

The Quality of Human Resources on Good Governance through Technology Mastery and Work Employees Creativity

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Abstract

This research aims to analyze how much influence the quality of human resources has on good governance through mastery of technology and creativity of employees of the South Sulawesi Provincial Government. This research is designed in the form of quantitative research. The research population is all employees of the Regional Secretariat of South Sulawesi Province, with as many as 214 employees. The sampling technique used is total sampling. The data analysis technique used is path analysis. This study proposes seven hypotheses; all hypotheses are accepted. The results showed that the direct influence of the quality of human resources contributes significantly to good governance rather than mastery of technology and work creatively. Indirectly, technological mastery and work creativity variables become good moderation variables even though they are partial mediation. Good governance with the main principles that include community participation, transparency, consensus oriented, equality, effectiveness and efficiency, and accountability can be increased with the quality of employees shown by employee understanding of the fields, knowledge, skills, and attitudes, as well as Technological mastery and work creativity contribute significantly to realizing good governance. The quality of human resources is the variable that contributes the most to good governance. The quality of human resources is a moral ethic that a person has in developing himself both technology, creativity, and good governance. Consequently, Good governance can be improved by the quality of human resources directly and indirectly through mastery of technology and work creatively.

Keywords

Human Resources, Good Governance, Technology Mastery, and Work Employees Creativity

1. Introduction

In the public sector, the quality of human resources of the apparatus is an important factor in encouraging the improvement of the government work system. Human resources are the sharpest highlight in the implementation of government regarding readiness, quantity, education, and professionalism. Because in the implementation of good governance, especially in the implementation of Law No. 3 of 2005 on Local Government, it is necessary to support the readiness of a steady-state apparatus (Baridwan, 2001).

The quality of human resources is a very important asset in encouraging good governance compared to other organization elements. The thing that makes human resources different because humans are creatures who have a reason, the ability to develop, and have different desires from other means of production that cannot develop their abilities and have no desires. Quality human resources are needed in good governance; this is because, in the decision-

making process, there is implementation and analysis of work procedures that must be done professionally by focusing on formal and informal actors in decision making (Suratman, 2003).

Bureaucracy in the future no longer needs a large structure, not even an office that is too big. The development of information technology encourages the apparatus to always be fast and responsive in anticipating changes; in the public sector, technology mastery becomes a necessity, and the use of technology in government systems aims to create Smart ASN in the direction of government dynamics the digital era. In line with the importance of mastery of technology for government employees in supporting the implementation of good governance, employee work creativity is part of influencing services with the principles of good governance.

This research explores the relationship between the quality of human resources, mastery of technology, and work creativity towards good governance. Many studies have been conducted on the relationship between these variables. Still, they have not optimally shown connectivity that can be realized in the latest on these variables, especially at the Regional Secretariat of South Sulawesi Province. To ensure the problem's existence, researchers designed a study to confirm further the problem found.

2. Literature Review

Human resources are an important part of an organization; its existence largely determines its success in achieving its goals. Organizations filled with quality people are more resistant to various changes and quickly adapt to technological and informational advances. Human resources are employees who are ready, able, and alert to achieving organizational goals (Werther & Davis, 1996). The quality of human resources can encourage and place themselves in various situations and working conditions, that they are more sensitive to developing technologies, including information technology. The good quality of human resources can encourage the improvement of technological mastery capabilities. This is supported by previous research conducted by (Fauzan et al., 2019; Noe et al., 2017; Wardani & Andriyani, 2017) concluded that there is a positive and significant influence on the quality of human resources on technology mastery.

The quality of human resources is the level of mastery of various work situations based on knowledge and skills to achieve their work goals. The more a person has quality work, the better the work results, and vice versa. Poor resources reduce the organization's achievements as expected (Sugeng, 2013). Someone who has good human resources quality will be more creative at work and happy to find solutions to their problems. As good as the quality of human resources, the more creative work. This is supported by previous research conducted by (Alrhaimi & Mugableh, 2017; Joo et al., 2013; Liu et al., 2017) concluded that there is a positive and significant influence on the quality of human resources on work creativity. Creativity deals with thinking, finding new opinions and methods, and innovation in their use (Robbins & P., 2010).

