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The Effect of Human Resource Development on Employee Performance at the Civil Service and Human Resources Development Agency of South Buton Regency

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Abstract

This research aims to find out and analyze the influence of human resource development on the performance of the Personnel and Human Resources Development Agency employees of South Buton Regency. This study uses an explanatory quantitative method, namely research that explains the effect of certain variables on other variables. The population of this study were all civil servants of the Agency for Personnel and Human Resources Development of South Buton Regency, totaling 23 people. The sampling technique used a saturated sample, namely the entire population was used as the research sample. Data were collected through questionnaires and observation. The data analysis technique used descriptive and inferential analysis. The results showed that pHuman resource development has a positive and significant effect onThe performance of the BKPSDM South Buton Regency employees, this is shown through the results of the regression significance test, therefore it is suggested that the promotion section of the service is more transparent and adjusts placement, competence, knowledge, skills, experience, education and training, increased discipline, and speed in working to be enthusiastic to work better according to the main tasks and functions of the brand based on the targets that have been set.

1. Introduction

According to the empirical evidence in this study, the Personnel and Human Resources Development Agency of South Buton Regency's performance is thought to have been suboptimal, as evidenced by the failure to complete primary duties and employee activities that are not on target. This unsatisfactory employee performance may be impacted by human resource development, which is similarly suboptimal in this department due to a dearth of human resource development. For instance, this service has 23 personnel with a formal education certificate,

including one with a master's degree, 19 with a bachelor's degree, and three with only a high school diploma. Employee work experience varies by group: Group IV has a maximum of two employees, Group III has a maximum of twenty employees, and Group II has a maximum of one employee.

This terminology is backed up by Prawiro Sentono's assertion in that there is a strong correlation between individual and institutional success (Prawirosentono, 2003). In other words, if an individual performs well, it is probable that the organization/institution will do well as well. An employee's performance will be excellent if he or she has a high level of expertise, is willing to work for a salary or is compensated, and the employee has hope for a better future. Another way to think about employee performance is that it will be excellent if the human resource development system is constantly a priority, such as having expertise. Higher education and training are required, and employees will perform well if they are compensated with a pay / wages or other kinds of appreciation, and an employee's future will be bright if his employment career (promotion) attracts the attention of organizational leaders. This indicates that in order for the human resource development system to contribute to employee performance in accordance with the opinion's goal, the following explanation is necessary (Asruddin, 2005):

Employees at all levels of education and training have been unable to contribute to what and how to plan, solve increasingly complicated work issues, both in terms of work processes, work techniques, and work control, in order to achieve satisfying work outcomes in line with stated objectives (Atmodjo, 1998).

Typically, remuneration is limited to salary/wages. Compensation in the form of rewards and acknowledgment of job successes are frequently insufficient to drive employee morale to the point where it becomes unsatisfactory or unfairness emerges. For instance, an employee who performs below average receives more remuneration in the form of honoraria/incentives or larger allowances than an employee who performs above average (Anoraga, 2000).

The power of the leadership is exercised by promotion of employees to positions (Asikin, 2004). The extent to which leadership has control in determining proposed promotions is indicative of a human resource development system (Prawirosentono, 2003). One of the criteria for promotion is that personnel must adhere to the List of Proposed Ranks (DUK). If this is accomplished, employee excitement for work will improve, and vice versa, if an employee is due for promotion but is not promoted by the leadership, the employee will be unable to demonstrate strong performance.

According to Asikin (2004), which employs the Linear Regression Analysis approach, it is found that work motivation, remuneration, job location, leadership, and education all have a substantial impact on employee performance. Rahman (2005) concluded, via the use of Linear Regression Analysis, that education and training/administrative abilities, work culture, and work motivation variables all impact employee performance at the North Maluku Regional Secretariat Office.

According to previous research, the difference in this study is that what affects employee performance is human resource development, which can currently only be quantified through education and training and work experience (years of service). Therefore, this research was conducted to determine whether assessing human resource development systems can be influenced by other

factors such as compensation and employee promotion. While earlier study and this research are comparable in that they both employed the same analytical technique, Linear Regression, since the variables to be measured differ or are several variables. Thus, this research will aid in determining the impact of human resource development on employee performance.

2. Methodology

This is an explanatory and qualitative quantitative method, which means that it explains the effect of certain variables on other variables, in this case, the effect of the human resource development system on employee performance at the Office of the Civil Service and Human Resources Development Agency in South Buton Regency. This design is used to gather data, information, and information on a genuine variable, scenario, or symptom at the time of the study or to describe what it is while the research is happening and to examine the causes of the aforementioned symptoms (Mangkunegara, 2010).

It is intended that through this descriptive quantitative research, actual and relevant data, information, and knowledge on the employee human resource development system at BKPSDM South Buton Regency may be gathered to aid in issue solving.

