

Human Resource Development and Motivation for Performance through Work Discipline of State Civil Apparatus

Damayanti, Buyung Ramadhoni, Syahrudin, Ahsani Paramita and Sri Rahmi

Sekolah Tinggi Ilmu Ekonomi AMKOP, Makassar, Indonesia
damayanti@gmail.com, Buyung@gmail.com, syahrudin@gmail.com,
ahsaniparamita@gmail.com, srirahmi@gmai.com

Juwari

Universitas Balikpapan, Balikpapan, Indonesia
juwari@uniba-bpn.ac.id

Yusriadi Yusriadi

Sekolah Tinggi Ilmu Administrasi Puangrimaggalatung, Makassar, Indonesia
yusriadi.yusriadi@uqconnect.edu.au

Abstract

This research aims to know and analyze the influence of human resource development and motivation on performance through the work discipline of the State Civil Apparatus (ASN) at the Jeneponto District Secretariat. The research was carried out at the Jeneponto District Secretariat Office for approximately 2 (two) months, from April to May 2021. This study uses a quantitative approach, with a population of all employees, namely 224 employees. The sampling technique is simple random sampling and uses Slovin, so the study sample is 143 people. Collection techniques through observation, interviews and questionnaires. Meanwhile, data analysis techniques use path analysis. The results showed that employee employment can be influenced by the development of human resources and motivation directly and through work discipline indirectly. In this study, it was found that motivation is the variable that has the most influence on improving employee performance in the Jeneponto District Secretariat. The level of influence exerted by motivation is seen from the magnitude of the organization's efforts or the leadership in giving awards to its employees. However, the development of human resources and work discipline has a good influence on improving employee performance. It can be seen from the aspect of human resource development with improvements in the organization's internal promotion system and work disciplines that trigger the emergence of employee awareness of the level of supervision inherent in him.

Keywords

Human Resource Development, Motivation, Discipline, and Performance.

1. Introduction

State Civil Apparatus (ASN) is a state servant who has a responsibility in public service to realize welfare for the community (Law No. 5 of 2014). The spirit of reform has encouraged the State Civil Apparatus to reform and improve the state government system in development, protection, and services to encourage the needs and interests of the community. Civil Servants (PNS) sometimes come under scrutiny regarding their performance. Efforts to improve employee performance are a challenge because success in achieving organizational goals depends on the quality of human resource performance. High employee performance is very expected. The more employees who have high performance, the organization's productivity will increase so that the organization will be able to survive in global competition.

Many factors can affect employee performance, including human resource development, motivation, and work discipline. Human resource development is preparing individuals to assume different or higher responsibilities within

the organization. Schuler and Youngblood emphasize that humans are part of the organization so human resource development will involve various factors, namely education and training (Ilyas et al., 2021). In the context of human resources, development is seen as improving the quality of human resources. Another important thing that affects the performance of public employees is motivation. Motivation is often the key to performance and the most important thing for every organization, both public and private sectors. For the success of any organization, motivation plays an important role. Performance can be improved with high work motivation. Hasibuan (2017) suggests important motivation because motivation is what causes, distributes, and supports human behavior to work hard and enthusiastically achieve optimal results (Kovacikova & Zemková, 2021).

Another factor that also affects performance is discipline. Discipline arises because of consciousness; a person is aware that only with discipline can get success in everything. At the same time, discipline due to coercion is sometimes done also because it is forced. The compulsion arises due to fear of sanctions or laws related to violations of regulations. The supervision will lead to discipline. Still, the absence of supervision can encourage violations. To enforce discipline does not always have to involve others but starts with oneself. Even involving oneself is most important because enforcing discipline that starts from oneself means that discipline arises from one's consciousness. High performance will be more assured if the organization has the right way to discipline its employees.

The Jenepono District Secretariat still has challenges in improving employee performance, and human resources development factors and motivation are not optimal. However, disciplined behavior is shown both in agencies. Various studies have also been conducted but have not provided an idea of how the role of discipline can improve performance optimally, thus encouraging researchers to explore further related to the relationship between these variables.

2. Literature Review

Human resource development is an important thing done by a public organization because development will be able to achieve organizational expectations. Development is a long-term process to improve capabilities, and human resource development programs are an effort to improve quality and competence in their organizations (Hix, 2013). Employee discipline will be better with a good HR development process. The formation of employee character from the HR development process encourages work discipline and authority in character. This form of work discipline is demonstrated by employees' adherence to organizational norms and rules, revealing that discipline is an attitude of willingness and willingness of a person to comply with regulatory norms as applicable around him (Nilsson & Ellstrom, 2012). This is also supported by previous research (Jaffisa et al., 2017; Mazidah, 2018; Prihantoro, 2015), which suggests the positive and significant influence of human resources development on work discipline.

