

The Influence of the Quality of Human Resources and Organizational Commitment on Employee Performance at the Secretariat of the Regional People's Representative Council of Riau Province

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ABSTRACT

The purpose of this research is to identify and assess the impact of human resource quality and organizational commitment on the performance of workers of the Riau Province People's Representative Council. The study sample consists of all 197 workers of the DPRD Riau Province. The findings revealed that the quality of human resources and organizational commitment had a significant positive effect on the performance of DPRD Riau Provincial DPRD employees, but the quality of HR had no significant effect on employee performance, whereas organizational commitment had an impact on the performance of Riau Provincial DPRD employees. Suggestions for improving employee knowledge and abilities were made, and it was suggested that the organizational commitment variable be expanded to include continuous commitment and normative commitment in addition to affective commitment. Employee performance characteristics in terms of collaboration and quality of work in carrying out their tasks and responsibilities must be enhanced in the future to support the fulfillment of the Riau Provincial DPRD's vision and mission.

Keywords: Quality, Human Resources, Organizational Commitment, Employee Performance, DPRD.

1 Introduction

Organizational effectiveness is mainly influenced by the availability of reliable human resources, both at the leadership and staff levels (Sinambela, 2021). Within the framework of Public Sector Organizations, optimal performance that prioritizes the public interest is always required. Therefore, it is expected that the government, especially local governments engaged in public services, always pays attention to the needs of the people it serves (Kalangi, 2015).

The quality of human resources can be seen from two perspectives: physical (physical quality) and non-physical (non-physical quality) (Notoatmodjo: 2003). Non-physical characteristics can be improved through the creation of education and training programs. With the development of professional human resources, it is hoped that workers will be more productive and have excellent performance (Djuwita, 2011). The importance of the quality of human resources, namely the capacity of each employee to carry out the assigned tasks, grow personally, and support the self-development of his co-workers (Matindas, 2002).

The Regional People's Representative Council (DPRD) is a regional government and legislative institution partner (Santoso, 2011). The role of the DPRD in regional government administrative politics is the implementation of the notion of decentralization (Rustandi, 2017). The DPRD cannot be separated from the Regional People's Representative Council Secretariat, which is led by a Secretary of the Regional People's Representative Council as a staff element that assists the Regional People's Representative Council leadership in carrying out their duties and responsibilities (Nurdiansyah, 2017).

The Riau Provincial DPRD Secretariat as an organization that supports the performance of the Riau Province Regional People's Representative Council and all its members in accordance with the Riau Governor's Regulation Number 99 of 2016 (article 2) concerning the Position, Organizational Structure, Duties, and Functions of the Riau Province DPRD Secretariat, which stated, among other things, "The Riau Provincial DPRD Secretariat sup The accomplishments of the Riau Provincial DPRD Secretariat in 2018 are detailed here:

Table 1 Realization of Achievement of Performance Indicators for the Secretariat of the Regional People's Representative Council of Riau Province in 2018

Strategic Goals	Performance Indicators	Targets	Realization
Increase Service Against House of Representatives Riau Province	Satisfaction Index Service according to SOP	95 %	66 %

Source: Riau Provincial DPRD Secretariat.

Based on the above, the challenge in this research is how to improve the quality of human resources and organizational commitment on the performance of employees at the Riau Provincial House of Representatives Secretariat. This research is expected to become the Quality of Human Resources and Organizational Commitment to Employee Performance at the Riau Provincial Secretariat and can increase knowledge and experience as well as gain insight in applying theories regarding the quality of human resources, organizational commitment to employee performance.

2 Literature Review

Quality of Human Resources

The quality of human resources is the capacity of each employee to fulfill the assigned tasks and encourage the growth of himself and his colleagues (Matindas, 2002). According to Sedarmayanti (2009), the quality of resources reflects the extent to which needs, specifications, and expectations have been met. According to Rucky (2003), the quality of human resources is the amount of knowledge, competence, and willingness shown by these individuals. This rate is compared to the level required by resource-rich organizations over time. The capacity of an employee to be a resource for an organization is very important to increase work productivity within the company. The goals and objectives of the organization will be determined by the quality of its human resources.

