

THE INFLUENCE OF HUMAN RESOURCES DEVELOPMENT, POSITIONING, MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF THE STATE CIVIL APPARATUS AT THE FINANCIAL ASSET MANAGEMENT REGIONAL OFFICE OF PAPUA PROVINCE

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Abstract

This study was aimed at determining the development of human resources, placement (positioning), motivation and work discipline on the performance of the state civil apparatus at the office of the regional financial and asset management agency (BPKAD) of Papua province. Samples were taken using a purposive sampling method with a total sample of 140 respondents. The analytical method used is multiple linear regression. The results show that organizational climate and job satisfaction had a positive and significant effect on employee performance at the financial and asset management regional agency (BPKAD) of Papua Province. Work discipline has a negative and significant effect on officer's performance at the regional financial and asset management agency (BPKAD) of Papua Province. Motivation has no effect and no significant effect on officer's performance at the regional financial and asset management agency (BPKAD) of Papua Province.

Keywords: *Human Resource Development, Positioning, Motivation, Work Discipline, Performance*

INTRODUCTION

The work of state civil apparatus is the work result both qualitatively and quantitatively achieved by an officer in carrying out his duty as conferred on him (Mangkunegara, 2019:18). The success level of a work comprises of quantitative and qualitative aspects, stated by Siswanto (in Sandy, 2015). Yohanes Cores Seralurin, Paulus K. Allolayuk, Muhamad Yamin Noch & Tamaela, (2022) said that individual efficient performance is determined by personal effort and influence of environmental influences. Simamora (1995) states that, the state civil apparatus performance is the level of work criteria any civil apparatus may reach.

The research phenomena are related to the appeal of the Head of BPKAD, Ridwan Rumasukun that all OPD especially the regional finance and asset management agency, Papua Province which was assessed good. (Source: Papua.go.id.com).

Human resource is a very effectively determinant factor for the effectiveness of performance of an organization. In the effort of increasing apparatus performance, there should be a research to measure and analyse factor affecting the apparatus performance. In addition to keeping the human resource quality BPKAD also needs to manage the placement of apparatus at their own skills. Work motivation is thing that is obligatory to all apparatus. Eduard Yohannis Tamaela, (2011) said that intrinsic motivation is one key to the best talents of workers. Handayani (2012) states that each individual has either internally or externally good motivation to perform any work. Within the confines of organization, the objective motivation might be effective, regarding the work performance, only if the leader's intervention exists to enable it. The motivation each apparatus has should be supported by obedience on the rules or discipline in performing work. Discipline refers to rules, norms and order involving many lives.



Upon that background, the researcher is motivated to carry out this research as she saw the urgency of making any improvement on the work performance of BPKAD, and the gap among any research results. Therefore, has done its research on 'The Influence of Human Development, Positioning, Motivation, Work Discipline on the Performance of The State Civil Apparatus at The Financial, Asset Management Regional Office of Papua Province.

METHOD

To confirm the objective of this research that the research of this research is an explanatory research, as it tries to explain the relationships among the variables and their respective effects through the hypothesis test (Sugiyono, 2017). The research design was quantitative. The research has done empirical line test and measurement based on the theory. This research employed the survey model assigning questionnaire as its data collecting technique. This survey was conducted to gain the individual respondent's opinion.

This research tested the effect between human resource development, positioning, motivation and work discipline toward the state civil apparatus at the financial and asset management regional agency (BPKAD) of Papua Province. This research started since April 2022 until is was accomplished.

The population of this research was 148 state civil apparatus at BKAD office. Sampling technique applied was purposive sampling, assigning the following criteria: a). Apparatus of BKAD Papuan Province, b). With more than 2 years of experience. The observation result found out that there were 140 respondents.

This research employed double regression model to analyse its data. The regression model is the study on the dependency of dependent variables on one or more independent variables (Ghozali, 2018). Prior to the double regression analysis was done, a test on research instrument on its validity and reliability has been done in order to test data validity. In addition, a feasibility study comprising of normality, heteroscedasticity, and multicollinearity has been done

RESULTS AND DISCUSSION

The instrument test result shows that the data in this research has passed the validity and reliability test with significant value at validity test not above 0,05 and reliability test beyond 7,0. The following is the result of instrument test:

Table 1
Validity Test Result

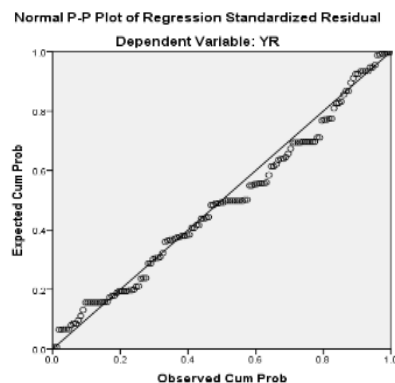
Variable	Item	Pearson Correlation	R Table	Sig (2-Tailed)	Remarks
Human Resources Development (X1)	X1.1	0,970	0,164	0,000	Valid
	X1.2	0,970	0,164	0,000	Valid
	X1.3	0,748	0,164	0,000	Valid
	X1.4	0,976	0,164	0,000	Valid
	X1.5	0,976	0,164	0,000	Valid
Positioning (X2)	X2.1	0,753	0,164	0,000	Valid
	X2.2	0,892	0,164	0,000	Valid
	X2.3	0,778	0,164	0,000	Valid
	X2.4	0,916	0,164	0,000	Valid
	X2.5	0,882	0,164	0,000	Valid
Motivation (X3)	X3.1	0,674	0,164	0,000	Valid
	X3.2	0,861	0,164	0,000	Valid

