

Work Motivation Antecedents: the Effect of Human Resources Development in Improving Employee Performance

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(Accepted: March 2023; Revised: March 2023; Published: May 2023)

ABSTRACT

Employee performance can be used as a benchmark for an agency in managing its human resources. This study, among others, examines and analyzes the factors in improving employee performance by developing human resources through work motivation. This research was conducted at the public works and spatial planning services with a population of 198 using a sample of 150 respondents. The questionnaire method was distributed using an interval scale of 1 strongly disagree to 10 strongly agree—data analysis technique using SEM PLS 4. The results of this study indicate that there is an influence of human resource development on employee performance, there is an influence of human resource development on work motivation, there is an influence of work motivation on employee performance, and work motivation can be a mediation in improving employee performance.

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

INTRODUCTION

Currently, the role of technology has begun to replace the role of human resources. However, human resources are always needed to run technology because no matter how sophisticated the technology is, organizations still need human services. This shows that any technology cannot completely replace the human role. The role of technology is only to simplify and speed up the work obtained (Indiyati et al., 2021). The existence of human resources in an organization is a valuable asset for the organization. Human resources are a source of competitive advantage. Therefore, organizations need to optimize the use of all available resources, such as by developing qualified human resources who have skills and are highly competitive in global competition (Alfarizi et al., 2022; Suwanto et al., 2021, 2022).

Employee performance can be used as a benchmark for a company in managing its human resources. Employees can perform specific skills. The extent to which the employee's ability to carry out the tasks assigned will be known through their appearance (Sinambela, 2019; Yusuf et al., 2021). Performance is the achievement or level of success of an employee as a whole during a specific period in carrying out work by equating the tasks performed or comparing with various parameters measuring success, namely the assessment of work standards, targets or targets or qualifications that have been set in advance and have been approved together (Haryadi et al., 2022; Widodo, 2020).

Every human has an actual reason for doing a specific type of work. Why are there people who are very active in doing work? Then some do work normally, but some are lazy to work. Of course, all of this has underlying reasons that encourage someone to be willing to do the job. It is because of motivation (Agusra et al., 2021). The motivation to do so inspires creative performance and shows workers how much the organization cares (Putri & Frianto, 2019). The most potent effect of motivation is better results or performance. Therefore, if employee motivation can be increased, efficiency will occur, and there will be no decrease in alignment (Putri & Frianto, 2019). The above arguments strongly mention how employee motivation is essential for an organization's growth, development and success regardless of the organization's size. It is in the most significant interest of every institution to exploit its advantages, and most of this can be achieved chiefly by depending on various resources, such as human resources in particular (Connelly & Torrence, 2018; Rahmatullah et al., 2022).

Human resource development aims to advance the competency diversity of workers and promote a strong work philosophy in the organization to utilize employee competencies and excessively improve organizational effectiveness (Otoo, 2020). Building a competitive advantage through people requires careful thought for the incoming processes that perfectly influence this resource. HRD practices are more precise than policies; It is a program that is planned and implemented to

increase the ability or skills of employees so that employees can function efficiently and achieve high-performance expectations (Ariningrum, 2019; Maghfira et al., 2023). Human resource development is fundamental for employees to gain competence, significantly improving the institution's function. Organizational mechanisms use resource development practices as a valuable strategy to support positive behavior in employees and influence their skills, knowledge, and behavior to improve effectiveness and work results (Yusuf et al., 2021). In implementing human resource development, organizations must involve and encourage employees to attend training and education organized by companies and other institutions. Human resource development programs can benefit institutions or workers as individuals. Likewise, institutions will benefit from increased work output, productivity, consistency, and harmony in facing changing environmental conditions (Findarti, 2016).