Motivation is a form of encouragement that makes an employee more enthusiastic about doing his work. Motivation as a driving force that results in a willing person to exert all his abilities and fulfill his obligations to achieve goals (Rahmansyah San et al., 2021). Motivation is a self-character that is difficult to guess, but employees who have high and low motivation will appear in daily activities. Work discipline as a reflection of an employee is certainly because of the high awareness to obey the rules that must be done. Discipline is the awareness and willingness of a person to obey company regulations and social norms (Jufri et al., 2021). This is also supported by previous research (Mahmin et al., 2018; Rianti, 2020; Tambunan, 2021; Yusuf et al., 2020), which suggests the positive and significant influence of motivation on work discipline.

Every employee is required to work effectively, efficiently, quantity and quality of work well, so that the organization's competitiveness is very large. This will provide better opportunities for organizations to gain profits or job performance. This human resource development is carried out both for non-career and career purposes for new or old employees through development. According to Hasibuan (2017), development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities following the needs of work or position through education and training. The performance of the apparatus will be better with the development of human resources carried out by the organization. Performance as a quality work output is an implementation of the development of good human resources. Proper human resource development will encourage improvements in employee performance. This is supported by previous research conducted (Anggapraja, 2016; Findarti, 2016; Jatmika & Andarwati, 2017; Tarigan & Nasution, 2014; Yusran & Sodik, 2019), which concluded that the development of human resources has a positive and significant effect on performance.

Employees as organizational actors must have motivation in carrying out their duties and work responsibilities. Work motivation is influential in awakening, directing, and maintaining behaviors related to the work environment.

Motivation will produce improved performance, meaning that the results of work done by employees with a good level of competence will be of high quality, completed on time, and done responsibly with good work skills. Hasibuan (2017) stated that performance is the result of work achieved by a person in carrying out his duties on skills, efforts, and opportunities (Jufri et al., 2021; Kurniawan et al., 2022; Nath et al., 2021; Setianto et al., 2022; Suharyanto et al., 2021). This is also supported by previous research conducted (Barus, 2020; Harahap & Tirtayasa, 2020; Masfi & Soliha, 2020; Nasruddin, 2020; Sinaga & Hidayat, 2020; Sumbung et al., 2017), which concludes that positive and significant influence of motivation on performance.

Work discipline is not only a matter of dominance of rules and sanctions/penalties applied. Discipline will encourage employees to obey the rules of work. A work discipline is a tool used to communicate with employees to be willing and ready to change behavior and raise awareness (Yusriadi et al., 2019). In addition, discipline is an attitude of respect, respect, obeying and obeying the rules that apply both written and not, and can carry it out and do not evade the sanctions received if they violate their duties and authorities (Wirdawati et al., 2021). Good work discipline will facilitate the achievement of organizational goals, and of course, their performance will be better. This is also supported by previous research conducted by (Ferial et al., 2019; Heryani et al., 2019; Irvansyah et al., 2019; Muchzen et al., 2019b, 2019a; Zulkifli et al., 2019), which concluded that discipline has a positive and significant effect on performance.

3. Methods

3.1 Sample Criteria

The sample in this study was 143 employees with the following sample criteria: 101 male respondents and 42 women. The age of respondents is 1) 26-35 years, as many as 45 people; 2) 36-45 years, as many as 66 people; 3) > 46 years, as many as 32 people. While the working period is 1) 1-5 years as many as 75 people, 2) 6-10 years as many as 62 people; 3) > 10 years as many as six people. The level of S2 education is 18 people, S1 is 85 people, D3 is 25 people, and high school is 15 people.

3.2 Measurement

This study uses a quantitative approach. For analysis used is path analysis with the help of SOFTWARE SPSS ver.25 for windows. Human Resource Development Variable (X1) is measured by career needs, training, promotion, placement in the correct position, and mutation. Variable Motivation (X2) is measured by reward indicators, social relationships, necessities of life, and success in work (Robbins, 2006). Indicators of measurement for work Discipline Variable (Y1), return of merit, fairness, inherent supervision, and firmness. Apparatus Performance Variable (Y2) is measured by quantity, quality, time, and cost. (Table 1)

Table 1. Measurement of variable

Variable	Indicator	Statement
HR Development (X1)	Career needs	<ul style="list-style-type: none"> I'm very happy to get so many opportunities in the job.
	Training	<ul style="list-style-type: none"> Operationally, training is needed for employees to improve their competence.
	Promotion	<ul style="list-style-type: none"> Giving recognition for service during this time through the promotion of position
	Placement in the right position	<ul style="list-style-type: none"> Placed in the right position should be following each skill set
	Mutation	<ul style="list-style-type: none"> Putting employees on through the rotation of positions is needed in the organization
Motivation (X2)	Appreciation	<ul style="list-style-type: none"> I feel excited because of the award given by the leadership.
	Social relations	<ul style="list-style-type: none"> As a form of concern between fellow employees, social relationships became an important factor that motivated me to work.
	Necessities of life	<ul style="list-style-type: none"> The desired needs will provide a stimulus to do better and wiser.
	Success at work	<ul style="list-style-type: none"> I am passionate about working with the targets that I want to achieve.