A quantitative strategy is utilized in conjunction with a qualitative approach. However, the quantitative method is emphasized, whilst the qualitative approach serves as a complement. The quantitative method to research will highlight the objectivity (empirical) of categorizations that have a well-defined operational definition and are meant to generate generalizations. The benefits include an increased level of certainty for internal and external validity, instrument dependability, and quantitative objectivity.

This quantitative study begins with a theory that is converted into prepositions (a statement that can be examined for truthfulness) and is then shown to be a hypothesis that is tested using the acquired data. Once a measuring device and technique of measurement are established, whomever does the measurement will obtain consistent findings (Suryanto & Sutinah, 2005).

2.1 Data collection technique

Data collection technique in this study was carried out in the following way:

   a. Questionnaire

Questionnaire, which is the main data collection technique in this study. To obtain data on the variables of this study, namely the independent variable (X) and the dependent variable (Y), it was done by providing a list of questions/statements answered by the respondents. Measurement of respondents' answers was done using a Likert scale with the following criteria: Strongly Agree (SS), Agree (S), Doubtful (R), Disagree (TS), Strongly Disagree (STS).

The measurement scale in this study is straightforward, consisting of determining the location of each category of respondents on a continuum ranging from 5 to 1, and this research questionnaire was constructed using positive and negative statements, as well as numbers, for respondents who support positive statements. Respondents who favor negative statements are given a weight of 5 to 1, while those who oppose them are given a weight of 1 to 5. Table 1 contains the grading criteria.

Table 1. Scoring Criteria

Kriteria	SkorPositive	Skor Negative
Very Agree (SS)	5	1
Agree (S)	4	2
Netral (N)	3	3
Don't agree(TS)	2	4
Not Disagree (STS)	1	5

Positive comments are those that are supportive or favorable to the subject of the attitude, whereas negative statements are those that contradict or oppose the subject of the attitude (Azwar, 1995).
   b. Observation
   Observation, namely the technique of gathering data through systematic observation and recording of the condition of human resource development's effect on the performance of BKPSDM personnel in South Buton Regency.

2.2 Data Analysis Techniques

Prior to data analysis, the following procedure is used to convert ordinal scale data to interval scale data (modified from Yusi, 2009):
1) Determine the frequency of each answer choice on each item (fj)
2) Determine the proportion (pj) of each answer choice, namely the quotient between frequency (fj) and k(n), or by the formula:

$$p = \frac{f_j}{jn}$$

Where: j = number of instrument items, n = number of respondents.
3) Calculate the cumulative proportion value (pj.kum)
4) Determine the value of zj corresponding to the cumulative proportion (p.kum)
5) Determine the density or ordinate value corresponding to the zj value with the formula:

$$y = \frac{1}{\sqrt{2\pi}} e^{-\frac{1}{2}z_j^2}$$
   where =3.14
6) Determine the value scale (SN) for each answer choice with the formula:

$$SN_j = \frac{Densitas\ batas\ terendah - Densitas\ batas\ tertinggi}{p.kum.\ batas\ tertinggi - p.kum.\ batas\ terendah}$$

7) Determine the value of the transformation (X') with the formula:
$$X_j' = SN_j + (1 + |SN_{j\min}|)$$

After order to convert the study data to an interval scale, two statistical analysis approaches, descriptive analysis and inferential analysis, are used to conduct the analysis. The purpose of descriptive statistical analysis, which employs frequency and percentage distributions, is to ascertain the status or level of a variable independent of the variables being examined (Sedarmayanti, 2010). When

the frequency is multiplied by the response score, the proportion of the actual score to the ideal score may be determined. The referenced percentage is then compared to the established criteria in order to determine the variable's status.

A descriptive analysis is utilized to have a better understanding of the impact of human resource development on employee performance. South Buton Regency BKPSDM office has the following formulation:

$$p = \frac{f}{n} 100\%$$

Where:
p = Percentage
f = Frequency of respondents' answers
n = number of data (respondents)

Additionally, the percentage analysis findings for each variable's component are shown in a pie chart. Pgrouping the responses carefully or frequently, then calculating and adding them up to create a table that may be used as a starting point for data processing. To generate the rating scale, apply the following formula:

$$\underline{\text{Highest Score} - \text{Lowest Score}} = 5 - 1 = 4\text{-}5 = 0.8$$

The rating scale of respondents' answers are:
1.00 – 1.80 = very bad / very dissatisfied / strongly disagree
1.81 – 2.60 = bad / dissatisfied / disagree
2.61 – 3.40 = quite good / quite satisfied / quite agree
3.41 – 4.20 = good / satisfied / agree
4.21 – 5.00 = very good / very satisfied / strongly agree (Tjokroamidjojo, 1993).