Kaizen in (Abdulmouti, 2018), the quality of human resources is the level of ability and willpower that human resources can demonstrate. A person's ability will be seen with quality in his work; the quality of human resources will reflect the best work responsible to him. Related to the performance of public organizations, the quality of public employees becomes determinant in maintaining governance by encouraging good governance in showing the stabilization of government work and quality of service. Good governance is the main source of benefit in government, benefiting the organization internally and its impact on satisfaction for the community (Pulukadang, 2002). The existence of employees with good human resources quality will encourage the achievement of good governance; this is also supported by previous research (Ardiyanti & Supriadi, 2018; Danang, 2020; Rahayu et al., 2014), which concludes the positive and significant influence of human resource quality on good governance.

According to Roger (Gratitude, 2008), technology is a design or design for action aids that reduce uncertainty with causal relationships in achieving the desired result. Today's rapid development in information technology is often called social media or social media. Every day we can find no one who does not utilize this technology, from adults to children. There is even the term use of this technology. Namely, the world is in our grasp. The technology is in software trap tools such as the internet, Facebook, Twitter, WhatsApp, and hard traps such as laptops, phones, etc. Good governance is inseparable from the effectiveness and efficiency in work; employees with good technology use standards encourage good governance. This is supported by previous research (Asongu et al., 2019; Christina & Ronaldo, 2016; Rahadian, 2019; Suryandari, 2015) that concluded that technology mastery has a positive and significant influence on good governance.

Creativity becomes important because organizations face a lot of competition. A company's success and survival depend on how it can turn creative ideas into innovative products and services. The development of creativity is essential for organizations that want to respond to technological advances, change the environment and organizational structure, and overcome competitors (Pretorius et al., 2005). Good governance becomes a dream in the government system because the government and its apparatus will be more solid and carry out its functions and responsibilities to the maximum. According to (Payana, 2003), good governance is the implementation of a solid and responsible government and effective and efficient by maintaining the synergy of constructive interaction between the domain of the state, the private sector, and society. Creativity has encouraged the improvement of the work system by supporting good governance; this is supported by previous research conducted by (Annisa et al., 2017; Maryam, 2016; Nasution, 2016) concluded that there is a positive and significant influence on work created on good governance.

2.1 Conceptual framework

Relationships between variables, both directly and indirectly, can be illustrated in the conceptual framework in Figure 1.

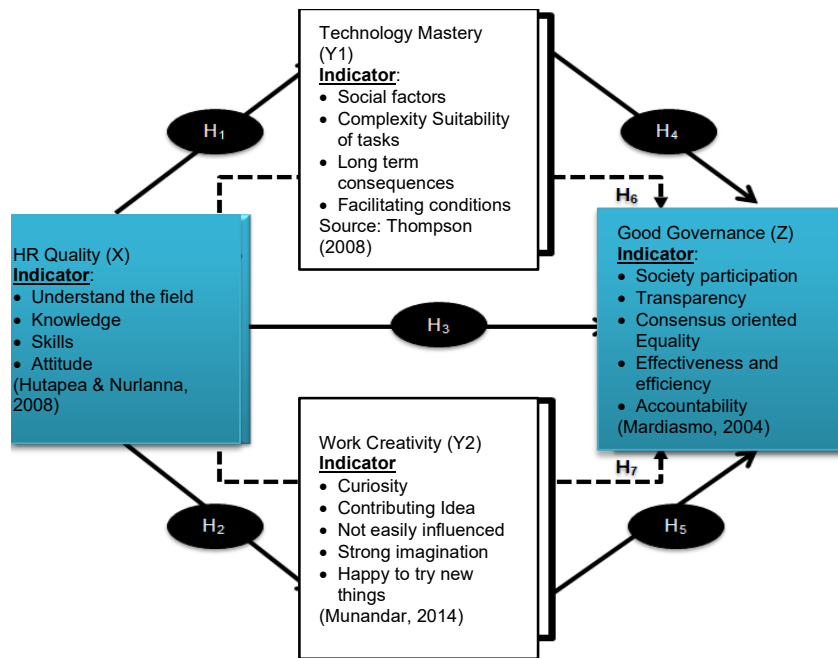


Figure 1. Conceptual framework

3. Methods

3.1 Sample Criteria

The sample in this study was 214 employees of the Regional Secretariat of South Sulawesi Province. The sample criteria are as follows: respondents are male, as many as 149 people, and women, as many as 65 people. The age of respondents is 1) 26-35 years, as many as 46 people, 2) 36-45 years, as many as 92 people, and 3) > 45 years, as many as 76 people. The level of S2 education is 35 people, S1 is 129 people, D3 is 35 people, and high school is 15 people. While the working period is 1) 1-5 years for as many as 40 people, 2) 6-10 years for as many as 142 people, and 3) >10 years for as many as 32 people.

