

**“ THE INFLUENCE OF THE QUALITY OF HUMAN RESOURCES (HR), MOTIVATION  
AND COMPENSATION ON EMPLOYEE PERFORMANCE IN ENREKANG SUB-  
DISTRICT OFFICE**

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**Abstract.**

This study aims to determine: (1) the effect of the quality of human resources, Partial and Simultaneous Motivation and Compensation for employee performance at the Enrekang sub-district office, Enrekang district. This research was conducted at the Enrekang sub-district office, Enrekang Regency, which is located at Jalan Jendral Sudirman No.25, Batili. This research method is a quantitative descriptive approach. Data collection techniques using questionnaires and observation methods. Data analysis in this study used validation test techniques, reliability and multiple linear regression analysis using the SPSS for Windows version 25 application, with a total sample of 23 respondents. The results of this study indicate that: 1) The quality of human resources has a partial effect on employee performance at the Enrekang sub-district office, Enrekang Regency which is characterized by a t count value that is greater than t table, namely  $2.217 > 2.093$ . 2) Motivation has a partial effect on employee performance at the Enrekang sub-district office, Enrekang Regency which is characterized by a t count value that is greater than t table, namely  $2.834 > 2.093$ . 3) Compensation has a partial effect on employee performance at the Enrekang sub-district office, Enrekang Regency which is characterized by a t count value that is greater than t table, namely  $5.445 > 2.093$ . 4) Quality of Human Resources, Motivation and Compensation simultaneously influence employee performance at the Enrekang sub-district office,

**Keywords:** Quality of Human Resources, Motivation, Compensation and Performance.

**A. INTRODUCTION**

The development of science and technology, especially in the fields of industry and technology, is much faster than the development of science regarding human behavior and in other social fields. These technological changes have resulted in changes in the nature, physical and mental of work and changes in the organizational structure.

The quality of Human Resources (HR) as one of the main supporting aspects in

changes so that potential resources are needed to keep up with technological developments. Humans are an important element in organizations in various companies, agencies and so on. Therefore, the success or failure of a company is very dependent on the efforts made by humans or the employees themselves.

According to Panjaitan, in (Martin Wibisono 2007: 13) through the education, health, labor sectors high-quality human resources can be formed with the following characteristics: a) Having mental abilities (intelligence) and physical skills individual. b) Having psychological abilities in the form of perceptual power, attitude, personality, motivation. c) Have organizational skills as a resource, leadership, cooperation, coordination.

Robbins and Coulter (in Nurfadila 2022: 15) argue that motivation is a process that explains the intensity, direction, and persistence of individuals to achieve their goals. Whereas motivation is generally concerned with achieving a goal, the discussion has been narrowed and focused on the organization of goal achievement to reflect our interest in work-related behavior. Many employees lose their motivation to work because they see a weak relationship between their effort and job performance, between organizational performance and earnings or between the rewards they receive and the rewards employees really want.

Hasibuan, in Susana Marcela Tuwok, 2021: 14) this is the provision of remuneration to factors of production (HR) that work optimally in improving employee performance in an agency. Either in the form of direct (financial) compensation in the form of money or indirect (non-financial) compensation such as awards.

Institutions in Enrekang Regency, in this case the Enrekang District Head office as an agency engaged in administration, record keeping, and services for several villages, also provide encouragement towards the development of other economic activities, besides that these agencies are located in existing government centers. in enrekang district on Jalan Jendral Sudirman No.25, Batili. To support work activities, in this case serving the community, attention is needed to the quality of human resources, motivation and compensation aimed at improving employee performance and achieving agency goals.

The basic problem at this agency is that there are still some employees who work not according to operational operational standards and sometimes come to locations not according to working hours in the sense that they are late, this affects performance, especially when they are engaged in administrative services, on the other hand, employees work less enthusiastically. some employees and temporary employees sometimes prefer to carry out other activities that provide profit before entering the office, this is a sign that the quality of human resources, motivation and compensation should pay more attention so that employees work based on performance standards, enthusiasm at work and the workplace selected as the main option. To support work activities, in this case serving the community, attention is needed to the quality of human resources, motivation and compensation aimed at improving employee performance and achieving agency goals.

To expedite agency activities, it is necessary to have maximum planning and work so that the impact on the quality of Human Resources, Motivation and Compensation in relation to increasing employee performance can be felt. Where in this case we need an influence analysis whose function is to see the extent of the closeness between the Quality of Human Resources, Motivation and compensation on

employee performance.

