

# **The Influence of Human Resource Management and the Work Environment on Employee Performance through the Quality of Human Resources at the Regional Secretariat of Bantaeng Regency**

**Swasti Indasari, Budiman Haruna and Hendra Gunawan**

Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia

Indasariswasti@yahoo.com, Budiman.haruna21@gmail.com, hendramanajemen@gmail.com

**Zakir Muhammad**

Sekolah Tinggi Ilmu Ekonomi Panca Bhakti, Palu, Indonesia

zakpalu@gmail.com

**Andries Lionardo**

University of Sriwijaya, Palembang, Indonesia

andrieslionardo@fisip.unsri.ac.id

**Annisa Retrofilia Umanailo**

Universitas Sriwijaya, Indonesia

annisaretroogmail.com

**Muhamad Chairul Basrun Umanailo**

Universitas Iqra Buru, Indonesia

chairulbasrun@gmail.com

## **Abstract**

This study analyzes the influence of Human Resource Management and the Work Environment on Performance through the Quality of Human Resources at the Regional Secretariat of Bantaeng Regency, both directly and indirectly. The research was conducted at the Regional Secretariat Office of Bantaeng Regency, withdrawing samples using the saturated sample technique. Obtained a selection of 106 employees of the Regional Secretariat who were research respondents. To get the data used the interview method and distributed questionnaires according to research needs. Data analysis was performed using path analysis. This research resulted in (1) the positive and significant influence of human resource management and the work environment on the quality of human resources. (2) Human resource management, work environment, and quality of human resources have a positive and significant effect directly on the performance of employees at the Regional Secretariat of Bantaeng Regency. (3) Human resource management has a positive and significant effect on employee performance through the quality of human resources, and (4) the work environment has a positive and significant effect on employee performance through the quality of human resources at the Regional Secretariat Bantaeng Regency.

## **Keywords**

HR Management, Work Environment, Human Resource Quality and Performance.

## **1. Introduction**

The perspective on the achievement of the level of implementation of office activity, work program, and policies to realize the goals, organizational vision, mission, and goals contained in the strategic planning of a government institution is categorized as a performance. In general, the version is often used in terms of achievement or the success

of individuals or groups. The criteria for the success of everyone or group appear to show a performance. This success criterion is a specific goal or target that should be obtained. A benchmark becomes very important as an indicator of the achievement of performance in an organization.

In Government Regulation (PP) Number 30 of 2019 regarding performance appraisal of civil servants, Performance Assessment aims to ensure the objectivity of fostering civil servants, referring to the performance appraisal system and career system. Assessment indicators are carried out based on performance planning at the individual and unit or organizational levels, considering the targets, achievements, results, benefits achieved, and civil servants' behavior.

In general, the problem with the local government of Bantaeng Regency is that there are still complaints coming from the public about the performance of Civil Servants, especially regarding issues related to public services. Complaints that often arise, such as delays in service time, must be reported immediately to the relevant unit or the community for no apparent reason. Similarly, what happened in the Bantaeng Regency Regional Secretariat work environment, where employee performance still felt not optimal or needed to be optimized. It was found that there was a budget realization that was not absorbed according to the target (90 to 100 percent) in each section of the regional secretariat (there are nine sections). This condition was triggered by the work of third parties not being realized due to the frequent delays of the documents required by third parties by civil servants who carried out these tasks. In addition, there are often delays in drafting work contracts, so it also impacts delays in the budget to be used. This phenomenon shows the low level of service to stakeholders in the Regional Secretariat. Cushway performance is assessing how someone has worked compared to a predetermined target (Cushway, 2001).

The researcher's search at the research location also found a tendency for excess human resources or employees in one of the sections in the Regional Secretariat that were not by available positions with administrative staff as partners, in other words. It should be for one open place to be assisted by two administrative staff, but some employees hold positions but do not have a team. Another trend in the finance department is that the average employee has limited special skills or skills for work in the finance department in terms of quantity of employees. Eventually feeling overwhelmed (oversized) completing the work accumulated in the finance department, primarily work related to preparing inspection data and other work. Based on Andreas research, the results show a positive (directly proportional) and relatively strong relationship between human resource management and employee performance in the Pontianak City Public Works Department (Suwani's, 2014).