The State Civil Apparatus (ASN) within the Public Works and Spatial Planning Office of Serang Regency, in carrying out their duties and responsibilities, must be following and guided by the main tasks and functions as stated in the Regent's Regulation concerning Duties, Principals, Functions and Job Descriptions Number 106 of 2016. With Thus, it is hoped that the goals and objectives of the organization to achieve the vision and mission can be realized. To increase the capacity of employees at the Office of Public Works and Spatial Planning, Serang

Regency, it is mandatory to pay attention to technical competence, employ organizing training according to the wishes of the professional aspect, and foster a sense of satisfaction in the activities of its employees which aims to optimize the quality, quantity, and speed of activities, which so far have not been achieved maximum results. This is indicated by the existence of delays in handling in terms of completion of work time, lack of discipline of the employees, automatically the results obtained are not optimal; in order to the findings in the researcher's workplace, attach the information recorded in the chart as follows:

Table 1. Number of Construction Work Packages

No	Year	Number of Packages	Late	Percentage
1.	2017	131	8	94%
2.	2018	150	12	92%
3.	2019	84	10	89%
4.	2020	78	11	86%
5.	2021	92	13	86%

Source: DPUPR Engineering Development Division, Kab. Attack 2021

Based on figure 1, in 2017, the average employee only reached 94%, then in 2018, the average employment reached 92%. In 2019, it decreased to 89%, then in 2020 and 2021, the average employment decreased to 86 %; this is why the author conducted research. One of the triggers for the decline in employee performance in agencies or institutions is the discrepancy between the level of technical competence possessed by employees and the development of the desired progress and competition problems that organizations must face. Lack of attention from institutions or agencies in developing

resources to organize or conduct appropriate training programs for their employees.

Some researchers have conducted research, among others, on the variable human resource development on employee performance, but from some of the results of their research, there are differences of opinion. Research conducted by Ariningrum, (2019), Luh et al. (2021), and research by Kusummanningsih, (2021) state the influence of human resource development on employee performance. In this case, human resources development is essential to contribute to the organization/company. In another case of research conducted by Taroreh et al. (2016), Lestari et al. (2021), and Manoppo et al. (2021), the results of his research stated that there was no influence of human resource development on employee performance. This is because the development of human resources is not carried out optimally, so employees feel less enthusiastic about doing the job.

LITERATURE REVIEW

1. Employee Performance

One level of success of employees is how they can carry out their duties with full responsibility to achieve organizational goals concerning the organization's vision, mission, and goals (Pariesti, 2021). Therefore employee behavior is very decisive to meet the demands and responsibilities under the required standards of behavior so that, in the end, it will produce the results desired by the organization,

namely the results of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. According to (Anshori et al., 2022; Lubis et al., 2019), performance is the result of a process that refers to and is measured over a certain period based on predetermined conditions or agreements. To measure employee performance indicators used according to (Marlina et al. 2020; Widodo, 2020), namely the quality of work, the quantity of work, timeliness, initiative, and responsibility.

2. Human Resources Development

Human resource development or human resource development is a strategic development practice because HRD will positively impact individual employees regarding knowledge, skills, attitudes, and increased productivity and organizational performance (Otoo, 2020). Human resource development is a method of learning and training that uses analytical and organized methods in which administrative employees pursue ideal and theoretical insights to achieve a specific goal (Mangkunegara, 2019). Human resource development is an activity that must be carried out by institutions so that their knowledge, abilities, and skills are under the provisions of the profession they carry out. Next, Muhadjir defines human resource development as an increase in individual quality in a physical or psychological sense (Mulia & Saputra, 2020). Indicators to

measure human resource development (Wibowo, 2021), namely career needs, institutional support in the form of morale, education, and training, placement of employees in the right jobs, and fair treatment in careers.

3. Work Motivation

If we observe the term motivation, it originates from the words motion (English) and more (Latin), which can be said to move. So we can translate encouragement as a motivator or something that provides encouragement or a concept. Some concepts and conditions cause encouragement and things that cause motivation. Encouragement can also be referred to as a design that depicts power in employees who can initiate and guide behavior. Encouragement is an activity that creates, expresses and maintains people's attitudes. Because in the sense that administrators cannot work without other people (Armantari et al., 2021). Motivation is significant for a competent state or private institution. Motivation must function there if an institution wants to achieve its goals (Dinarwati, 2021). Encouragement is the desire, will, and will for everyone; automatically encouraging employees, in essence, is how an organization or institution inspires its employees to achieve the goals of the Institution (Imbrani, 2019). Indicators in measuring work motivation according to (Agusra, Febrina Dodi et al., 2021; Haryadi, 2022; Malka et al., 2020) namely physical needs, safety needs, social

needs, the need for appreciation, the work itself.