According to Koswara (2001), the quality of apparatus resources in the current regional autonomy period is determined by the professional and technical capabilities of the apparatus and implementers of the Regional Government. This is very important for the success and efficiency of governance in autonomous regions. What is needed is not only a sufficient number of personnel, but also their quality, which must be determined by assessing their educational background, abilities, work experience, rank and employment status.

Employee Performance

Performance has several definitions, including: the outcomes of work in quality and quantity obtained by personnel in carrying out their obligations in line with the responsibilities assigned to them (Mangkunegara, 2013). The capacity of personnel to do their jobs in accordance with their knowledge (Sinambela, 2021).

Several elements that influence employee performance include the following (Mathis & Jackson, 2002): 1) Work quality, which is the amount of work completed under normal circumstances. 2) Quality of Labor, i.e., the outcomes of work in the form of precision and tidiness in relation to results, without sacrificing quantity. 3) Punctuality, as shown by working punctually in compliance with appropriate requirements 4) Capacity for collaboration; performing specific duties involves cooperation between personnel on occasion.

Organizational Commitment

An employee's strong desire to remain a part of the organization is organizational commitment. Organizational commitment is also the desire of workers to work diligently in accordance with the organization's goals. Organizational Commitment Having particular views and attempting to adopt the organization's principles and objectives (aranya et al. 1981). Allen and Meyer (1993) proposed the following three aspects of organizational commitment: 1) Affective Commitment, or the emotional commitment, identification, and engagement of workers with the company. 2) Continuous Commitment, which is a commitment based on losses linked with staff departures. 3) Normative Commitment, which is the commitment to stay with the organization.

Framework

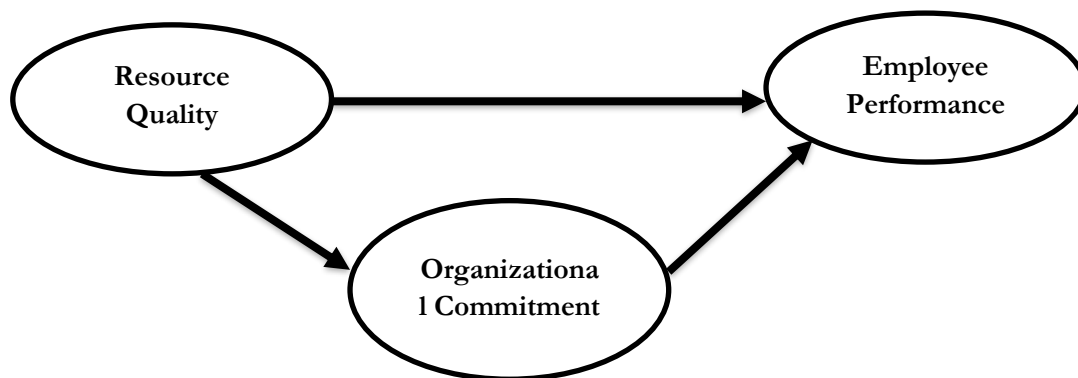


Figure 1 Research framework

Hypothesis

It is believed that the quality of human resources in the Riau Provincial DPRD Secretariat has a major impact on work dedication and employee performance.

METHOD

This study uses a quantitative approach. The population is all employees who work in the Secretariat of the Regional People's Representative Council of Riau Province, amounting to 197 people. And all of these employees were used as samples in this study. Data was collected using a questionnaire in the form of a list of questions (questionnaire), and interviews were conducted with respondents about the quality of human resources, employee performance and organizational commitment. Respondents' answers were measured using a Likert scale, namely: 5 = strongly agree, 4 = agree, 3 = enough, 2 = disagree, 1 = disagree. This study uses linear regression analysis with the help of SMART PLS data processing tools ,3.0.

