

Human Resource Management Analysis in Improving Government Apparatus Performance in Simboro District, Mamuju Regency

Sri Ulandari A. Taufan

Fakultas Teknik, Universitas Tomakaka, Indonesia

Email: ulan.taufan@gmail.com

Abstrak

Penelitian ini bertujuan untuk menganalisis peran manajemen sumber daya manusia dalam meningkatkan kinerja aparatur pemerintah di Kantor Kecamatan Simboro, Kabupaten Mamuju, Provinsi Sulawesi Barat. Penelitian ini menggunakan metode kuantitatif dengan pendekatan deskriptif-asosiatif untuk menguji hubungan antara manajemen sumber daya manusia dan kinerja pegawai. Populasi terdiri dari 28 pegawai pemerintah yang bekerja di Kantor Kecamatan Simboro. Dengan menggunakan teknik sampling jenuh, seluruh pegawai dilibatkan sebagai responden penelitian. Data dikumpulkan melalui kuesioner, observasi, dan dokumentasi. Teknik analisis data yang digunakan meliputi statistik deskriptif, analisis korelasi Pearson, dan regresi linier sederhana. Analisis deskriptif menunjukkan bahwa implementasi manajemen sumber daya manusia berada dalam kategori baik dengan skor rata-rata 3,85 dari 5 (77,0%), sedangkan kinerja aparatur pemerintah juga dikategorikan baik dengan skor rata-rata 3,90 (78,0%). Hasil analisis korelasi menunjukkan bahwa manajemen sumber daya manusia memiliki hubungan yang kuat dengan kinerja pegawai ($r = 0,62$). Selanjutnya, analisis regresi menunjukkan bahwa manajemen sumber daya manusia memiliki pengaruh positif dan signifikan terhadap kinerja aparatur pemerintah dengan nilai signifikansi $0,003 < 0,05$. Nilai koefisien determinasi (R^2) adalah 0,38, yang berarti bahwa 38% variasi kinerja karyawan dapat dijelaskan oleh manajemen sumber daya manusia, sedangkan sisanya 62% dipengaruhi oleh faktor lain di luar model. Berdasarkan temuan tersebut, dapat disimpulkan bahwa manajemen sumber daya manusia yang efektif memainkan peran penting dalam meningkatkan kinerja aparatur pemerintah di Kantor Kecamatan Simboro.

Kata kunci: Manajemen Sumber Daya Manusia; Kinerja Karyawan; Aparatur Pemerintah, Sektor Publik.

Abstract

This study aims to analyze the role of human resource management in improving the performance of government apparatus at the Simboro Sub-district Office, Kabupaten Mamuju, Province of Sulawesi Barat. The research employed a quantitative method with a descriptive-associative approach to examine the relationship between human resource management and employee performance. The population consisted of 28 government employees working at the Simboro Sub-district Office. Using a saturated sampling technique, all employees were involved as research respondents. Data were collected through questionnaires, observation, and documentation. The data analysis techniques used included descriptive statistics, Pearson correlation analysis, and simple linear regression. The descriptive analysis shows that the implementation of human resource management is in the good category with an average score of 3.85 out of 5 (77.0%), while the performance of government apparatus is also categorized as good with an average score of 3.90 (78.0%). The results of the correlation analysis indicate that human resource management has a strong relationship with employee performance ($r = 0.62$).

Furthermore, the regression analysis shows that human resource management has a positive and significant effect on the performance of government apparatus with a significance value of $0.003 < 0.05$. The coefficient of determination (R^2) value is 0.38, which means that 38% of the variation in employee performance can be explained by human resource management, while the remaining 62% is influenced by other factors outside the model. Based on the findings, it can be concluded that effective human resource management plays an important role in improving the performance of government apparatus at the Simboro Sub-district Office.

Keywords: *Human Resource Management; Employee Performance; Government Apparatus, Public Sector.*

Introduction

Human resources are one of the most important elements in determining the success of an organization, including government institutions. In the public sector, the effectiveness of public services is largely determined by the quality and performance of government employees. Effective human resource management (HRM) is therefore required to ensure that government apparatus are able to carry out their duties professionally, efficiently, and responsibly. According to Gary Dessler, human resource management refers to policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, training, evaluating, and compensating employees (Dessler, 2020).