4. Relationship between Human Resource Development and Employee Performance

According to Monalisa et al. (2020), the training and development of human resources is an effort to improve the ability of employees so that they have the knowledge, skills, and attitudes needed to deal with current and future jobs. According to Supriadi (2020), efforts to develop human resources are needed on an ongoing basis to obtain competent human resources. Thus (Ruky, 2004; Monalisa explained that the human resource development program is an effort to improve the quality and competence of human resources in an organization. Results of research conducted (Monalisa et al., 2020) Human resource development has several positive impacts on employee performance.

5. Relationship between Human Resource Development and Work Motivation

Human resource development is a continuous effort to improve the quality of human resources in the broadest sense through education, training, and coaching (Krisdiyanto & Nurhajati, 2017). Human resource development prepares individuals to assume different or higher organizational responsibilities (Dharma, 2018). Human resource development usually relates to increasing the intellectual or emotional abilities needed to do a better job. Human resource development is based on the fact

that an employee will need knowledge, expertise, skills, and abilities that are developed in order to work well in the succession of positions held during his career. Development has a broader scope. Development is more focused on the general long-term needs of the organization. The results are indirect and can only be measured in the long term. The development also helps employees/employees to prepare for changes in their jobs caused by new technologies, job designs, new customers, or new product markets (Almalani, 2019).

6. The Relationship between Work Motivation and Employee Performance

Studies (Suwarno, 2014) write in his research that intrinsic motivation has a positive and significant effect on employee performance abilities. To get good performance results, it is necessary to have exemplary achievements from employees. A person's attitude arises more from causes within the individual's heart, and employees are enthusiastic about their performance.

Studies (Dharmayati, 2019) wrote in the results of his research that intrinsic motivation has a positive and significant effect on employee performance abilities. The greater the intrinsic motivation, the higher the employee performance will be. So Individuals who have substantial intrinsic motivation will increase the performance of employees, which in turn will also increase the organization's performance. Intrinsic motivation is an encouragement that originates

from within the employee, meaning that an employee carries out an action not sourced from encouragement or other factors from outside the individual. (Nasir et al., 2019) describes the results of his research that the higher the number of employees with intrinsic motivation, the higher the employee performance.

7. Relationship between Human Resource Development and Employee Performance through Work Motivation

Studies conducted (Murni et al., 2022) noted in their research results that education and training or training is a process that will produce a change in the behavior of the training target. In real terms, the change in behavior takes the form of improving the quality of training capabilities and objectives. Education is defined as a systematic conscious effort to develop human potential optimally, both in mindset and attitudes, and behavior that exists within oneself to become fully human. Education is usually more directed toward the formation of attitudes. Training is a systemic process in which an activity is intended to develop and improve the participants' performance to improve organizational goals.

In his research results, a study (Imron & Pratiwi, 2022) suggests that a person's motivation is formed from the level of religiosity. Motivation is the desire to achieve achievement under predetermined standards. Motivation can strengthen a high will and those with a low will; if given motivation, the will increase,

and learning becomes more enjoyable.

The study (Nurhayati & Amir, 2022) concluded in his research that performance appraisal is a booster of motivation or a cause of demotivation. Performance appraisal can be used as a booster of work motivation. Performance appraisal is part of the elements in the human resource

development system because, with performance appraisal, employees can be motivated to give a good performance; performance appraisal can also affect employee motivation because, in practice, performance appraisal is often carried out subjectively, so the performance appraisal is not likely to affect the decline in employee performance.

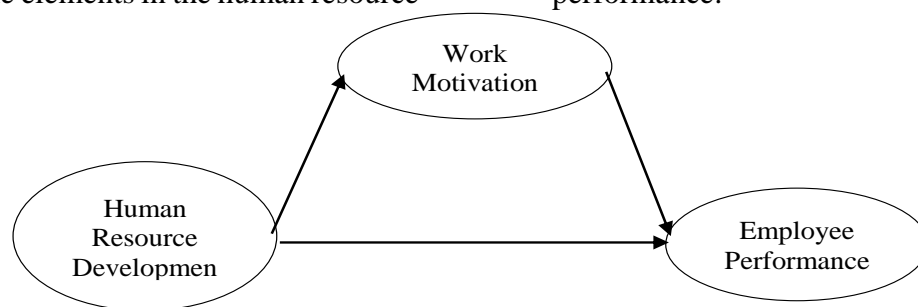


Figure 1 Research Model

RESEARCH METHODOLOGY

1. Types of Research

The type of research that the authors use in this study is a quantitative method with a causality approach (cause and effect). The causality method is research that seeks explanations in the form of cause-effect relationships between several concepts or variables, or strategies developed in management.