## **B. LITERATURE REVIEW**

### **Human Resource Management**

According to Melayu SP Hasibuan (2017: 9) human resource management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal where management consists of six main elements including money, method, materials, machines, and markets.

Sedarmayanti (in femy francesca: 2022: 17) argues that Human Resource Management (MSDM) is the policy and practice of determining human or human resource aspects in management positions, including recruiting, screening, training, rewarding and evaluating.

### **Quality of Human Resources ( HR )**

Reliable quality human resources are those who master science, technology, information, have a commitment to human life and other living things, and have functional relationships with social and biogeophysical (environment) systems in sociogeophysical (social) ecosystems which are highly required in sustainable development (Djaafar, in Martin Wibisono 2007:12). According to (Sedarmayanti: 36), Competence as an attribute of the quality of Human Resources has a significant effect on individual performance. Organizational culture has a decisive contribution in shaping employee behavior.

Reliable quality human resources are those who master science, technology, information, have a commitment to human life and other living things, and have functional relationships with social and biogeophysical (environment) systems in sociogeophysical (social) ecosystems which are highly required in sustainable development (Djaafar, in Martin Wibisono 2007:12). According to Syamsir Torang (2013: 53) argues that the factors that influence the character or quality of an individual in an organization are: compensation, motivation, leadership and conflict.

### **Motivation**

According to Malayau SP Hasibuan (2017: 141) that motivation comes from the word "movere" which means encouragement or driving force that is only given to humans, especially to subordinates or followers. Motivation is a function of a person's motive needs (motive), expectations (expectation) and stimulation (incentive). Motivation is a series of gifts to encourage employees to take action to achieve a desired goal. In other words, motivation becomes a force and encouragement to take action so that employee needs can be met. The motivational process places more emphasis on the content of needs, but also focuses on how and what goals the individual is motivated according to (Utaminingsih, in Femy Fransiesca 2022: 45)

Motivation is an energy that moves an individual to try to achieve the expected goals (Samsiar Torang 2016: 57). Meanwhile, according to Robbins and Judge (in Lisa Asmira 2022:21) motivation is a process that explains a person's intensity, direction

and persistence to achieve his goals. That is, if you only prioritize high intensity it will not bring the desired results.

From the above definitions put forward, it illustrates that motivation is an urge or desire from within a person, which creates a stimulus to act to perform an action which according to his judgment can provide benefits for him so that the desire is fulfilled.

## **Compensation**

According to Panggabean (in Arwin Amrullah 2012: 27), compensation is any form of appreciation given to employees as remuneration for the contributions they make to the organization, with the aim of attracting potential employees into the organization, encouraging higher achievement, retaining productive and quality employees and encouraging faithfulness. Meanwhile, according to Simamora (in Marhawati 2022:16) compensation includes financial rewards and intangible services as well as benefits received by employees as part of an employment relationship. Compensation is what employees receive in exchange for their contribution to the organization.

With attractive and fair compensation provided by the company will be able to obtain a sufficient number of qualified employees to fill all vacancies at all levels. Workers who receive adequate or attractive and fair compensation will not switch to other companies that can provide more compensation than the company they are currently occupied.

## **Performance**

According to Harsuko (in Hastuti 2021: 39), performance is the extent to which a person has played for him in carrying out organizational strategy, both in achieving specific goals related to individual roles and or by showing what is declared relevant to the organization.

In general, performance is defined as the effort made by someone to carry out a job where there is a reciprocal relationship between superiors and subordinates to achieve a goal.

## **conceptual framework**

Increasing a productive workforce, in this case employee performance is highly prioritized through various efforts to foster enthusiasm for work, it is necessary to pay attention to supporting factors for employees so that they can improve the performance of these employees/employees. Therefore, employees need to pay special attention to the quality of human resources, motivation and compensation. Based on the theoretical basis that has been stated in the discussion above, therefore the quality of Human Resources, motivation and compensation that has on performance is described in the form of a conceptual framework picture.