## **2. Literature Review**

Human Resources Management, if translated into Indonesian, means human resource management. It is an effort to achieve a specific goal through the activities of others (Harold Koontz and Cyril O'Donnell in Hasibuan, 2011). Hasibuan human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society (Hasibuan, 2014). DeCenzo and Robbins suggest that human resource management consists of developing, motivating, and maintaining human resources (DeCenzo, 2004).

If translated into Indonesian, Human Resources Quality means the Quality of Human Resources. Some opinions about the quality of human resources include Pasolong (Pasolong, 2013), which states that employees with high knowledge, skills, and moral competence form quality human resources. Furthermore, Ndraha explains that quality human resources can be measured by producing comparative and competitive, generative, and innovative values using the highest energies such as intellectual intelligence, creativity, and having high imagination in organizational activities (Ndraha, 2012).

Based on Sedarmayanti's opinion, the work environment can affect an employee working and being among office or company employees to complete the work given (Sedarmayanti's, 2001). There are two types of work environment: (1) The physical work environment is all physical facilities owned and contained in every workplace environment and can affect employees directly or indirectly. (2). The non-physical work environment is a condition related to working relationships between superiors and subordinates and co-workers, or relationships with associates that can harmonize the work environment.

Hamali says performance is about doing work and the results achieved from that work. Performance is a natural behavior displayed by everyone as employees produce work performance by their role in the company (Hamali, 2016).

While Zainal employee performance is an essential thing in its efforts to achieve its goals (Zainal et al. 2014), according to Fitriyani, employee performance is the work performed by employees in fulfilling the duties and responsibilities of the company according to their abilities (Fitriyani, 2017),.

### 3. Methods

The research was conducted at the Bantaeng Regency Government at the Regional Secretariat located at Street Andi Mannappiang No. 5 Bantaeng. In this study, the sample number was 106 respondents. The method or technical sampling used is totality sampling, so the number of samples is equal to the number of populations.

The analysis method used path analysis (path analysis). The first step in path analysis is to design a path chart according to the hypothesis developed in the study.

The path analysis model in this study can be described as follows in Figure 1:

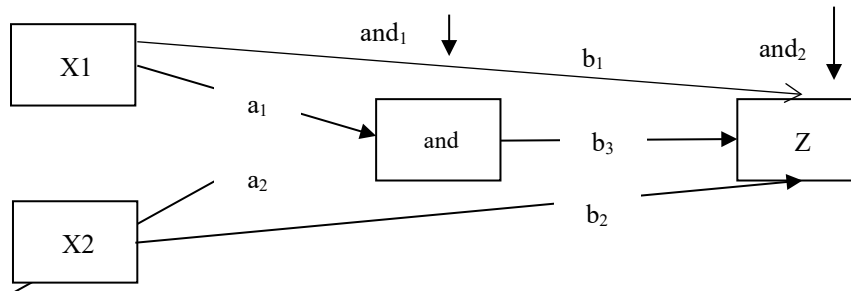


Figure 1. Path Analysis Structure Shapes

The Sobel test is then used to test the strength from the indirect influence of an independent variable (X) to a dependent variable (Z) through an intervening variable (Y). Sobel test formula used as follows: (Ghozali, 2011)

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

According to Ghozali (2011), after obtaining the value of Sab, then we need to calculate the value of t, to compare the value of t-table with t count, in knowing the occurrence of mediation influence (t count is greater than t-table)

### 4. Research Results

#### 4.1. First Model Path Coefficient Result (I)

To see the influence of human resource management and work environment on the quality of human resources, it obtained a coefficient of the model I path, with data processing using statistical product and service solutions/ SPSS 25 program.