3.2 Measurement

This study uses a quantitative approach. The analysis used is path analysis with the help of SPSS ver.25 software for windows. Five indicators measure mastery of technology: social factors, implement ability, task conformity, long-term consequences, and facilitating conditions. Four indicators measure the quality of human resources, namely understanding of the field, knowledge, skills, and attitudes. Five indicators measure work creativity, namely rasa curious, giving ideas/ideas, not easily affected (Table 1), strong imagination, and calm trying new things indicators

measure good governance: community participation, transparency, consensus-oriented, equality, effectiveness and efficiency, and accountability (Mardiasmo, 2004).(Mardiasmo, 2004)

Table 1. Measurement of variable

Variable	Indicators	Statement
Quality of Human Resources (X)	• Understand the field	✓ I work in the field I am engaged in
	• Knowledge	✓ My knowledge has been in line with the organization's needs in solving existing problems.
	• Skills	✓ I am skilled in any job.
	• Attitude	✓ Working without attitude will not achieve the expected results.
Mastery of Technology (Y1)	• Social factors	✓ I can use technology in social interaction in the working environment of the organization
	• Complexity	✓ The use of technology is needed in solving various kinds of work demands in the office
	• Task suitability	✓ It is necessary to place people who can master information technology.
	• Long-term consequences	✓ With technology, it is very easy to store information long-term.
	• Conditions that facilitate	✓ The demands of work and the availability of facilities have ensured a complete mastery of technology.
Work Creativity (Y2)	• Curiosity	✓ Perseverance at work has encouraged me to work better.
	• Give ideas/ideas	✓ I always contribute in terms of ideas or ideas in every meeting or meeting.
	• Not easily affected	✓ I am consistent in what I do, both in speaking and acting.
	• Strong imagination	✓ I have a broad view of every problem at hand.
	• It's nice to try something new	✓ I feel comfortable working with a lot of challenges.
Good Governance (Z)	• Community participation	✓ I am pleased when the public assesses the government's performance.
	• Transparency	✓ Transparency in the provision of public information is urgently needed
	• Consensus-oriented	✓ There is always a way to do it when there is a difference of opinion.
	• Equality	✓ I give what my duty and responsibility in working are.
	• Effectiveness and efficiency	✓ I must have the ability to work effectively and efficiently
	• Accountability	✓ All forms of actions and actions in work must be accounted for individually.

4. Results

4.1 Path 1 Analysis

Based on Table 2 obtained, the value of the path coefficient (α_1) = 0.674 with a significance level of 0.000 which means positive and significant (Sig < 0.05), means that every one-point increase in Human Resources Quality (X) will increase. The Mastery of Technology (Y1) by 0.674 points.

Table 2. Effect X on Y1

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.384	.747		15.231	.000

	Human Resources Quality (X)	.589	.044	.674	13.290	.000
a. Dependent Variable: The Mastery of Technology (Y1)						

4.2 Path analysis 2

Based on Table 3 obtained, the value of the path coefficient (α_2) = 0.641 with a significance level of 0.000 which means cheerful and significant (Sig < 0.05), means that every one-point increase in HR Quality (X) will increase Work Creativity (Y2) by 0.641 points.

Table 3. Effect X on Y2

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.281	.707		17.365	.000
	Human Resources Quality (X)	.511	.042	.641	12.174	.000

a. Dependent Variable: Work Creativity (Y2)

4.3 Path Analysis 3

Based on Table 4 obtained, the value of the path coefficient (β_1) = 0.373 with a significance level of 0.000 which means cheerful and significant (Sig < 0.05), meaning that every one-point increase in HR Quality (X) will increase Good Governance (Z) by 0.373 points.