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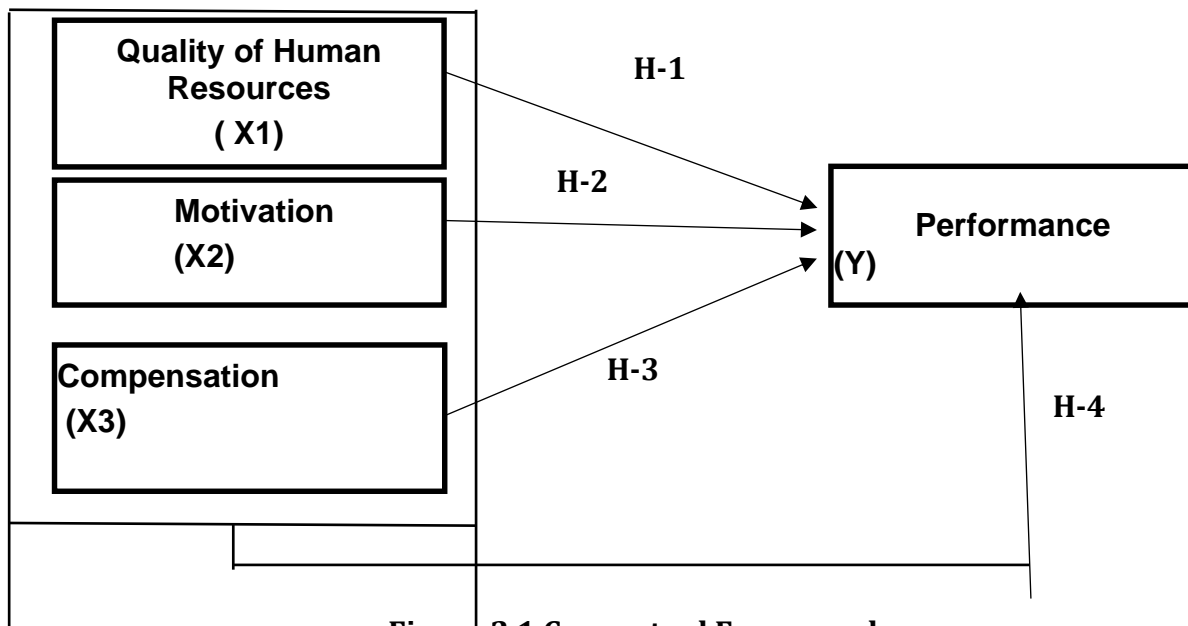


Figure 2.1 Conceptual Framework

## C. RESEARCH METHODS

### Types of research

In this approach the author uses a descriptive quantitative approach. Quantitative descriptive research method is a method that aims to create an objective picture or description of a situation using numbers, starting from data collection, interpretation of the data as well as the appearance and results.

### Location and Time of Research

This research was carried out in an agency, in this case the Enrekang District Office, Enrekang Regency, which is located at Jalan Jendral Sudirman No.25, Batili. This research is planned for approximately two to three months.

### Population and Sample

Population is the total number of units of analysis to be investigated characteristics or features. Thus the population in this study are employees and non-employees in the Enrekang District Office. According to Sugiyono (2017: 85) the meaning of saturated sampling is a sampling technique when all members of the population are sampled, this is done if the population is relatively small, less than 30, or research wants to make generalizations with very small errors. Another term for a saturated sample is a census, where the entire population is used as a sample. The population referred to in this study is 23 people. The sample used is the entire population in this case sample 23.

### Method of collecting data

In data collection, this research data collection uses several methods, namely (1) Observation (2) Documentation (3) interviews (4) Questionnaire (questionnaire), which is done by providing a set of written lists of questions.

### **Data Types and Sources**

In this writing, the types of data used are: (1) Quantitative Data is data from companies/agencies in the form of numbers and tables. (2) Qualitative Data is data obtained from companies/agencies in the form of information both verbally and in writing.

Sources of data used to support this research are. (1) Primary Data, namely data obtained directly from the results of direct observation and interviews with parties involved in the agency. (2) Secondary Data, namely data obtained from documents and other written materials from the relevant agencies that are closely related to this research.

## **D. RESEARCH RESULT**

### **Description of Research Locations**

Enrekang Regency is one of the Level II Regions in the Province of South Sulawesi, Indonesia. The district capital is located in Enrekang City. From a socio-cultural perspective, the people of Enrekang Regency have their own characteristics or uniqueness. This is because the culture of Enrekang (Massenrempulu') is between the Bugis, Mandar and Tana Toraja cultures. Institutions in Enrekang Regency, in this case the Enrekang District Head office as an agency engaged in administration, record keeping, and services for several villages, also provide encouragement towards the development of other economic activities, besides that these agencies are located in existing government centers. in enrekang district on Jalan Jendral Sudirman No.25, Batili.