The purpose of inferential statistical analysis is to testing the proposed hypothesis entails presenting the regression function, which depicts the relationship between the independent variable (X), namely Human Resource Development, and the dependent variable (Y), namely Employee Performance at the BKPSDM Office in South Buton Regency, using the estimated function of the simple regression equation as follows.

$$\hat{Y} = a + bX + \varepsilon$$

Dimana:

Y = The value of the dependent variable, namely the value of the employee performance score

a = Price of X if Y = 0 (constant price)

b = Coefficient of regression direction (slope of the regression equation line)

X = The value of the independent variable, namely the score of the HR development instrument

ε= Epsilon

Harga a and b are searched using the following formula:

$$a = \bar{Y} - b\bar{X}$$

$$b = \frac{n\sum XY - (\sum X)(\sum Y)}{n\sum X^2 - (\sum X)^2} \; ;$$

3. Result and Discussion

3.1 Descriptive Analysis Result

The results of the descriptive analysis for each research variable are presented in table 4.1 below.

Table 2. Human Resource Development Frequency Distribution (X)

No	Classification	Score (X)	Frequency (F) Person	Percentage (%)	XF	Category
1	40 X	5	8	34.78	40	Very good
2	37≤ X 40	4	6	26.09	24	Well
3	33≤ X 37	3	4	17.39	12	Neutral
4	29≤ X 33	2	4	17.39	8	Not good
5	X< 29	1	1	4.35	1	Very Not Good
	Amount		23	100	85	

$$\bar{X} = \frac{\sum fx}{\sum f} = \frac{85}{23} = 3,7 \quad \text{(good)}$$

Source: Questionnaire Data Processing Results, 2021

The result of data analysis regarding respondents' opinions about human resource development in agency for Personnel and Human Resources Development South Buton Regency as in the table above shows that 8 people or 34.78% said very well, 6 people or 26.09% said good, 4 people or 17.39% said not good and 1 person or 4.35% said not very good. The average score is 4.16, which means that human resource development inAgency for Personnel and Human Resources DevelopmentSouth Buton Regency is categorized quite well. Furthermore, the analysis is continued on the calculation of the average score of HR development data in Agency for Personnel and Human Resources Development South Buton Regency, and obtained an average value of 3.7, meaning that the development of human resources is in the good category.

Table 3. Distribution of Employee Performance Frequency (Y)

No	Classification	Score (X)	Frequency (Person)	Percentage (%)	XF	Category
1	60 X	5	2	8.70	10	Very good
2	50≤ X 55	4	11	47.83	44	Well
3	45≤ X 50	3	5	21.74	15	Neutral
4	40≤ X 45	2	4	17.38	8	Not good
5	X< 40	1	1	4.35	1	Very Not Good
	Amount		23	100	78	
(good)						

$$\overline{X} = \frac{\sum fx}{\sum f} = \frac{78}{23} = 3,39$$

Source: Questionnaire Data Processing Results, 2021

As a result of data analysis regarding respondents' perceptions of employee performance in theAgency for Personnel and Human Resources DevelopmentSouth Buton Regency, as shown in the table above, two respondents (8.70 percent) stated very well, eleven respondents (47.83 percent) stated good, five respondents (21.74 percent) stated neutral, four respondents (17.38 percent) stated not good, and one respondent (4.35 percent) stated not very well. The average score is 3.39, indicating that an employee's performance atAgency for Personnel and Human Resources DevelopmentSouth Buton Regency is acceptable. Additionally, the study is expanded to include the computation of performance ratings for employees at the Agency for Personnel and Human Resources Development in the South Buton Regency. This analysis is conducted by dividing the number of results of frequency multiplication with a score (F.X) by the total number of responses from 23 respondents. The analysis's findings indicate that the average value is 3.39, indicating that employees atAgency for Personnel and Human Resources DevelopmentSouth Buton Regency are doing well.

3.2 Inferential Analysis Results

    a. Normality Testing as a Prerequisite for Simple Linear Regression Analysis

Based on the normality test using the Kolmogorov-Smirnov analysis with the SPSS 25 program, the conclusions are obtained in the table below:

Table 4. Human Resource Development Variable Normality Test (X)

	Tests of Normality					
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
HR Development	.087	23	.200*	.958	23	.427
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Questionnaire Data Processing Results, 2021

Based on the data above, it can be identified that human resource development inAgency for Personnel and Human Resources DevelopmentSouth Buton Regency is normally distributed with a significance level of 0.200 > = 0.05;

Table 5. Employee Performance Variable Normality Test (Y)

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Performance Employee	.117	23	.200*	.962	23	.501
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Questionnaire Data Processing Results, 2021

Organizational performance data onAgency for Personnel and Human Resources DevelopmentSouth Buton Regency is normally distributed with a significance level of 0.200 > = 0.05.

b. Hypothesis test

The results of the analysis for testing the first hypothesis are presented in table 4.5 below.