Table 1. Model I Path Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	itself.
		B	Std. Error	Beta		
1	(Constant)	5.990	5.622		1.065	.289
	MSDM	.263	.092	.231	2.857	.005
	Work Environment	.745	.116	.519	6.425	.000

Source: Primary data, processed in 2020

Based on Table 1, it can be known that the significance value for the MSDM variable to HR quality is 0.005, and the significance value for the work environment variable to HR quality is 0.000. Because significance value less than 0.05 means that MSDM variable (X1) and work environment (X2) have a positive and significant influence on HR quality (Y). Price correlation determination or R square as described in Table 2 below.

Table 2. Model I Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 <sup>a</sup>	.401	.390	3.882

Source: Primary data, processed in 2020

The calculation result obtained the correlation coefficient value with the value of R square by 0.401. The coefficient of determination (R<sup>2</sup>) indicates that MSDM determination and work environment contribute to human resources quality is 40.1 percent. At the same time, the remaining 59.9 percent is the influence of other factors that are not included in this model. The coefficient value of the resulting path for other variables not included in the research model is  $\sqrt{1 - 0.401} = 0.773$ .

Based on the results of the above tests can be described a path diagram for the first model (I) (Figure 2):

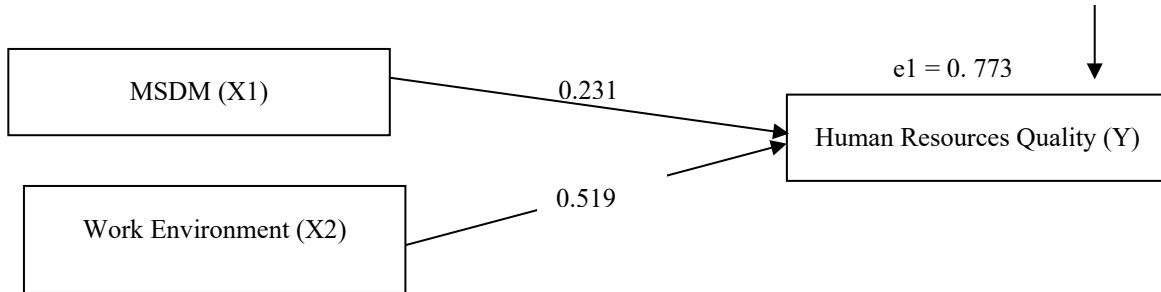


Figure 2. First Model Path Diagram (I)

The results of the First Model equation (I), as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y = 0.231X_1 + 0.519 X_2 + 0.773$$

Based on the equation of model I, it can be interpreted that:

1. The value of the Beta coefficient (Standardized Coefficient Beta column) of representative MSDM's influence on the quality of HUMAN RESOURCES (X1→Y) is 0.231, which indicates that if the value of MSDM increases by 1 point, then the value of human resources quality will increase by 0.231.
2. The value of the Beta coefficient (Standardized Coefficient Beta column) of the effect of a representative work environment on the quality of human resources (X2→Y) is 0.519, which indicates that if the value of the work environment increases by 1 point, then the value of human resources quality will increase by 0.519.

#### 4.2. Second Model Path Analysis (II)

Table 3. Results of Analysis of Substructure Path 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	itself.
		B	Std. Error	Beta		
1	(Constant)	9.184	3.429		2.678	.009
	MSDM (X1)	.183	.058	.158	3.159	.002
	Work Environment (X2)	.445	.083	.305	5.350	.000
	Human Resources Quality (Y)	.602	.060	.592	10.069	.000

Source: Primary data, processed in 2020

Based on Table 3, it can be known that the significance value for MSDM variables to employee performance is 0.002. The significance value for work environment variables to employee performance is 0.000. The significance value for HR quality variables to employee performance is 0.000 because the significance value is less than 0.05. It means that the variable MSDM (X1), working environment (X2), and Human Resources Quality (Y) have a positive and

significant influence on the performance of employees (Z) in the Regional Secretariat of Bantaeng Regency (Table 4).