### **Characteristics of Respondents**

#### **1. Characteristics of Respondents Based on Gender**

**Table 4.1**  
**Based on Respondent's Gender**

Gender	Number of Respondents	Percentage (%)
Man	16	69.6
Woman	7	30.4
Total	23	100

*Source: Primary data processed, 2020*

Based on table 4.1 it shows that based on the characteristics of respondents according to gender it is known that the majority of respondents in this study were male, namely 16 respondents (69.6%), while respondents with female gender were 7

## 2. Characteristics of Respondents Based on Last Education

**Table 4.2**  
**Respondent's Last Education**

Level of education	Amount	Percentage (%)
SENIOR HIGH SCHOOL	7	30.4
S1	14	60.9
S2	2	8.7
Total	23	100.0

*Source: primary data 2020*

From table 4.2 above, it can be seen that the highest level of education for employees is at the undergraduate level with a total of 14 people or 60.9%. then at the high school education level there were 7 people or 30.4% and the lowest level of employee education was a Masters degree with 2 people or 8.7%.

### Description of Research Data

#### 1. Validity test

Validation is a measurement scale called valid if it does what it should measure and the height of a questionnaire instrument can be measured with the help of SPSS for Windows version 25. If the measurement scale is invalid then it is not useful for researchers because it does not measure or do what it should do (Gozali 2013: 97).

**Table 4.7**  
**Validation Test Results**

Variable	Indicator	r Count	r Table	Information
HR Quality (X1)	X1.1	0.864	0.4132	Valid
	X1.2	0.562	0.4132	Valid
	X1.3	0.830	0.4132	Valid
Motivation (X2)	X2.1	0.846	0.4132	Valid
	X2.2	0.868	0.4132	Valid
	X3.3	0.827	0.4132	Valid
Compensation (X3)	X3.1	0.793	0.4132	Valid
	X3.2	0.851	0.4132	Valid
	X3.3	0.879	0.4132	Valid
Employee Performance (Y)	Y1.1	0.623	0.4132	Valid
	Y1.2	0.901	0.4132	Valid
	Y1.3	0.868	0.4132	Valid

Source: primary data processed, 2020

In this study using a sample for testing a questionnaire as many as 23 respondents with a significant level of 5%. In the r product moment table for a significant 5%, the r table number is 0.4132. Furthermore, the data is declared valid if the value of  $r_{count} > r_{table}$ . Based on this table, all statement items in this study are considered valid.

## 2. Reliability Test

Reliability is to measure the questionnaire which is an indicator of the variable. Question items are said to be reliable if a person's answer to the question is consistent. According to Sugiyono (2017: 130) states that the reliability test is the extent to which measurement results using the same object will produce the same data.

**Table 4.8**  
**Reliability Test Results**

Variable	Cronbach's Alpha	Reliability Standards	Information
HR Quality (X1)	0.622	0.6	Reliable
Motivation (X2)	0.799	0.6	Reliable
Compensation (X3)	0.789	0.6	Reliable
Employee Performance (Y)	0.727	0.6	Reliable

Source: Primary data processed, 2020

Based on the data presented above in table 4.8, it can be seen that the Cronbach's alpha value of each research variable is  $> 0.6$ . Thus these results can indicate that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

## Results of Hypothesis Testing and Discussion

In this study, questionnaires were distributed to the research sample, namely employees and temporary employees in the Sub-District Office of Enrekang District. as many as 23 people. The following describes the results of data analysis based on the answers of the respondents.

1. Influence of HR quality (x1) partially on employee performance (y), Influence of motivation (x2) partially on employee performance (y), Effect of compensation (x3) partially on employee performance (y)

**Table 4.9**  
**Results of Multiple Linear Regression Analysis (Coefficients)**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-5,926	2,759		-2,147	045
	HR Quality	.293	.132	.290	2.217	039
	Work	.442	.156	.367	2,834	011



	motivation				
	Compensation	.722	.133	.679	5,445 .000

a. Dependent Variable: Employee Performance

Source: primary data processing 2020

From table 4.9 above it can be concluded that the regression analysis can be obtained from the coefficient for the HR quality variable of 0.293, then for the work motivation variable the coefficient value obtained is 0.442 and for the compensation variable with a coefficient value of 0.722 with a constant value of -5.926.

### Hypothesis testing

The hypothesis testing carried out in this study aims to see how the independent variables influence the dependent variable. Testing this hypothesis consists of testing the hypothesis partially (Test T) and testing the hypothesis simultaneously (Test F).