2. Population and Sample

This research was conducted at the Office of Public Works and Spatial Planning in Serang Regency. The population in this study are employees who work at the Public Works and Spatial Planning Office of Serang Regency, totaling 198 employees. The units of analysis used as respondents in this study were structural, functional, and implementing staff in the Public

Works and Spatial Planning Office of Serang Regency answering the statement items/questions posed in the interval scale questionnaire from 1 strongly disagree to 10 strongly agree, according to competence and responsibilities of the field of work in which they live. In this study, the authors will draw a sample of 10×15 , the number of indicator parameter variables used (Kock, 2018). Thus, the sample used in this study was $10 \times 15 = 150$ respondents. Furthermore, the sampling technique in this study used proportionate stratified random sampling, which is a technique for determining the number of samples if the population has a proportional stratum.

3. Data Analysis Techniques

After the data has been collected, the preparation begins by designing the data using Microsoft Excel. The researcher

begins to process the data by inferential analysis using the Smart PLS program version 4 based on Structural Equation Modeling (SEM). To test the data, the researchers conducted an outer model analysis, including a validity test, by looking at the loading factor values for each indicator in the model. It is declared valid that each indicator has a value > 0.70. After passing the validity test, the researcher looked at the reliability values, including CA and CR values > 0.70 and AVE values > 0.50. after completing the outer loading analysis, the researcher analyzed the inner model by looking at the R2 value to determine how much the exogenous variables contributed to the endogenous variables. The researcher continued the bootstrapping test to determine the causal interaction of

direct and indirect effects through the antecedent variables. The causal influence was stated to be influential by looking at the t-statistic value > t-table, which is significant in the p-value compared to significance (p-value > sig 0.05).

RESULT

1. Measurement of Outer Model Validity

The external model validity is measured by looking at the value of the outer loading. If an excellent outer loading value is > 0.7 (Ghozali & Latan., 2015). This study uses three variables, including five indicators of competence, five indicators of work motivation, and five indicators of employee performance. The following can be seen as the outer loading value in Figure 3:

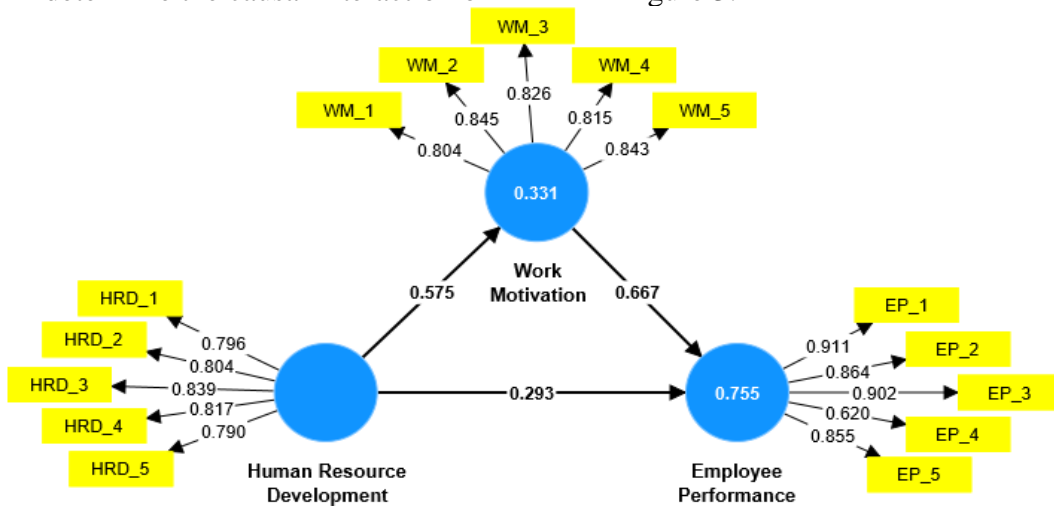


Figure 2 Outer Modes

From Figure 3, there is one indicator whose value is <0.7 in the employee performance variable (KP4), so it must be

eliminated then the writer tests it again. The following results of the second outer model test can be seen in Figure 3 below:

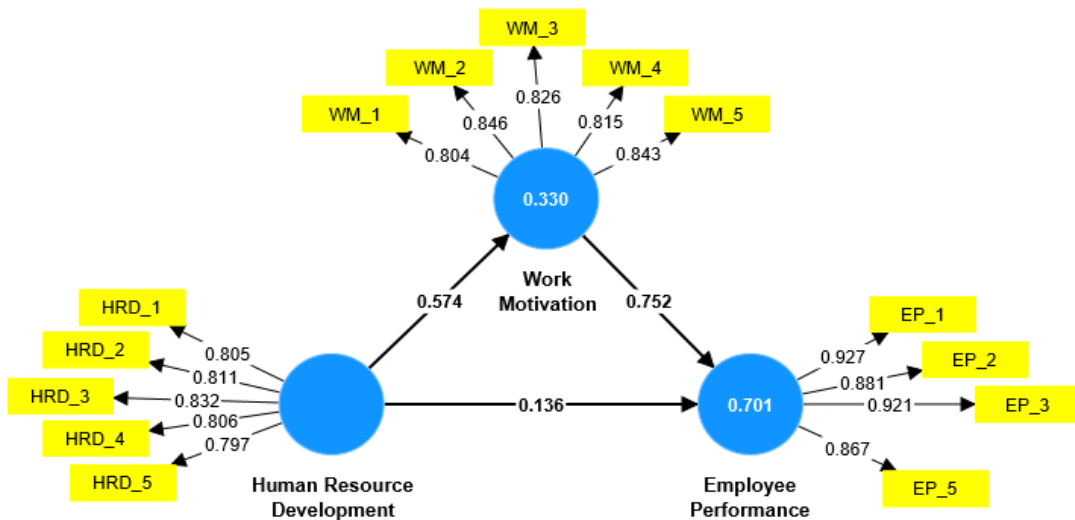


Figure 3 Outer Mode

From Figure 4, all indicators have a value of > 0.7 , so they can meet the validity criteria.

2. Discriminant Validity

The following results of discriminant validity can be seen in the table below:

Table 2 Discriminant Validity

Variable	EP	WM	HRD
Employee Performance	0.899		
Work Motivation	0.830	0.827	
Human Resource Development	0.567	0.574	0.810

Development

From table 1, the correlation value above is more significant than the one below. So it can be concluded that it meets discriminant validity.

3. Outer Model Reliability Test

The following is attached with the outer reliability model; each good variable has a cronbucs alpha value and composite reliability > 0.7 , then the AVE value > 0.5 .

Table 3 Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance	0.921	0.944	0.809
Work Motivation	0.886	0.915	0.684
Human Resource Development	0.870	0.905	0.656

From table 2, each variable has a CA and CR value > 0.7 and then an AVE value > 0.5 , so it can be concluded that it meets reliability.

4. Inner Model Test

(Ghozali. I & Latan. H, 2015) described that in the R-Square measurement, there are three categories, namely strong (0.75), moderate (0.50), and weak (0.25). In this study, the R-Square value for the employee

performance variable is 0.701, which means that it is included in the medium category. This result means that employee performance is influenced by 70.1% by HR development and work motivation. Then the remaining 29.9% is influenced by other variables not included in this study. The R-Square value of the work motivation variable is 0.330, which means it is in the medium category. This result means that

work motivation is influenced by 33.0% by HR development then the remaining 67.0% is influenced by other variables not included in this study.