In the context of public administration, the role of human resource management becomes increasingly crucial as government institutions are expected to provide effective and efficient services to the community. Government organizations must ensure that their employees possess adequate competencies, discipline, and motivation to perform their tasks optimally. As explained by Stephen P. Robbins and Timothy A. Judge, employee performance is influenced by several organizational factors such as leadership, work motivation, competence, and organizational support (Robbins & Judge, 2017). Therefore, the implementation of proper HRM practices is necessary to improve employee productivity and organizational performance.

In Indonesia, improving the quality of government apparatus has become an important agenda in public sector reform. The government has emphasized the importance of professional human resource management to support good governance and improve public service delivery. Effective HRM practices such as employee development, training, performance evaluation, and work discipline are essential to ensure that government employees can perform their duties effectively. According to Veithzal Rivai, human resource management plays a strategic role in improving organizational performance by developing employee competencies, enhancing motivation, and creating a supportive work environment (Rivai, 2018).

At the local government level, sub-district offices play a strategic role as the frontline of public administration that directly interacts with the community. The quality of services provided by sub-district offices is largely influenced by the performance of the government apparatus working within the institution. Therefore, the implementation of effective human resource management is essential to ensure that employees are able to perform their duties efficiently and responsibly. However, in many local government institutions, challenges related to employee discipline, competence, and motivation are still commonly found, which may affect the overall performance of government organizations.

The Simboro Sub-district Office in Kabupaten Mamuju, Sulawesi Barat, is one of the government institutions responsible for providing administrative and public services to the community. As a public service institution, the effectiveness of its services depends on the performance of the government apparatus working in the office. Effective human resource

management practices such as employee training, performance evaluation, and work discipline are necessary to improve the quality of services delivered to the community. However, the effectiveness of these practices needs to be empirically examined in order to determine their contribution to employee performance.

Based on the above explanation, it is important to conduct a study that analyzes the role of human resource management in improving the performance of government apparatus at the Simboro Sub-district Office. This study is expected to provide empirical evidence regarding the relationship between human resource management and employee performance, as well as provide recommendations for improving HRM practices in local government institutions.

Literature Review and Method of Research

Human Resource Management

Human Resource Management (HRM) refers to a set of organizational activities aimed at managing employees effectively in order to achieve organizational goals. According to Gary Dessler, human resource management involves policies and practices related to recruitment, training, performance appraisal, compensation, and employee relations within an organization (Dessler, 2020). HRM plays a crucial role in ensuring that employees possess the competencies and motivation required to perform their duties effectively.

Similarly, Armstrong Michael explains that human resource management is a strategic and coherent approach to managing an organization's most valuable assets, namely the people working there who individually and collectively contribute to the achievement of organizational objectives (Armstrong, 2014). In the public sector, effective HRM practices are essential to improve the quality of public services and organizational performance.

In government institutions, HRM practices typically include employee recruitment, training and development, performance evaluation, and work discipline. These practices are expected to enhance employee competence, improve work motivation, and create a productive work environment. Therefore, the implementation of effective HRM strategies becomes a key factor in improving the performance of government apparatus

Employee Performance

Employee performance is an important indicator of organizational success. Performance refers to the level of achievement of tasks that form an employee's job responsibilities. According to Stephen P. Robbins and Timothy A. Judge, employee performance is influenced by several factors, including ability, motivation, and opportunity to perform (Robbins & Judge, 2017). These factors determine how effectively employees carry out their responsibilities within the organization.

In the context of public organizations, the performance of government apparatus directly affects the quality of public services delivered to the community. According to Veithzal Rivai, employee performance can be measured through several indicators such as work quality, work quantity, timeliness, effectiveness, and responsibility (Rivai, 2018). Improving employee performance requires effective human resource management practices that support employee development and motivation.

The Relationship between HRM and Employee Performance

Human resource management has a significant influence on employee performance. Effective HRM practices such as training, performance appraisal, and employee development can enhance employees' skills and motivation, leading to improved performance outcomes. According to Mathis Robert L. and John H. Jackson, organizations that implement effective

HRM practices tend to achieve higher levels of employee productivity and organizational performance (Mathis & Jackson, 2016).