#### 1. coefficient of Determination,

Coefficient This determination is used to determine how much influence the independent variables have on the dependent variable. From the results of calculations using the SPSS version 25 program, it can be seen that the coefficient of determination (R Square) obtained is 0.748. This shows that the independent variables, namely the quality of human resources, motivation and compensation have a significant influence on employee performance with a percentage of 74.8%, thus the employee performance variable can be influenced by other variables, namely 25.2% is influenced by variables that are not examined in this study.

**Table 4.10**  
**Coefficient of Determination (Summary models)**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.865a	.748	.709	1012

a. Predictors: (Constant), Compensation, Work Motivation, HR Quality

Source: 2020 data processing

The R square value is 0.748, this indicates that the contribution of the simultaneous positive influence of the quality of human resources, motivation and compensation on employee performance is the contribution of other variables outside the variables in this study.

#### 2. Simultaneous Test (F Statistical Test)

The F statistical test shows whether all the independent variables included in the model have a joint effect on the dependent variable. This test is carried out by comparing the Fcount value with the Ftable value using a significant level of 5%. If the value of Fcount is greater than Ftable then all the independent variables affect the dependent variable together. In addition, you can also see the probability value. If the probability value is less than 0.05 (for a significance level = 5%), then the independent variables jointly affect the dependent variable. Vice versa if the probability value is

greater than 0.05 then the independent variables simultaneously have no effect on the dependent variable.

**Table 4.11**  
**Simultaneous Test Results (ANOVAa)**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57,859	3	19,286	18,845	.000b
	residual	19,445	19	1,023		
	Total	77,304	22			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Work Motivation, HR Quality

Source: 2020 data processing

From the table in the F test or simultaneous test above, the Fcount value is 18.845 with a significance of 0.000. The Ftable is 3.13. Thus it can be concluded that Fcount > Ftable (18.845 > 3.13) and the probability value is less than 0.05, the independent variables (quality of human resources, motivation and compensation) simultaneously affect the dependent variable (employee performance) at the Enrekang sub-district office, Regency. Enrekang.

### 3. Partial Test (T Test)

The T test is used to determine the effect of the independent variables (quality of human resources, motivation and compensation) individually on the dependent variable (employee performance). Then partially the three independent variables affect the dependent variable with the ttable value in this study is 2.093 (two tailed) by looking at the ttable at a significance level of 0.05 which is shown in the following table:

**Table 4.12**  
**Partial Test (Coefficientsa)**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-5,926	2,759		-2,147	.045
	HR Quality	.293	.132	.290	2.217	.039
	Work motivation	.442	.156	.367	2,834	.011
	Compensation	.722	.133	.679	5,445	.000

a. Dependent Variable: Employee Performance

Source: primary data processing 2020

The results of the t test analysis above are as follows:

1. The results of the t test on the HR quality variable (X1) on the employee performance variable (Y) show the tcount value (2.217) is greater than the t table value (2.093), so it can be concluded that the HR quality variable partially affects employee performance at the Enrekang sub-district office , Regency. Enrekang.
2. The results of the t test on the motivational variable (X2) on the employee performance variable (Y) show that the tcount value (2.834) is greater than the ttable value (2.093), so it can be concluded that the motivational variable partially influences employee performance at the Enrekang sub-district office, Kab. . Enrekang.
3. The results of the t test on the Compensation variable (X3) on the employee performance variable (Y) show the tcount value (5.445) is greater than the t table value (2.093), so it can be concluded that the compensation variable partially affects employee performance at the Enrekang sub-district office, Kab. . Enrekang. To find out the magnitude of the partial effect on each independent variable can be seen from the table as follows:

**Table 4.13**

**Path Coefficients Independent Variables (Correlations )**

Model		Zero-order	partial	Part
1	(Constant)			
	HR Quality	.581	.453	.255
	Work motivation	.334	.545	.326
	Compensation	.674	.781	.627

Source: 2020 data processing

From table 4.11 it is known that the partial influence of the human resource quality variable on employee performance variables is 45.3%, then for the motivation variable with a partial influence on employee performance variables of 54.5% and the partial influence of compensation variables on performance variables is 78, 1%.