Table 6. Analysis of Variance for Testing the First Hypothesis

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	928a	.862	.855	2045.554	.862	131.086	1	21	000
a. Predictors: (Constant), HR Development									
b. Dependent Variable: Employee Performance									

Source: primary data processing, 2021

According to Table 6, the magnitude of the correlation coefficient, which indicates the degree of similarity between the relationship and the influence of human resource development on employee performance inAgency for Personnel and Human Resource DevelopmentSouth Buton Regency, is 0.928, or with a coefficient of determination ($r2$) of 0.862. This suggests that 86.2 percent of changes in employee performance are caused by human resource development variables, whereas the other 58.4 percent are caused by unobserved factors. The regression significance test results indicate that the F. valuecount= 131,086 is significant at 0.000 0.05, indicating that there is a significant regression effect and relationship between human resource development and employee performance at the Agency for Personnel and Human Resource DevelopmentSouth Buton Regency.

Human resource development is a deliberate attempt by management to increase an organization's personnel competency and performance through training, education, and development initiatives (Irianto, 2011). Human resource development is predicated on the premise that these persons or workers require development of their knowledge, skills, and talents in order to function effectively.

The functional connection (linear regression) between human resource development and employee performance at the Agency for Personnel and Human

Resources DevelopmentSouth Buton Regency may be written as: = 12356,793+ 1,037 X. The equation has the following interpretation:

1)   If the HR development score is ignored (worth 0) or does not exist, then the employee's performance is only 12356,793.

2)   With a b value of 1,037, if the HR development score increases by one point, the employee's performance will increase by 0.275.

This positive influence implies that boosting an employee's human resource development will result in an increase in the employee's performance. Simamora (2003) states that performance is a measure of an organization's success in accomplishing its objective. An organization or corporation agency will function effectively if it has strong human resource skills for attaining the organization's goals.

The findings of the preceding study demonstrate that a human resource development program is really required for each employee at the South Buton Regency BKPSDM office, both upon first employment and on an ongoing basis as job needs change. Initial job training attempts to enhance the abilities that technical professionals must possess in order to meet an organization-defined demand. Advanced training is aimed to boost competence to a higher degree of expertise in a particular subject or to make changes if new technologies enter their fields or to develop new talents if their fields of work shift.

This is consistent with the findings of Dodik Jatmika and Mardiana Andarwati's (2007) study on the effect of human resource development on employee performance as measured by work satisfaction among employees of the Ministry of Religion in Jombang. The findings indicated that (1) human resource development improved employee job satisfaction, (2) human resource development had no effect on employee performance, (3) job satisfaction improved employee performance, and (4) human resource development improved employee performance via job satisfaction.

M. W. D. Purnama et al. (2020) the title research on the effect of human resource development on employee performance at PT. Arta Sedana Singgaraja. The study's findings indicate that (1) there are four human resource development systems in place, namely training, selling skills and supervisory skill development, promotion for sales to become sales supervisors, cellphone facilities equipped with a sales force automation system, and providing incentives for employees who exceed targets; and (2) the human resource development system has a 65.8 percent positive and significant effect on employee performance at PT. Arta Sedana Singgaraja.

Human resource development is critical in any business; nevertheless, what is anticipated is quality human resources, in the sense that they have the capacity and skills, as well as the ability to do tasks, in order for services to be delivered in an ordered and seamless manner. The attention is not only on the best use of the human resources controlled by the South Buton Regency BKPSDM office, but also on their development, treatment, and replacement relay. Human resource development is critical at the South Buton Regency BKPSDM office because it is thought that through developing human resources, the performance of the individuals in the South Buton District BKPSDM office would improve.

The development of linked human resources is necessary to affect the performance of the BKPSDM office in South Buton Regency. This includes not only operational staff, but also field personnel. Employees' power and responsibility must be defined in accordance with agreed-upon norms or benchmarks between superiors and subordinates. Subordinates, in collaboration with their superiors, can establish work objectives and performance criteria to be met, as well as evaluate the actual outcomes accomplished at the conclusion of a certain time period. Individual employee success improves total human resource performance, as seen by the year-over-year improvement in employee productivity.

4. Conclusion

According to the findings of the research and debate, human resource development has a substantial impact on employee performance at the Agency for Personnel and Human Resources Development. This is demonstrated by the regression significance test results for South Buton Regency. As a result, the South Buton Regency BKPSDM should be further developed, particularly in the promotion section, to be more transparent in adjusting employee placement according to rank order list (DUK), work experience, increasing employee knowledge and skills through education and training to increase competence for disciplined employees, and increasing work speed.

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