Table 4. Substructure Determination Test Result 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.789	.783	2.355

Source: Primary data, processed in 2020

The calculation result obtained price coefficient correlation with the value of R square by 0.789. The value of the coefficient of determination (R<sup>2</sup>) indicates that MSDM determination, work environment, and human resources quality to employee performance is 78.9 percent. At the same time, the remaining 21.1 percent is the influence of other variables that are not included in the model. The coefficient of the path for other variables is  $\sqrt{1 - 0.789} = 0.459$ .

Based on the results of the test, the second model path (II) is as follows in Figure 3:

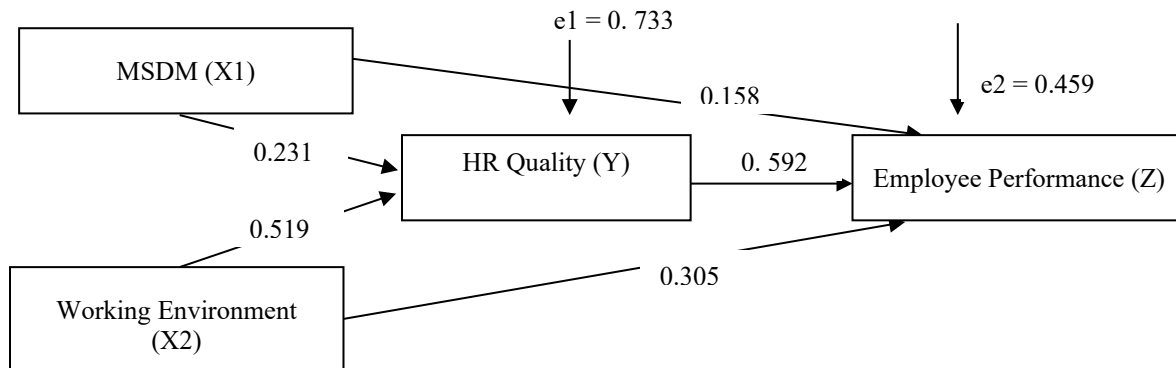


Figure 3. Model 2 Path Chart

Based on the structural equation of sub-structure II, it can be interpreted that:

Beta coefficient value (Standardized Coefficient Beta column) the influence of representative HRM on employee performance (X1→Z) is 0.158, indicating that if the HRM value increases by 1 point, then the employee's performance value will increase 0.158.

Beta coefficient value (Standardized Coefficient Beta column) the influence of representative work environment on employee performance (X2→Z) is 0.305, which indicates that if the work environment value increases by 1 point, then the employee performance value will increase by 0.305.

Beta coefficient value (Standardized Coefficient Beta column) the influence of representative HR quality on employee performance (Y→Z) is 0.592, indicating that if the value of HR quality increases by 1 point, then the employee performance value will increase 0.592.

Indirect Influence of HR Management on Employee Performance Through HR Quality. Finding out the significance of the indirect influence of HR management variables on employee performance mediated by the quality of human resources, the Sobel test result was 0.057. Meanwhile, the t-count yielded 2.737, and the t-table value was 1.983. The results show that the t count is greater than the t-table (2,737 > 1,983). This means that the variable quality of human resources can mediate between HR management and employee performance.

The indirect influence of the work environment on employee performance through the quality of human resources Knowing the mediating effect of the quality of human resources is on the work environment on employee performance, the Sobel test analysis was used: the results obtained by the Sobel test were 0.083. Meanwhile, the t-

count is 5.390, and the t-table value is 1.983. The results show that the t count is greater than the t-table ( $5,390 > 1,983$ ). This means that the variable quality of human resources can mediate between the work environment and employee performance.

## **5. Discussion**

### **5.1. The Influence of HR Management on HR Quality**

The results of the path coefficient test of the first model (I) resulted in an X1 value of 0.231 with a significance value of HR management, namely 0.005 ( $p < 0.05$ ). These results mean a positive and significant influence between the variables of human resource management on the quality of human resources at the Regional Secretariat of Bantaeng Regency.