**Discussion of Research Results**

**1. Effect of HR quality on employee performance**

The results of multiple regression analysis using a partial test found that there is an influence between the quality of human resources and employee performance, this is indicated by the t count value which is greater than t table, namely  $2.217 > 2.093$ . These results indicate that the quality of human resources affects the performance of employees in the Enrekang sub-district office, Kab. Enrekang. The quality of human resources is very important for employees because it is one of the components in improving employee performance, the higher the level of quality of an employee, the higher the performance prospects of the employee. From the results of testing the data

in this study, the first hypothesis is accepted.

## **2. The Effect of Motivation on Employee Performance**

The results of multiple regression analysis using the partial test found that there is an influence between motivation on employee performance, this is indicated by the t count value which is greater than t table, namely  $2.834 > 2.093$ . These results indicate that motivation has an effect on employee performance at the Enrekang sub-district office, Kab. Enrekang. Motivation is an urge or desire from within a person, which creates a stimulus to take action which according to his judgment can benefit him so that the desire is fulfilled, in the sense that the stronger the motivation for employees, the higher the productivity of employee performance, thus based on the results testing in this study, the second hypothesis is accepted.

## **3. Effect of Compensation on Employee Performance**

The results of multiple regression analysis using the partial test found that there is a positive influence between compensation and employee performance, this is indicated by the t count value which is greater than t table, namely  $5.445 > 2.093$ . These results indicate that motivation has an effect on employee performance at the Enrekang sub-district office, Kab. Enrekang.

With attractive and fair compensation provided by the agency will be able to obtain a sufficient number of qualified employees to fill all vacancies at all levels. Employees who receive compensation can benefit from beneficial effects that are expected to spur employees to be able to complete work with the best enthusiasm, in the sense that with the application of compensation to employee work orientation, the enthusiasm and productivity of employee performance will also increase, based on testing data in this research then the third hypothesis is accepted.

## **4. Effect of HR quality, motivation and compensation on employee performance**

The results of multiple regression analysis using simultaneous tests found that there is a simultaneous influence between the quality of human resources, motivation and compensation on employee performance, this is evidenced by the calculated F value which is greater than F table, namely  $18.845 > 3.13$ . These results indicate that the quality human resources, motivation and compensation for employee performance at the Enrekang sub-district office, Kab. Enrekang. From the results of testing the data in this research, the fourth hypothesis is accepted.

## **E. CONCLUSIONS AND RECOMMENDATIONS**

1. The results of multiple regression analysis using a partial test found that there is an influence between the quality of human resources and employee performance, this is indicated by the t count which is greater than t table, namely  $2.217 > 2.093$ . These results indicate that the quality of human resources affects the performance of employees in the Enrekang sub-district office, Kab. Enrekang.
2. The results of multiple regression analysis using the partial test found that

- there is an influence between motivation on employee performance, this is indicated by the t count value which is greater than t table, namely  $2.834 > 2.093$ . These results indicate that motivation has an effect on employee performance at the Enrekang sub-district office, Kab. Enrekang.
3. The results of multiple regression analysis using the partial test found that there is a positive influence between compensation and employee performance, this is indicated by the t count value which is greater than t table, namely  $5.445 > 2.093$ . These results indicate that motivation has an effect on employee performance at the Enrekang sub-district office, Kab. Enrekang.
  4. The results of multiple regression analysis using simultaneous tests found that there is a simultaneous influence between the quality of human resources, motivation and compensation on employee performance, this is evidenced by the calculated F value which is greater than F table, namely  $18.845 > 3.13$ . These results indicate that the quality human resources, motivation and compensation for employee performance at the Enrekang sub-district office, Kab. Enrekang.

As for suggestions that researchers can convey in connection with the results of research that has been done are as follows:

1. For further researchers: a. For future researchers who will conduct research on the same topic, it is recommended to perfect the research, for example adding variables outside of this research, for example work discipline, work environment and so on. B. Research that has been conducted regarding the effect of the Quality of Human Resources, Motivation and Compensation on employee performance. By looking at the results of this study, future researchers are expected to conduct more extensive research on performance and so on.
2. For the District Office of Enrekang, Enrekang Regency: a. High compensation or bonuses and facilities are needed so that employee performance is more effective and directed. b. It is better for the sub-district office to increase positive motivation for employees and some staff so that performance will increase. c. It is better for the leadership to develop the quality of human resources properly so that they can work more professionally
3. Academics: This research is expected to add to the literature, especially in the field of human resource management (MSDM). The author hopes that this research can be used as reading material to increase knowledge or references about HR quality, motivation, and compensation as well as employee performance.

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