3 Result And Discussion

Validity test

The validity test for the variable quality of human resources (X1), organizational commitment variable (X2) and employee performance variable (Y) is as follows:

1. The human resource quality variable (X1) has a corrected item value of 0.3, which has a value between 0.327-0.805 and is declared valid.
2. Organizational commitment variable (X2) has a value of Corrected item-total corrected > 0.3 which has a value between 0.426- 0.833 and is declared valid corrected $>$
3. Employee performance variable (Y) has a corrected item-total corrected value > 0.3 , which has a value between 0.322-0.752 and is declared valid.

Uji Reabilitas

Test the reliability for each variable by testing the Cronbach Alpha statistic which is $>$ or equal to 0.7 for each question as follows:

1. The quality of Human Resources has a Cronbach Alpha $0.869 > 0.7$, meaning Reliable.
2. Organizational Commitment has a Cronbach Alpha $0.803 > 0.7$, meaning Reliable.
3. Employee performance has Cronbach's Alpha $0.811 > 0.7$, which means reliable.

Coefficient of Determination Test (R2).

The coefficient of determination test can be seen in the table as follows:

Table 1 Coefficient of Determination Test (R²)

No	Variables	R Square	R Square Adjusted
1	Performance	0.870	0.860
2	Organizational Commitment	0.669	0.655
3	HR Quality	0.857	0.849

Source: *Smart PLS Processed Data*

From the table above, it can be seen that the dependent variable performance (Y) is influenced by the independent variable (Organizational Commitment and Human Resources Quality) of 0.860, meaning that the independent variable is very strong in influencing the dependent variable by 86%. Only 14% of other variables that affect employee performance. Organizational commitment is influenced by the Human Resources Quality factor which can be categorized as strong enough to influence that is equal to 0.655 or the independent variable is strong enough to affect organizational commitment by 65.5% and 34.5% is influenced by other factors apart from the quality of human resources. The quality of Human Resources is influenced by factors of skill, intellectual ability, knowledge and leadership which are indicators in this study of 84.9% which is categorized as very strong to support the level of quality of human resources in the employees of DPR Riau Province.

Path Analysis Test in Structural Equation Modeling (SEM).

Table 2 Results of Data Processing with SMART PLS

Variable	Original sample	Sample Mean	Standart (STDEV)	T/Statistic (Q/STDEV)	P Value
HR Quality-- Performance	0.187	0.204	0.100	1.875	0.061
Organizational Commitment -- Performance	0.383	0.354	0.148	2.582	0.010
HR Quality- Organizational Commitment	0.792	0.875	0.258	3.069	0.002
HR skills- HR Quality	0.318	0.330	0.090	3.548	0.000
Knowledge – HR quality	0.437	0.416	0.164	2.661	0.008
Punctuality- Performance	0.082	0.028	0.075	1.093	0.274
Quality- performance	0.390	0.380	0.079	4.994	0.000
Quantity-performance	-0.047	-0.042	0.081	0.577	0.564
Affective Commitment- Organizational Commitment	-0.460	-0.448	0.221	2.079	0.038
Continounity-Organizational commitments	0.137	0.106	0.149	0.920	0.358
Normative Commitments- Organizational Commitments	0.226	0.202	0.156	1.454	0.147
Physical- HR Quality	-0.213	-0.198	0.173	1.232	0.219
Attendance-performance	0.043	-0.012	0.059	0.721	0.471
HR Leadership-Quality	-0.108	-0.099	0.060	1.804	0.072
Cooperation-Performance	0.309	0.301	0.097	3.175	0.002
Punctuality-Performance	0.082	0.028	0.075	1.095	0.274
HR Skills- HR Quality	0.318	0.330	0.090	3.548	0.000
Intellectual ability-HR Quality	0.509	0.503	0.095	5.380	0.000