The results of this study that remuneration is the main priority for employees, such as the provision of additional employee income (TPP), should be carried out based on performance indicators and appreciation of employees' work. Furthermore, what needs to be considered is communication, here employees realize the importance of communication between leaders and subordinates, especially in notifying the leadership if there are difficulties in carrying out work so that the quality of human resources in the Regional Secretariat of Bantaeng Regency is maintained. Employee development indicators, which demand increased knowledge and skills related to the work of employees at the Regional Secretariat of Bantaeng Regency, need to be continuously encouraged by the leadership in the office to realize the quality of their human resources. Regarding discipline indicators, what is required is the awareness of completing work by work regulations to be an excellent assessment for employees, and leaders always prioritize work discipline over other things for employees to become quality human beings. Then no less important is the indicator of employee placement. Employees consider employees' condition in the regional secretariat of Bantaeng Regency to need still to be adjusted to their educational background, work experience, and skills.

There are other research results by the results of this study, namely Widodo's (2015) research, which states that if every employee has adequate capabilities as one of the elements forming the quality of human resources. It can be ascertained that organizational goals will easily be achieved. However, sufficient human resources will not be optimal if it is not supported by good human resource management. Widodo (2015) confirms this in his research study, which states that human resource management has a positive and significant influence on the workability of employees.

### **5.2. The Influence of the Work Environment on the Quality of Human Resources**

Based on the results of the regression test, the path coefficient of the first model (I) produced X2 of 0.519, and the significance of the work environment was 0.000 ( $p < 0.05$ ). This means a positive and significant influence between the work environment on the quality of human resources at the Regional Secretariat of Bantaeng Regency.

This study supports the results of research by Nitisemito (2011), which states that the work environment can influence the work carried out by employees. Therefore, every organization or government agency, or company, is demanded so that the work environment for employees is always in a good situation and condition as has been stated that the work environment also affects the quality of work of employees. Research findings are following the results of this study, namely research conducted by Ninda Rolena Poetry (2019). His research shows a significant favorable influence between the work environment on the quality of human resources at PT. Civil National Capital.

The physical work environment, which employees most need to support the quality of human resources employees at the Regional Secretariat of Bantaeng Regency, is air circulation in the room where employees work. It needs to be following the number of employees in the room to provide comfort and health every time they do work activities in the workspace. In addition, the conditions of temperature, light, and noise that can disturb the peace of work are of concern to the employees.

### **5.3. The Influence of HR Management on Employee Performance**

The results of the path coefficient test of the second model (II), the resulting X1 value is 0.158, and the significance value of HR Management is 0.002 ( $p < 0.05$ ). This study means a positive and significant influence between human resource management variables on employee performance at the Regional Secretariat of Bantaeng Regency.

From the study results, human resource management at the Regional Secretariat of Bantaeng Regency on the remuneration indicator is a significant concern for employees. The provision of remuneration such as providing

additional income allowances should be carried out based on attendance and employee performance appraisals and appreciation to the work of employees. Furthermore, what needs to be considered is communication, here employees realize the importance of communication between leaders and subordinates, especially in notifying the leadership if there are difficulties in carrying out work so that the performance of employees at the Regional Secretariat of Bantaeng Regency continues to increase. Another indicator of human resource management, namely employee development, which demands an increase in knowledge and skills related to employees' work at the Bantaeng Regency Regional Secretariat, continues to be encouraged by leadership elements to realize employee performance. Regarding discipline indicators, what is required is the awareness of completing work following work regulations to be an excellent assessment for employees and leaders who always prioritize work discipline over other things to employees to become high performing employees. Then no less important is the indicator of employee placement. Employees consider employees' condition at the Regional Secretariat of Bantaeng Regency to need still to be adjusted to their educational background, work experience, and employee work skills.