Table 4. Effect of Y1 on Y2
Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.748	1.469		-.510	.611		
	Human Resources Quality (X)	.475	.076	.373	6.273	.000	.497	2.010
	Technological Mastery (Y1)	.291	.097	.200	3.001	.003	.396	2.524
	Work Creativity (Y2)	.516	.102	.323	5.037	.000	.427	2.339

a. Dependent Variable: Good Governance (Z)

The path coefficient value (β_2) = 0.200 with a significance level of 0.003 which means positive and significant (Sig < 0.05), means that every one point of Technological Mastery (Y1) increases, it will increase Good Governance (Z) by 0.200 points. The path coefficient value (β_3) = 0.323 with a significance level of 0.000 which means positive and significant (Sig < 0.05), means that every increase in one point of Work Creativity (Y2) will increase Good Governance (Z) by 0.323 points.

4.4. Determination Test (R2)

The R-Square (R2) value indicates 0.631 or 63.1%, meaning that 63.1% variation in the rise and fall of the Good Governance (Z) variable can be explained by variations in the variables hr. quality (X), mastery of technology (Y1) and creativity (Y2), while the rest is 36. 9% is explained by other variables outside the model studied (Table 5).

Table 5. Determination test result (R2)
Summary Model

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795a	.631	.626	2.269

a. Predictors: (Constant), Work Creativity (Y2), Human Resources Quality (X), Technological Mastery (Y1)
b. Dependent Variable: Good Governance (Z)

To calculate the magnitude of indirect influence can be calculated by multiplying an independent variable by an intervening variable as follows: Effect of Hr. Quality on Good Governance Through Technology Mastery; $X \rightarrow Y1 \rightarrow Z = 0.674 \times 0.200 = 0.134 \rightarrow \rightarrow$ points. The Effect of Hr. Quality on Good Governance Through Work Creativity; $X \rightarrow Y2 \rightarrow Z = 0.641 \times 0.323 = 0.207 \rightarrow \rightarrow$ points

Based on the results of path analysis of all independent, intervening, and dependent variables, a full path analysis model can be created as follows: in Figure 2.

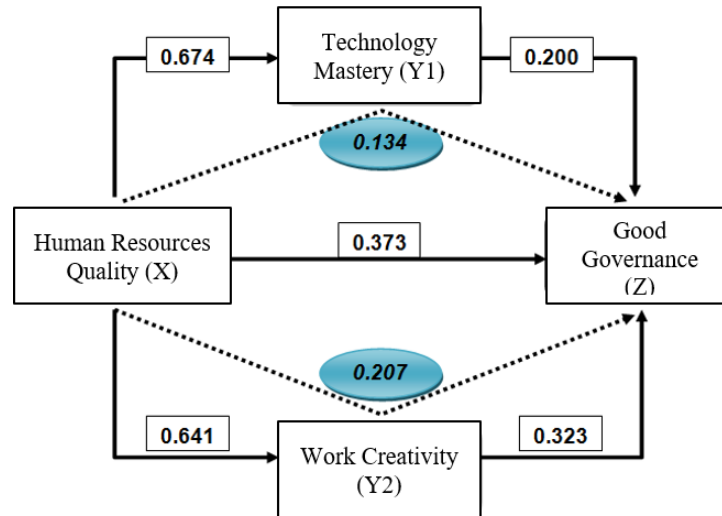


Figure 2. Full model path analysis

5. Discussion

The variable quality of human resources to the mastery of technology is positive and significant. The findings of this study are supported by the results of the Study Fauzan et al., 2019; Noe et al., 2017; Wardani & Andriyani, 2017, which concluded the positive and significant influence of human resource quality on technology mastery. Employees at the Regional Secretariat of South Sulawesi Province have characters with different backgrounds. They see that attitude is the most effective way of understanding many things, including the importance of technology in facilitating work. The positive attitude shown by employees makes it easier to adjust to the organization; not even a little, they will exchange ideas and knowledge so that the more technologically proficient will share with those who are less tech-savvy.