Source:SEM-PLS data 3.0.2021

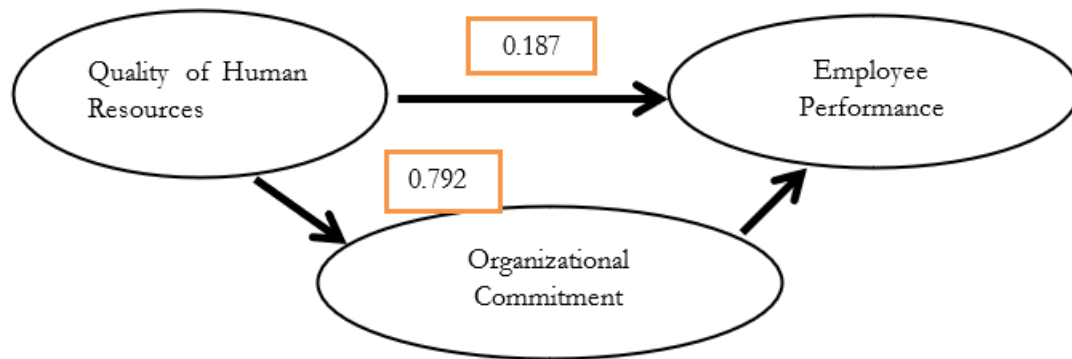


Figure 2 Path Analysis Results of SEM PLS.

Based on the results of the PLS Sem Path Analysis above, the relationship between the model equations is illustrated as follows::

$$Y1 = 0.187 X1 + 0.382 X2 \text{ or } Y = 0.187 \text{ Human Resources Quality} + 0.382 \text{ Organizational Commitment.}$$

$$Y2 = a + 0.792 X1 \text{ or } Y2 = a + 0.792 \text{ Organizational Commitment}$$

This equation states:

1. The quality of human resources has a positive relationship to employee performance of 0.187. This illustrates that an increase of one unit for the quality of human resources with the assumption that other factors remain constant will increase employee performance by 0.187 units. The more the quality of the employees of the DPR Riau Province increases, the performance of the employees will also increase.
2. Organizational commitment has a positive relationship to employee performance of 0.382. This illustrates that an increase of one unit for organizational commitment with the assumption that other factors remain, will increase employee performance by 0.382 units. This means that the increasing work commitment of the organization to the employees of the Riau Province House of Representatives will encourage increased performance of these employees.
3. The quality of human resources has a positive relationship to organizational commitment of 0.792. This illustrates that an increase of one unit for the quality of human resources will be accompanied by an increase in the organizational commitment of employees at the Riau Province House of Representatives by 0.792. This means that the higher the quality of the employees of the Riau Province House of Representatives, the higher their work commitment to the organization.

Hypothesis Test Results with SEM PLS

When analyzing data presented in this table, it is possible to see a significant 0.061 or bigger alpha value in the results of testing the hypothesis that the quality of human resources affects employee performance. As a result, employees' performance is unaffected by the quality of human resources. So the first hypothesis in this research, "there is a considerable beneficial effect of HR quality on the performance of the Riau Provincial DPRD personnel," has been rejected since it has not been proved to be significant.. Because of this, the Riau Province DPR personnel' performance is unaffected by the quality of Human Resources in Riau Province.

According to the findings of a test on employee commitment, the variable quality of Human Resources has an alpha value of 0.02 or below. This signifies that the DPR Riau Province's workers are more committed to the company because of the high quality of Human Resources. There is thus a considerable beneficial effect on the quality of human resources on organizational commitment of Riau Provincial DPRD personnel, as stated in the second hypothesis of this research. This suggests that the better the quality of human resources, the more committed the workers are to their employer, and vice versa. An organization's dedication to the Riau Province's Regional People's Representative Council personnel is strongly influenced by its human resources.

It has been shown that the House of Representatives of Riau Province's workers' performance is substantially impacted by 66.7 percent of the factors of human resource quality and employee organizational commitment.