Work Discipline (Y1)	Purpose	<ul style="list-style-type: none"> The organization has a clear goal and deserves to be followed.
	Reply to services	<ul style="list-style-type: none"> Work requires a return of services or feedback that gives and receives each other.
	Justice	<ul style="list-style-type: none"> I feel justice at work.
	Inherent supervision	<ul style="list-style-type: none"> Leaders who have concern for their employees have encouraged us to be better at discipline.
	Assertiveness	<ul style="list-style-type: none"> The existence of firmness from the leadership is needed in the enforcement of employee discipline
Apparatus Performance (Y2)	Quantity	<ul style="list-style-type: none"> I can work in many types of jobs.
	Quality	<ul style="list-style-type: none"> I work not only because I want to complete tasks quickly but more tend to be of the highest quality.
	Time	<ul style="list-style-type: none"> I consider it the best possible time at work.
	Cost	<ul style="list-style-type: none"> I can utilize all available resources to minimize the use of non-essential costs

4. Results

4.1 Analysis of Line 1.

Table 2. Effect of X1 and X2 on Y1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.408	1.567		4.089	.000
	HR Development (X1)	.333	.063	.379	5.250	.000
	Motivation (X2)	.448	.087	.373	5.167	.000

The path coefficient value (α_1) is 0.379 with a significance level of 0.000 which means positive and significant ($\text{Sig} < 0.05$). Every time there is an increase of one point of Human Resource Development (X1), it will increase Work Discipline (Y1) by 0.379 points. The coefficient value of the path (α_2) = 0.373 with a significance level of 0.000 which means positive and significant ($\text{Sig} < 0.05$). Every time there is an increase of one point of Motivation (X2), it will increase Work Discipline (Y1) by 0.373 points (Table 2.)

The determination value of R Square (R^2) is 0.407 or 40.7%, meaning that 40.7% variation in the ups and downs of the Work Discipline variable (Y1) can be explained by variations in variables X1 and X2. The remaining $100 - 40.7 = 59.3\%$ is explained by other variables outside the model studied.

4.2 Analysis of path 2.

Table 3. Effect of X1, X2, and Y1 on Y2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.174	1.250		2.539	.012
	HR Development (X1)	.156	.052	.223	2.991	.003
	Motivation (X2)	.333	.071	.347	4.671	.000
	Work Discipline (Y1)	.217	.064	.271	3.401	.001

The value of the path coefficient (β_1) is 0.223 (Table 3) with a significance level of 0.003 which means positive and significant ($\text{Sig} < 0.05$), every one's point of Human Resource Development (X_1) increases, and it will increase apparatus performance (Y_2) by 0.223 points. The path coefficient value (β_2) = 0.347 with a significance level of 0.000 which means positive and significant ($\text{Sig} < 0.05$), each increase of one point of Motivation (X_2), will increase the Performance of the Apparatus (Y_2) by 0.347 points. The trace coefficient value (β_3) = 0.271 with a significance level of 0.000 which means positive and significant ($\text{Sig} < 0.05$), each increase of one point of Work Discipline (Y_1), will increase the Performance of the Apparatus (Y_2) by 0.271 points.

The determination value of R Square (R^2) indicates 0.477 or 47.7%. This means that 47.7% variation in the ups and downs of the Apparatus Performance variable (Y_2) can be explained by variations in the variables of Human Resource Development (X_1), Motivation (X_2), and Work Discipline (Y_1). Meanwhile, other variables outside the model were studied to explain the remaining $100 - 47.7 = 52.3\%$.

To calculate the magnitude of indirect influence, it can be calculated as follows: The Effect of Human Resource Development on Performance Through Discipline; $X_1 Y_1 Y_2 = (a_1 \times b_3) = (0.379 \times 0.271) = 0.102 \rightarrow \rightarrow$ The value of 0.102 means that the indirect influence of X_1 on Y_2 through Y_1 is 0.102 points. The Effect of Motivation on Performance Through Discipline; $X_2 Y_1 Y_2 = (a_2 \times b_3) = (0.373 \times 0.271) = 0.101 \rightarrow \rightarrow$ The value of 0.101 means that the indirect influence of X_2 on Y_2 through Y_1 is 0.101 points.