Variable	Item	Pearson Correlation	R Table	Sig (2-Tailed)	Remarks
	X3.3	0,736	0,164	0,000	Valid
	X3.4	0,889	0,164	0,000	Valid
	X3.5	0,812	0,164	0,000	Valid
Work Discipline (X4)	X4.1	0,984	0,164	0,000	Valid
	X4.2	0,983	0,164	0,000	Valid
	X4.3	0,884	0,164	0,000	Valid
	X4.4	0,983	0,164	0,000	Valid
	X4.5	0,983	0,164	0,000	Valid
Performance (Y)	Y.1	0,636	0,164	0,000	Valid
	Y.2	0,842	0,164	0,000	Valid
	Y.3	0,857	0,164	0,000	Valid
	Y.4	0,851	0,164	0,000	Valid
	Y.5	0,848	0,164	0,000	Valid

Table 2
Reliability Test Result

Variable	Cronbach Alpha	Standard of Reliability	Remarks
Performance	0,866	0,70	Reliable
Human Resources Development	0,960	0,70	Reliable
Positioning	0,899	0,70	Reliable
Motivation	0,854	0,70	Reliable
Work Discipline	0,981	0,70	Reliable

The validity test result shows it is inferred valid, because its probability level of significance or its significance is lesser than 0,05 or 5%. While as, the reliability test result at Table 2 shows that all research variables have passed the reliability test because Cronbach Alpha (a) >0,7. Therefore, it might be stated that all measurement concept of each questionnaire variable employed in this research are reliable. Later, the data feasibility test. The following is feasibility test result, namely normality, heteroscedasticity and multicollinearity:



Graph 1
Normality Test Result P-Plot



Graph 2
Heteroscedasticity Test Result

Table 3
Multicollinearity Test Result

Variabel	Tolerance	VIF
Human Resources Development	0,931	1,075
Positioning	0,450	2,224
Motivation	0,472	2,119
Work Disipline	0,804	1,244

The feasibility test result shows that data is distributed normally and the multicollinearity value for tolerance bigger than 0,10 and Variance of Inflection Factor (VIF) is smaller than 10. Then the regression model formed the multicollinearity symptom did not exist.

Next, a double linear regression test has been done to see the effect of variables, either partially, simultaneously and the percentage of independent variable effect in explaining dependent variable. The following is double regression test result:

Table 4
Double Regression Test

Variable	Unstandardized Coefficients (B)	t count	Sig	Remarks
Constant	1,778			
Human resources development	0,463	5,901	0,000	Significant
Positioning	-0,079	-0,797	0,427	Not Significant
Motivation	0,377	3,422	0,001	Significant
Work discipline	-0,204	-3,486	0,001	Significant
R Square	0,370			
Adjusted R Square	0,350			
T table	1,656			
F count	19,808			
F table	2,671			

Based on table 4 which tested the double linear regression, it could be explained as follows:

1. Partial t Test.

The partial t Test result helps to make discussion on the research hypothesis to test partial T test, as follows:

a. Partial 1 Hypothesis Test.

The partial variable result shows that human resources development proves that it affects positively the performance of state civil apparatus within BPKAD Papuan Province.

Performance or increased performance depends on the office itself. An apparatus within organization needs to pay attention on his gained skills or how the skills might help him to be in a position compared to apparatus whose skills are none. On the human resources management theory, in developing human resources it takes a good training and education to increase potential skill owned by the apparatus.

Performance or increased performance really depends on the office ability. Any apparatus in an organization needs to recognize which skills he possesses or how any certain skill to gain higher position compared to those who have no skill at all. Based upon a human resource management which states that in order to develop human resources a good education and training is needed to develop every potential owned by every apparatus.

Through the human resources development, it is expected that all potentials owned by all apparatus at BPKAD might be increased to conform the organization objective, or at least get closer to what is expected. Training is usually done when it is found that the apparatus' skill is low or when an organization changes a system and the apparatus need to learn the new skill. The better the training is the better the apparatus' performance. This research result is supported by previous research conducted by Alkha, et al (2022) and Eduard Yohannis Tamaela, (2022) that states human resource development affects performance.

b. Partial 2 Hypothesis Test.