Several previous researchers have also conducted research whose findings align with the results of this study, including research conducted by Raudatul Jannah et al., 2014. It resulted in research based on the Spearman Correlation Coefficient of +0.7859 indicating that there is a positive relationship (directly proportional to) and relatively strong between the quality management of human resources on employee performance. This study also supports the results of I Gusti Ngurah Agung Puspa Diartha and I Gede Riana (2019), which stated that HR in terms of human resource placement, physical work environment, and leadership had a positive and significant effect on employee performance.

#### **5.4. The Influence of the Work Environment on Employee Performance**

From the research results related to indicators for work environment variables at the Regional Secretariat of Bantaeng Regency on non-physical work environment indicators, the average respondent's answer was the highest. Particularly, regarding the condition of employees feeling safe from all intimidation from other employees, employees also need to get awards in the form of recognition. From their superiors who make them more diligent in their work, even employees judge that the position given by their leaders is sometimes following the abilities of employees at the Bantaeng Regency Regional Secretariat.

Communication as one of the indicators of the non-physical work environment is also in the excellent category, and benefits can be felt in creating employee performance. This is due to the establishment of good communication with superiors and other employees and the low gap between employees in the work environment at the Regional Secretariat of Bantaeng Regency. According to standards, good physical and non-physical work environment conditions are indeed the key to success in presenting employee performance in the Bantaeng Regency Regional Secretariat in a sustainable manner.

The physical work environment, which employees most need to support the performance of employees who are human resources at the Regional Secretariat of Bantaeng Regency, is the air circulation in the room. The employee's work follows the number of employees in the room to provide comfort and health every time they do work activities in the workspace. In addition, the conditions of temperature, light, and noise that can disturb the peace of work are of concern to the employees.

#### **5.5. The Influence of HR Quality on Employee Performance**

Furthermore, for the coefficient of HR quality, the Y value is 0.592, and the significance level is 0.000 ( $p < 0.05$ ). The test results indicate a positive and significant influence between the quality of HR variables on the employee performance variable at the Regional Secretariat of Bantaeng Regency.

There are studies whose findings align with the results of this study, including research conducted by Enik Rahayu and Henry Yuliamir (2020). The regression analysis results show that the quality of human resources, job satisfaction, and work environment have a positive and significant effect on performance in the STIEPARI Semarang environment. Furthermore, the results of research stating that the quality of human resources and discipline is getting better able to improve employee performance either directly or through mediation through organizational commitment (Enny Dwi Soeharyanti and Nasharuddin Mas 2020). A similar study by Rukaya, Jamil Thalib, Hasmin Tamsah (2019) resulted that the quality of human resources had a positive and significant effect on employee performance.

These results show that educational qualifications for employees are essential and play a vital role in supporting the quality of human resources and employee performance at the Regional Secretariat of Bantaeng Regency. These results

indicate that experience is also essential in helping the quality of human resources at the Regional Secretariat of Bantaeng Regency. However, low work experience can still be overcome through training or overtime employees work to become qualified in carrying out their main tasks and functions sooner or later. They are given at the Regional Secretariat of Bantaeng Regency.

### **5.6. The Influence of HR Management on Employee Performance through HR Quality**

Through the results of the Sobel test in this study, the authors can describe that the quality of human resources can mediate human resource management on the performance of employees at the Regional Secretariat of Bantaeng Regency. This means that the quality of human resources is the key to the success of a good HR management action at the Bantaeng Regency Regional Secretariat in realizing employee performance. This means that even though the regional secretariat can have quality HR management, it can manage employee placement as needed. They are employee development through formal-informal education, correct remuneration, effective communication, and employee work discipline. However, it does not have quality human resources or Low education levels, limited employee training opportunities, joint problem solving, and inexperienced employees. It will undoubtedly have difficulty realizing employees who perform well according to the needs and demands of the Bantaeng Regency Regional Secretariat.