The variables of the quality of human resources to work creativity are positive and significant. The findings of this study are supported by the results of Alrhaimi & Mugableh's research 2017; Joo et al., 2013; Liu et al., 2017, which concluded the positive and significant influence of the quality of human resources on work creativity. The findings of this study suggest that the most potential of employees is the ability to try something new. In the Regional Secretariat of South Sulawesi Province, efforts to develop the quality of human resources are routinely carried out; one of the goals is to create reliable employees who can work with high creativity.

The variable influence of human resource quality on good governance is positive and significant. The findings of this study are supported by previous research (Ardiyanti & Supriadi, 2018; Danang, 2020; Rahayu et al., 2014), which concludes the positive and significant influence of human resource quality on good governance. Employees of the Regional Secretariat of South Sulawesi Province, with the quality of their resources, have provided good output in their work; this is Certain because it is based on the ability possessed by employees. According to Kaizen, human resources' quality is the level of ability and willpower shown by human resources—related to the performance of public organizations, where the role of employees in providing services is expected (Jufri et al., 2021). The quality of public employees becomes determinant in maintaining the Marwah of government by encouraging good governance.

The influence of technology mastery variables on good governance is positive and significant. The findings of this study are supported by previous research (Asongu et al., 2019; Christina & Ronaldo, 2016; Rahadian, 2019; Suryandari, 2015). The Regional Secretariat of South Sulawesi Province recognizes that technology and information developments require a rapid response in the face of various changes in the situation that occur both internally and externally. Not a few public problems can be solved with the rapid advancement of technology and information. Technology has changed various dimensions of one's working life in both public and private organizations; mastery of technology becomes necessary with conditions and changes in work that occur everywhere.

The variable influence of work created on good governance is positive and significant. The findings of this study are supported by previous research conducted by (Annisa et al., 2017; Maryam, 2016; Nasution, 2016; Nath et al., 2021; Suharyanto et al., 2021), who concluded the positive and significant influence of work created on good governance. Employee work creativity is more dominated by the employee's ability to do something new. The concept of creation in public officials' work has many dimensions. The importance of creativity in bureaucratic apparatus resources concerns factors of professionalism, experimentation, specialization, and capability in selecting alternatives and handling policy information. Work creativity allows increased effectiveness of employee work, such as understanding the job description (job description), which provides space for employees to apply many ways or creative ideas in completing a task, so it is important in implementing good governance.

The variable influence of human resource quality on good governance through technical mastery is positive and significant. Although mastery of technology is important for an organization, human beings are still an important resource. An information technology system not only includes physical things (computers and printers) but also includes things that are not physically visible, namely software and, most importantly, human resources as users and actors. Good governance is a major factor in public services that require public responsibility. The findings of this study show that mastery of technology is quite effective in driving changes in employee work, where the main controller is human. The better the quality of human resources, the easier it is to access information and technology. It becomes a hope for a government institution to continue improving its services to the community.

The variable influence of human resource quality on good governance through work creativity is positive and significant. The role of variable mediation of work creativity is considered important in improving good governance; the quality of human resources owned by employees in this study has implications for increasing employee work creativity to encourage public service functions (good governance). Employees of the Regional Secretariat of South Sulawesi Province have a good enough level of education from human resources quality. It appears that with better knowledge, skills, and understanding of the field, it can be a boost to manage their knowledge for the better by creating high creativity. The findings of this study show that employees as the organization's drivers have been able to improve the function of public services achieved with employees' creative ideas. The work creativity of employees of the Regional Secretariat of South Sulawesi Province has reduced employee stress. Creative people tend to calm themselves more easily with the things they like so that various problems can still be solved in a calmer state.

6. Conclusion

Based on this research, it can be concluded that the South Sulawesi Provincial Government applied good governance, especially at the Regional Secretariat of South Sulawesi Province. It can be improved by the quality of human resources directly and indirectly through mastery of technology and work creatively. Good governance has key principles: community participation, transparency, consensus-oriented, equality, effectiveness, and efficiency. While accountability can be improved by the quality of employees shown by the employee's understanding of their field, knowledge, skills, and attitudes, mastery of technology and work creativity contribute importantly to realizing good governance. The quality of human resources is the variable that contributes the most to good governance. The quality of human resources is a moral ethic that a person has in developing himself both technology, creativity, and good governance.

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