Employee performance was shown to be significantly affected by the organizational commitment variable by a p-value of 0.010 or less, which is considered statistically insignificant. This suggests that the DPR Riau Province's workers' performance is strongly influenced by the organization's dedication. As a result, the "There is a considerable beneficial effect of organizational commitment on the Riau Provincial DPRD personnel' performance" hypothesis suggested in this research has been confirmed to be significant. This indicates that the more committed an employee is to the Riau Provincial DPRD, the better their performance will be. Employee performance in this company will suffer if the organization's level of commitment is poor.

4 Discussion

According to the Partial Least Square (PLS) Structural Test of Equation Modeling (SEM), the independent variables, namely the human resource quality variable (X1) and the organizational commitment variable (X2), have a substantial effect on the employee performance variable (Y). The variable quality of human resources (X1) has a substantial impact on organizational commitment (X2). Employee performance is significantly influenced by organizational commitment (X2).

Referring to the purpose of this study, which is to determine and analyze the influence of human resource quality and work commitment on the performance of employees of the Regional People's Representative Council of Riau Province, the discussion will look at the significant influence of human resource quality and commitment on the performance of DPRD Riau Province employees. The examination of each of these factors yielded the following results:

The Influence of Human Resources Quality (X1) and Organizational Commitment (X2) on the Performance of Riau Provincial DPRD Employees.

According to the findings, the quality of human resources and organizational commitment have a substantial impact on employee performance. This implies that the high degree of human resource quality and organizational commitment will be able to increase the performance of Riau Provincial DPRD workers. Several research findings confirm the findings of this study (Mohanad Ali Kareem (2019), N,Nurlina,(2020), Huan-Ming Chuang et al, 2020).

Knowledge and skills acquired by DPRD personnel are factors that support the quality of human resources for DPRD Riau Province employees. The quality of human resources with strong knowledge and abilities to help workers in attaining success in fulfilling the workload that has been targeted by the company in accomplishing its organizational objectives is a factor of the success of an organization's performance.

The influence of the quality of human resources (X1) on employee performance (X2).

Employee productivity at the Riau Provincial DPRD was not shown to be significantly influenced by the quality of the DPRD's human resources, according to these findings. This indicates , Riau Provincial DPRD personnel' performance is unaffected by the quality of their human resources. There is no evidence that HR quality has an influence on employee performance according to the findings of Morris & Sherman (1981), Kozen Holt (1989) and Michael Ritchie (2000), who concluded that HR quality had no effect on employee performance.

The effect of organizational commitment (X2) on employee performance (Y).

According to the findings of this research, organizational dedication has a considerable favorable influence on the performance of DPRD Riau Province personnel. This suggests that the high degree of organizational dedication will help Riau Provincial DPRD staff perform better. The determining indicator of increasing organizational commitment is found in affective commitment, namely employees' emotional attachment, identification, and involvement in the organization, which is very strong in supporting DPRD Riau Province employees' achievement of a high level of performance. Several research findings confirm the findings of this study, including Valeria La Maestro (2003), Meyer, Paunonem et al (1989).

The Influence of Human Resources Quality (X1) on Organizational Commitment (X2).

The findings revealed that human resource quality had a considerable beneficial influence on the organizational commitment of Riau Provincial DPRD staff. This remark implies that improved organizational commitment to Riau

Provincial DPRD personnel will be supported by high-quality Human Resources. The degree of employee skills and knowledge of workers, which have an influence on raising the high level of work commitment of employees at the DPRD Riau Province, are indicators that greatly support the quality of human resources. Esther et al. (2019), Hoang & Ngoc (2019), and Florkowski (2019) are some supporting study findings (2018).

5 Conclusion

According to the findings of the research that has been carried out, it has been discovered that the quality of human resources and organizational commitment have a significant influence on employee performance. It has also been found that a high quality of human resources and organizational commitment will improve the performance of employees working for the DPRD Riau Province. Although there is some evidence that the quality of human resources does not play a significant role in determining employee performance in the DPRD Riau Province, there is some evidence that the organizational commitment variable does play a significant role in determining employee performance in the DPRD Riau Province. The findings of this research also indicate that the quality of human resources has a substantial beneficial influence on the organizational commitment of personnel working for the Riau Provincial DPRD.

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