In government institutions, the implementation of HRM practices is expected to improve the performance of government apparatus and enhance the quality of public services. Therefore, analyzing the role of HRM in improving employee performance is important for identifying strategies that can strengthen organizational effectiveness in the public sector.

Methodology

This study employed a quantitative research method with a descriptive–associative approach to analyze the role of human resource management in improving the performance of government apparatus at the Simboro Sub-district Office in Kabupaten Mamuju, Province of Sulawesi Barat. The descriptive approach was used to describe the implementation of human resource management and the level of employee performance, while the associative approach was applied to examine the relationship between human resource management and employee performance.

The population of this study consisted of all employees working at the Simboro Sub-district Office, totaling 28 employees. Because the number of employees is relatively small, this study used a saturated sampling technique, where all members of the population were included as research respondents. Data were collected using several techniques, including questionnaires, observation, and documentation, to obtain comprehensive information regarding human resource management practices and employee performance.

The data obtained from the questionnaires were analyzed using descriptive statistical analysis to determine the average scores and percentage levels of each research variable. Furthermore, Pearson correlation analysis and simple linear regression analysis were used to examine the relationship and influence between human resource management (independent variable) and employee performance (dependent variable). These analyses were conducted to determine the extent to which human resource management contributes to improving the performance of government apparatus.

Result and Discussion

This section presents the findings of the study on the influence of human resource management on the performance of government apparatus at the Simboro Sub-district Office in Kabupaten Mamuju, Province of Sulawesi Barat. The data were collected from 28 respondents through questionnaires using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The analysis consists of descriptive statistics, correlation analysis, and simple linear regression.

1. Descriptive Analysis

Descriptive analysis was conducted to determine the level of human resource management implementation and employee performance.

Table 1 Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Percentage	Category
Human Resource Management (X)	28	3.10	4.50	3.85	77.0%	Good
Employee Performance (Y)	28	3.20	4.60	3.90	78.0%	Good

The results show that the implementation of human resource management has an average score of 3.85, which falls into the good category with a percentage of 77.0%. This indicates that HRM practices such as training, work discipline, motivation, and performance evaluation have been implemented relatively well in the Simboro Sub-district Office.

Meanwhile, employee performance obtained an average score of 3.90, which is also categorized as good with a percentage of 78.0%. This result indicates that most employees demonstrate adequate work quality, work quantity, responsibility, and punctuality in performing their duties.

2. Correlation Analysis

Correlation analysis was conducted to determine the strength of the relationship between human resource management and employee performance.

Table 2. Pearson Correlation Analysis

Variables	Human Resource Management (X)	Employee Performance (Y)
Human Resource Management (X)	1.000	0.62
Employee Performance (Y)	0.62	1.000

The correlation coefficient between human resource management and employee performance is 0.62, which indicates a strong positive relationship. This means that better human resource management practices tend to be associated with higher employee performance.

3. Regression Analysis

Simple linear regression analysis was conducted to determine the effect of human resource management on employee performance.

Table 3. Regression Analysis Results

Variable	Regression Coefficient (B)	t-value	Sig.
Constant	1.54	2.81	0.009
Human Resource Management (X)	0.61	3.75	0.003

The regression equation obtained from the analysis is: $Y = 1.54 + 0.61X$. This equation indicates that if human resource management increases by one unit, employee performance will increase by 0.61 units. The significance value ($0.003 < 0.05$) shows that human resource management has a significant positive effect on employee performance.

4. Coefficient of Determination

The coefficient of determination was calculated to measure how much the independent variable explains the dependent variable.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square
Regression Model	0.62	0.38	0.35

The value of R Square = 0.38, which means that 38% of the variation in employee performance is explained by human resource management, while the remaining 62% is influenced by other factors not examined in this study.

The results indicate that human resource management practices at the Simboro Sub-district Office in Mamuju, Sulawesi Barat are generally implemented well and have a significant positive relationship with employee performance. The statistical results confirm that improvements in HRM practices such as training, discipline, and performance evaluation can contribute to better performance among government employees.

