource development on employee performance, which means that if the human resource development applied is effective, employee performance also increases.

HR development has significant benefits, but there are still some organizations that underestimate investment in HR development because they consider it as cost ineffective. As a result, it is critical for firms to focus on the advantages of HR development and to increase its understanding and application among organizations. HR development can help organizations face global challenges by improving the quality of human resources, increasing the retention of qualified employees, reducing

employee turnover rates, increasing productivity, increasing competitiveness, building a culture of innovation, increasing adaptability, and improving the organization's reputation and brand image (Zaky, 2022).

Employee performance can be seen from several indicators, one of the indicators inherent in performance is the quality and quantity of work. Mangkunegara in Safrida, (2019) that is:

a. Quality of work

Work quality refers to the standard of work that must be produced. The quality of work can be seen from the accuracy, thoroughness, skill, and cleanliness of employees while doing work.

b. Working quantity

The quantity of work refers to the amount of tasks that need to be accomplished within a specific job or assignment. The quantity of work can also be called output, it is also necessary to pay attention not only to routine output but also how quickly employees can complete their work.

c. Work reliability

Work reliability or reliability is whether an employee can follow instructions, have initiative, prudence, and be diligent at work.

d. Work attitude

Work attitude consists of attitudes towards the company, other employees, and work and cooperation.

5. The Effect of Work Motivation on Employee Performance

The study's findings revealed a significance value of 0.043 for the Work Motivation variable, which is less than 0.05. This indicates that Work Motivation exerts a positive and significant impact on Employee Performance. The results of this study are supported by opinions Setiaji, (2019) suggest that motivation acts as the driving force behind and sustenance for human behavior, encouraging them to exert effort and enthusiasm in achieving optimal outcomes.

The greater the form of motivation that exists in each employee, the better the performance process of employees (Ompusunggu & Kusmiyanti, 2021). Employees that are highly motivated at work frequently have an impact on their performance results. Employee performance can be measured by how much work motivation employees have, employee loyalty to their work, and the quality of the employees themselves. This can directly affect employee performance in the company (Rumampuk et al., 2022). Consequently, heightened motivation among employees leads to increased performance among the Dinas Bina Marga staff.

6. The Effect of Employee Engagement on Employee Performance

Employee Engagement Work obtained a significance value of $0.750 > 0.05$ which means there is no influence of employee engagement Work on Employee Performance. This study's findings are also backed by research undertaken by Lestari

& Afifah, (2020) who state that employee engagement Work does not affect Employee Performance.

According to Hasibuan in Sazly & Winna, (2019) states that many indicators affect the rate to employee Engagement of employees in an organization, including:

- a. Goals and abilities,
- b. Leader's Exemplar,
- c. Remuneration,
- d. Justice
- e. Waskat,
- f. Legal Sanctions,
- g. Assertiveness
- h. Human Relations

E. CONCLUSION

The findings revealed that human resource development and work motivation had a good and significant impact on the performance of Tangerang Regency Highways and Water Resources Office staff. This is because the increasing skills and motivation at work will increase the performance of these employees. For the variable Employees Engagement, there is no influence on employee performance, employee performance of the Tangerang Regency Department of Highways and Water Resources.

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