The results of this study are following the opinion of Simamora in Hartatik. She says that human resource management has social and ethical responsibilities towards the needs and challenges of society (Hartatik, 2014). As well as minimizing the negative impact of these demands on the organization, having formal organizational goals, maintaining the contribution of the HR department at the level of Following the needs of the organization, HR management must focus on achieving harmony between the knowledge, abilities, conditions, and interests of employees and the organization.

### **5.7. The Influence of the Work Environment on Employee Performance through the Quality of Human Resources**

The authors' results describe that the quality of human resources can mediate the work environment and employee performance at the Regional Secretariat of Bantaeng Regency. This means that the quality of human resources is a variable that will determine the success of the function and role of the work environment in achieving employee performance at the Regional Secretariat of Bantaeng Regency. The author believes that the regional secretariat has already had a physical work environment and a non-physical work environment that can support employee performance. The most important thing is that the employee can utilize and use the work environment as a supporting facility to maximize performance at the Regional Secretariat of Bantaeng Regency.

The results of this study are following the research of Ninda Rolena (Poetry.2019), entitled 'The influence of the work environment on the quality of human resources has an impact on the performance of employees of PT. Madani Nasional Permodalan (PERSERO)', the study results stated that there was a positive and significant influence between the work environment on employee performance through the quality of human resources.

## **6. Conclusion**

Human resource management, work environment, and quality of human resources directly affect the performance of employees at the Regional Secretariat of Bantaeng Regency. This means that the performance of employees at the Regional Secretariat can be continuously improved with good human resource management, a good work environment, and reliable quality of human resources. Furthermore, the quality of human resources is an intervening variable that can mediate human resource management and work environment on employee performance at the Regional Secretariat of Bantaeng Regency. This means that the quality of human resources in the Regional Secretariat will improve the quality of human resource management so that it can have implications for improving employee performance at the Regional Secretariat of Bantaeng Regency.

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## **Biographies**

**Swasti Indasari** is a student at Magister Program of Economic Science of STIE AMKOP, Indonesia. Her areas of interest and research include social science and economics. She has published some articles in national journals.

**Budiman Haruna** is a lecturer at the Faculty of Economics and Business, Hasanuddin University, Indonesia. His areas of interest and research include economics, management, human management resource. He has published some books and many articles in national and international journals.

**Hendra Gunawan** is a lecturer at the Faculty of Economics and Business, Hasanuddin University, Indonesia. His areas of interest and research include economics, management, human management resource. He has published some books and many articles in national and international journals.

**Zakir Muhammad** is a lecturer at Faculty of Economics, Sekolah Tinggi Ilmu Ekonomi Panca Bhakti, Palu, Indonesia. His areas of interest and research include economics, management, human management resource. He has published some books and many articles in national and international journals.

**Andries Lionardo** is a lecturer and researcher at the faculty of social and political studies, University of Sriwijaya, Palembang, Indonesia. Some of his research is related to public administration and public policy. His research interests include good government, public service quality, local government accountability, and public budgeting.

**Annisa Retrofilia Umanailo** student in the biology program of the Faculty of Mathematics and Natural Sciences, Sriwijaya University, actively writing and conducting research.

**Muhamad Chairul Basrun Umanailo** M Chairul Basrun Umanailo Born in Tanah Lapang Kecil, Ambon City on November 22, 1978. He started his primary to secondary education in Ambon City (1985-1997). The undergraduate program in the Department of Sociology, Sebelas Maret University (1997-2001). Continuing the Postgraduate Masters's program in Sociology at Sebelas Maret University (2012-2015). Completed the Sociology Doctoral Program FISIP Brawijaya University in 2021. Active as a Permanent Lecturer at Iqra Buru University from 2011-2022. Currently, he is active as a lecturer in Social and Political Sciences at Universitas Brawijaya. Served as Vice-Chancellor III of Iqra Buru University (2016-2018). Member of the Indonesian Sociological Association (2003-present). Has served as Head of the Center for Planning and Community Development Studies at Iqra Buru University for 2017-2022. Become a reviewer in several Scopus and WoS indexed journals. Contact (+62) 82239711615 email: chairulbasrun@gmail.com