5. Discussion

Disiplin work can be improved by developing human resources, where development through promotion is an important aspect that encourages the level of change in employee work discipline at the Jeneponto District Secretariat. Increased human resource development can encourage increased employee discipline at the Jeneponto District Secretariat. The findings are supported by research (Syamsumarlin et al., 2021).

Work discipline is improved through motivation, where appreciation is an important indicator of motivation that greatly influences employee work discipline. This is evidenced by the high level of appreciation of leaders in the organization to reward employees who have achievements in work. The increase in motivation has encouraged the improvement of employee work discipline at the Jeneponto District Secretariat, assuming that other factors affecting the magnitude and small of motivation are constant. These findings are supported by research (Mahmin et al., 2018; Rianti, 2020; Tambunan, 2021; Yusuf et al., 2020).

Employee performance can be improved by developing human resources. The improvement of human resource development has encouraged the improvement of the performance of the apparatus at the Jeneponto District Secretariat, assuming that other factors affecting the large and small development of human resources are constant. The results of this finding are supported by research. Factors that can encourage improved performance are seen in the efforts of the Jeneponto District Secretariat in training employees, ensuring a good career path for their employees, and promoting and placing employees appropriately and also mutations (Anggapraja, 2016; Findarti, 2016; Jatmika & Andarwati, 2017; Tarigan & Nasution, 2014; Yusran & Sodik, 2019).

The performance of employees at the Jeneponto District Secretariat is improved by motivation. Increased motivation can encourage the increased performance of the apparatus at the Jeneponto District Secretariat, assuming that other factors affecting the magnitude and small of motivation are constant. The results of these findings are supported by research (Barus, 2020; Harahap & Tirtayasa, 2020; Masfi & Soliha, 2020; Nasruddin, 2020; Sinaga & Hidayat, 2020; Sumbung et al., 2017).

Increased work discipline can encourage the improved performance of the apparatus at the Jeneponto District Secretariat, assuming that other factors affecting the size and smallness of work discipline are constant. These findings are supported by research (Ferial et al., 2019; Heryani et al., 2019; Irvansyah et al., 2019; Muchzen et al., 2019b, 2019a; Zulkifli et al., 2019). Employee performance can be improved by employee work discipline. In this case, inherent supervision is an important aspect that encourages high work discipline that impacts employee performance in the scope of the Jeneponto District Secretariat. Employees instill in themselves an attitude that shows the existence of supervision even though it is invisible to the supervision carried out by the leadership. Still, there is a high awareness that there is always supervision from within in achieving a work goal.

Human resource development can encourage the improvement of apparatus performance through work discipline at the Jeneponto District Secretariat. Work discipline is an important aspect that is a mediator of the efforts made by organizations in improving employee performance. Human resource development driven by organizations can increase a high level of discipline for employees, which then impacts performance.

Motivation can encourage the improvement of the performance of the apparatus through the discipline of work at the Jeneponto District Secretariat, assuming that other factors affecting the magnitude and small of motivation are constant. Indirect influence in this study, work discipline as an important variable that can improve the performance of employees in the Jeneponto District Secretariat. It is shown by the motivation provided to improve discipline and discipline that is well applied to improve their performance. This indirect influence shows that the work discipline variable remains a fairly good variable in moderating the relationship between motivation and employee performance in the Jeneponto District Secretariat.

6. Conclusion

Based on this research, it can be concluded that employee performance can be influenced by developing human resources and motivation directly and through work discipline indirectly. In this study, it was found that motivation is the variable that has the most influence on improving employee performance in the Jeneponto District Secretariat. The level of influence exerted by motivation is seen from the magnitude of the organization's efforts or the leadership in giving awards to its employees. However, the development of human resources and work discipline has a good influence on improving employee performance. It can be seen from the aspect of human resource development with improvements in the organization's internal promotion system and work disciplines that trigger the emergence of employee awareness of the level of supervision inherent in him.

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Biographies

Damayanti is a student at Magister Program of Economic Science of Sekolah Tinggi Ilmu Ekonomi AMKOP, Makassar, Indonesia. Her areas of interest and research include social science and economic.

Buyung Romadhoni is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

Syahrudin is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

Juwari is a Lecturer at Akademi Keperawatan Batari Toja, Makassar, Indonesia. The research conducted has been published in international and national journals, international and national proceedings in the health sector.

Yusriadi Yusriadi is a lecturer at Public Administration Department of Sekolah Tinggi Ilmu Administrasi Puangrimaggalatung, Indonesia. His areas of interest and research include social science, political science, sociology, legal studies, and public administration. He has published some books and many articles in national and international journals. He is a reviewer and editor in some local and international journals.

Ahsani Paramita is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource.

Sri Rahmi is a lecturer at Economics Department of Sekolah Tinggi Ilmu Ekonomi AMKOP, Indonesia. Her areas of interest and research include economic, management, management human resource.