5. Hypothesis Test

The results of the hypothesis are declared accepted if the value of T Statistics > T table (1.960) or P values < 0.05 (Ghozali. I & Latan. H, 2015; Hair et al., 2020). These results can be seen in the image below:

Table 4 Bootstrapping Test

Path Coefficient				
Hypothesis	Variable effect	Coefficient	T Statistic	P Values
H1	HRD → EP	0.136	2,743	0.006
H2	HRD → WM	0.574	9.737	0.000
H3	WM → EP	0.752	18.033	0.000
H4	HRD → WM → EP	0.432	9.249	0.000

Hypothesis 1: there is a significant favorable influence between the HR development variables on employee performance; the t statistic value is 2.743 > 1.96 with a significance of 0.006 < 0.05. Hypothesis 2: there is a significant favorable influence between the variables of HR development on work motivation. The t statistic value is 9.737 > 1.96 with a significance of 0.000 < 0.05. Hypothesis 3: there is a significant favorable influence between work motivation variables on employee performance; the t-statistic value is 18.033 > 1.96 with a significance of 0.000 < 0.05. Hypothesis 4: there is a significant favorable influence between the variables of HR

development on employee performance through work motivation obtained by the value of t statistic 9.249 > 1.96 with a significance of 0.000 < 0.05.

DISCUSSION

1. The Relationship between Human Resource Development and Employee Performance

The first finding in this study is that human resource development has a significant favorable influence on employee performance. Human resource development is a method of learning and training that uses analytical and organized methods in which administrative employees pursue ideal and theoretical insights to achieve a specific goal (Mangkunegara, 2019). Human resource development is an activity that must be carried out by institutions so that their knowledge, abilities, and skills are under the provisions of the profession they carry out. Next, Muhadjir defines human resource development as an increase in individual quality in a physical or psychological sense (Mulia & Saputra, 2020). This research is in line with (Krisdiyanto & Nurhajati, 2017; Monalis et al., 2020; Ramadhani & Abdurrahman, 2018) states in their research results that there is a positive and significant influence of human resource development on employee performance.

2. Relationship between Human Resource Development and Work Motivation

The second finding in this study is that there is a significant

favorable influence on human resource development on work motivation. One of the efforts made by the leadership to improve the quality of its civil servants is to continue to carry out various efforts to improve their skills, knowledge, and skills continuously and sustainably (Murfat et al., 2019). Human resource development prepares individuals to assume different or more significant organizational responsibilities, usually related to increased intellectual skills to do a better job in advertising (Pendong et al., 2021). This study supports the research conducted (Almalani, 2019; Puspitawaty, 2020; Sadat et al., 2020), who states in his research results that there is a significant favorable influence on employee performance competence.

3. The Relationship between Work Motivation and Employee Performance

The third finding in this study is that work motivation has a significant positive effect on employee performance. One significant aspect in improving employees' ability is enthusiasm in carrying out activities (work motivation). Motivation has three essential parts: effort, body goals, and desires. The effort is the dimension of seriousness. If a person is motivated, he will try his best to reach the goal, but it is not certain that significant effort will result in tremendous power (Pasaribu, 2021). Therefore, it takes seriousness and quality of the effort and focuses on the institution's goals. Desire is a

situation that gives rise to pressure, where a desire that is not realized will create pressure that triggers motivation from within the person. This urge raises a searching attitude to create goals, specific (Siswatiningsih et al., 2019). This research is in line with previous research (Dharmayati, 2019; Fernadi, Wahy, & Hidayati, 2016; Nasir et al., 2019) stated in his research results that there was a significant favorable influence of work motivation on employee performance.

4. Relationship between Human Resource Development and Employee Performance through Work Motivation

The fourth finding in this study is that work motivation can provide a bridge between the effects of human resource development on employee performance. Human resource development is a strategic development practice because HRD will positively impact individual employees regarding knowledge, skills, attitudes, and increased productivity and organizational performance (Otoo, 2020). Human resource development is a method of learning and training that uses analytical and organized methods in which administrative employees pursue ideal and theoretical insights to achieve a specific goal (Mangkunegara, 2019). The author has built a hypothesis in the previous chapter that HR development significantly influences employee performance through work motivation

CONCLUSION

The authors conclude that human resource development significantly influences employee performance from the research results. The more appropriate the development of human resources, the higher the employee performance. Thus there is a significant favorable influence on human resource development on work motivation. The more appropriate the development of human resources, the higher the motivation to work. Furthermore, there is a significant favorable influence of work motivation on employee performance. The higher the work motivation, the higher the employee's performance. Thus work motivation can mediate the influence of human resource development on employee performance. Human resource development can influence directly or through work motivation.

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