Discussion

The results of this study indicate that human resource management has a positive and significant relationship with the performance of government apparatus at the Simboro Sub-district Office in Kabupaten Mamuju, Province of Sulawesi Barat. Based on the descriptive analysis, the implementation of human resource management obtained an average score of 3.85 (77.0%), which is categorized as good. This finding indicates that several aspects of human resource management such as employee training, work discipline, motivation, and performance evaluation have been implemented relatively well in the organization. Good human resource management practices enable employees to perform their duties more effectively and efficiently, thereby supporting the achievement of organizational goals.

Furthermore, the results of the descriptive analysis show that employee performance has an average score of 3.90 (78.0%), which is also categorized as good. This indicates that employees at the Simboro Sub-district Office demonstrate satisfactory levels of work quality, work quantity, responsibility, and punctuality in completing their tasks. These results suggest that the implementation of effective human resource management contributes to improving the overall performance of government employees. In the public sector, employee performance is an important factor that directly affects the quality of services delivered to the community.

The correlation analysis revealed a correlation coefficient of 0.62, which indicates a strong positive relationship between human resource management and employee performance. This finding suggests that improvements in human resource management practices are associated with improvements in employee performance. The regression analysis further confirms this relationship, showing that human resource management has a positive and significant effect on employee performance (Sig. = 0.003 < 0.05). The regression coefficient value of 0.61 indicates that an increase in the quality of human resource management practices will lead to an increase in employee performance.

These findings are consistent with the theory proposed by Gary Dessler, who states that human resource management involves policies and practices related to recruiting, training, evaluating, and developing employees to ensure that organizational goals are achieved effectively. Effective HRM practices help employees improve their skills, motivation, and commitment to their work. As a result, organizations that implement good HRM practices tend to achieve higher levels of employee productivity and performance.

In addition, the findings of this study also support the perspective of Stephen P. Robbins and Timothy A. Judge, who explain that employee performance is influenced by ability, motivation, and organizational support. When employees receive adequate training, clear performance evaluation, and supportive leadership, they are more likely to perform their duties effectively. Therefore, the implementation of well-structured human resource management practices plays an important role in improving employee performance in government institutions.

The coefficient of determination analysis shows that 38% of the variation in employee performance is explained by human resource management, while the remaining 62% is influenced by other factors that were not examined in this study. These factors may include leadership style, organizational culture, work environment, and employee motivation. Therefore, future research is recommended to include additional variables that may influence employee performance in order to obtain a more comprehensive understanding of the factors affecting organizational performance in the public sector.

Overall, the findings of this study indicate that strengthening human resource management practices is essential for improving the performance of government apparatus at the Simboro Sub-district Office in Mamuju, Sulawesi Barat. Local government institutions should continue to enhance employee training programs, implement effective performance

evaluation systems, and promote work discipline to ensure that government employees can provide high-quality public services to the community.

Conclusion

Based on the results of the study, it can be concluded that human resource management has an important role in improving the performance of government apparatus at the Simboro Sub-district Office in Kabupaten Mamuju, Province of Sulawesi Barat. The descriptive analysis shows that the implementation of human resource management is categorized as good with an average score of 3.85 (77.0%), while the performance of government apparatus is also categorized as good with an average score of 3.90 (78.0%). These findings indicate that the existing human resource management practices have contributed positively to supporting employee performance in carrying out their duties and responsibilities.

Furthermore, the results of the statistical analysis show that there is a strong positive relationship between human resource management and employee performance, with a correlation coefficient of 0.62. The regression analysis also indicates that human resource management has a positive and significant effect on employee performance, with a significance value of 0.003, which is smaller than the significance level of 0.05. This means that better human resource management practices are associated with higher levels of employee performance.

The coefficient of determination analysis shows that 38% of employee performance is influenced by human resource management, while the remaining 62% is affected by other factors that were not examined in this study. Therefore, it is recommended that the Simboro Sub-district Office strengthen human resource management practices through improved training programs, effective performance evaluation systems, and increased work discipline in order to further enhance the performance of government apparatus and improve the quality of public services.

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