Based on the partial variable test result, it is proven that positioning does not affect the apparatus' performance at BPKAD. Positioning for each apparatus is a critical thing to support the work. Therefore, a good positioning will result in a good organization or individual performance. Yet, a bad positioning will cause a bad effect on both organization and individual performance. A human resource management theory states that an institution should utilize the ability of every individual maximally and develop all possible potentials. An organizational behavior theory states that ever individual must maximize their ability in order to achieve the organization objective namely the increased individual which cause the increase both the organization and individual performance.

In this research it was found out that bad positioning on the state civil apparatus at BPKAD results in less influence or contribution. The lesser number of competent human resource becomes prima reason the organization places the apparatus not in conformation of their skill or ability. This research result is supported by previous research conducted by Yusuf (2022) that states positioning does not affect performance.

c. Partial 3 Hypothesis Test.

Based on the partial variable test result it is proven that motivation affects the apparatus performance positively. Positive and significant effect mean that high motivation of each individual of the organization or institution result in better performance.

An intrinsic motivation comes to appear as the natural wish to raise spirit or move an individual to do something to achieve goal or objective, because humans always have instinct to achieve something that the intrinsic motivation moves someone to get involved in any activity in order to feel sensational taste.

A comfortable feeling gained in a work which related to facility and work condition at BPKAD causes individuals to gain inner motivation to work better and this increases their performance. An apparatus will taste comfort of the work when they are

proportionally rewarded either in the form of material in the form of salary or wage or pleasure or happiness emotionally.

A behavioral organization theory states that human character exists because there is certain motivation, and humans differ from other product factors as humans have dignity. This means that when an apparatus feels to gain something he wishes or get a job at the place he wants then his internal motivation will impact both on his individual increase or the organization he works for.

This research result is supported by previous research conducted by Wulandari, et al (2021), at which their research result states that motivation affects on is significant on apparatus performance positively.

d. Partial 4 Hypothesis Test.

Based upon the partial variable test it is proven that work discipline affects and is significant on the state civil apparatus negatively at BPKAD. Negative effect and significant mean that bad work discipline in the organization causes non-maximal apparatus performance.

Work discipline is defined as a respect, honour, obedience to the rules, either written or oral, and ability to run and not avoid to accept any sanction if there is violation of the task and authority (Sastrohadiwiryono, 2003). Bad work discipline causes an organization becomes less effective. When most apparatus have low discipline in terms of presence and obedience, and become less ethical then the organization objective in the form of increasing performance become bothered.

Based upon human resource management of integration which states that all organization members involve and cooperate to achieve mutual goal. The goal itself is the intended discipline of all apparatus. In fact, the state civil apparatus at BPKAD have sufficiently low discipline. This is also related to positioning. An inexact positioning of the apparatus causes their discipline and motivation decline. Intrinsic motivation might affect in a good way, but in an extrinsic way, at which any motivation by mispositioned leader causes discomfort among the state civil apparatus at BPKAD and it decreases their discipline. This research result is supported by Yunaedi (2021) that states that work discipline affects apparatus performance negatively.

2. Determinant Coefficient R^2 Test.

Determination coefficient (R^2) is a coefficient showing percentage of all independent variables on the dependent variables. That percentage shows the amount the independent variable could explain its dependent variable (Ghozali, 2018). The bigger the determinant coefficient the better independent variable in explaining its dependent variable. Therefore, the regression is good to estimate dependent variable value.

Conceptual model feasibility shows that *Adjusted R Square* (R^2) is 0,350. This means that 35% of dependent variables of state civil apparatus performance of BPKAD Papua province is explainable through four independent variables namely, human resource development, positioning, motivation and work discipline. While as the rest 65% is explained by other variables which are not tested in this research

CONCLUSION

Based on the performed test the research result comes as follows:

1. Work discipline affects negatively and is significant on the work performance of the financial and asset management regional agency (BPKAD) of Papua Province.
2. Motivation does not affect and is not significant on the work performance of the financial and asset management regional agency (BPKAD) of Papua Province.
3. Organization climate affects positively and is significant on the work performance of the financial and asset management regional agency (BPKAD) of Papua Province.
4. Work satisfaction affects positively and is significant on the work performance of the financial and asset management regional agency (BPKAD) of Papua Province.
5. Work discipline, motivation, organization climate and work satisfaction simultaneously affect and is significant on work performance of the financial and asset management regional agency (BPKAD) of Papua Province.

Based upon this research conclusion, it is highly recommended:

1. In this study the researcher assigned 140 respondents as sample. It is expected that any future research may add the number of respondents or local governmental organization.
2. Any further research is expected to add other variable such as, leadership or make it as moderating variable.

For the financial and asset management regional agency (BPKAD) of Papua Province, it is expected to utilize this research result as an evaluation material on its forthcoming performance in composing financial and budget reports. In order to improve the organizational performance regarding the apparatus performance increase, a better positioning is needed, and it affects on the apparatus' discipline. Through the correction of positioning on the apparatus on their skill area, the individual capacity of the apparatus will increase and it will impact hugely the discipline and work performance either individual or the organization.

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