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# The Role of HR Quality and Work Discipline in Improving the Motivation and Performance of District Court Employees

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## ABSTRACT

Human resources are a very important component in an organization. The success or failure of an organization depends on the human resources in an organization. This study aims to examine and analyze the quality of human resources and work discipline on the motivation and performance of employees at the Lamongan High Court. This research was conducted at the Lamongan District Court with a total of 35 employees, all of whom were used as samples (total sampling). Data were analyzed using the Partial Least Square (PLS) approach with SmartPLS 3.0 software. The results showed that the quality of human resources and work discipline had a significant effect on both work motivation and employee performance at the Lamongan District Court employees. Work motivation has no significant impact on employee performance. The results of the study as a whole provide implications that if the quality of human resources and work discipline possessed by the state civil apparatus is even better, it will have an influence on improving employee performance.

**Keywords:** quality of human resources; work discipline; work motivation; employee performance; District Court.

## 1. INTRODUCTION

Human resources are the integrated ability of the intellect and physical power possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction (Mu'ah, 2002). The success of an organization is strongly influenced by the performance of its employees, both government and private organizations (Azhad, Anwar, & Qomariah, 2015). If all employees have good performance, then the agency's performance will also be good. Likewise, carrying out tasks will be constrained so that they are unable to complete tasks in a timely manner which will have a negative impact on overall agency performance (Sedarmayanti, 2011). Many factors can improve the performance of employees in an organization both privately owned and government owned. Many factors are thought to increase employee performance in an organization, namely the quality of human resources, work discipline and work motivation.

According to (Suharto, 2012), the notion of human resource quality can be interpreted as the ability of employees to carry out the inspection process which is seen from a person's skills, educational background, requirements that must be followed to be able to carry out the inspection process, trainings, professional issues and dissemination of changing regulations. According to (Porter, M.E, 1999), the notion of HR quality can be interpreted as the level of HR expertise in carrying out an activity/task that originates from optimal education, experience, skills, health, and work ethic, so that it can be used as a driving force for the company. to be able to compete. The quality of human resources can be an indicator of the success of employees in completing tasks assigned by the organization. Having good quality human resources is the dream of every organization. Employee performance will increase along with the quality they have. According to (Ananda, Junaidi, Lubis, & Syaifuddin, 2019), (Sitohang, 2009), (Suharto, 2012), (Arsyati, Darwanis, & Djalil, 2008) states that the quality

of human resources can provide a significant increase in employee performance. While research (Sulistiogo, 2017), (Amhas, 2018) states that the quality of human resources does not affect the performance of employees in an organization.

The next factor that also has an influence on human resources is the discipline factor. Work discipline is a form of training that seeks to improve and shape the knowledge, attitudes and behavior of employees so that these employees voluntarily try to work cooperatively with other employees and improve their work performance (Siagian, 2015). Work discipline owned by employees will have an impact on employee performance. Why is that, with good work discipline, all work will be completed on time. Study (Saputri, Qomariah, & Herlambang, 2020), (Ekasari, Harsasi, Priyati, & Qomariah, 2022), (Ingsih, Yanuardan, & Suhana, 2021) states that work discipline can have a positive impact on employee performance. Several studies related to the relationship between work discipline and performance were carried out by: (Rosalina & Wati, 2020), (Darmadi, 2020), (Wiryawan, Risqon, & Noncik, 2020), (Azis, 2021), (Safitri, 2013), (Sanjaya, 2021), (Syahputra, 2021), (Titisari, Susanto, & Permatasari, 2021), (Fathurahman & Ahman, 2020), (Sugiono & Vitaloka, 2019), (Sofyan, M, Bima, & Nujum, 2016), (Tilaar, Sendow, & Jorie, 2017), (Arda, 2017), (Anggrainy, Darsono, & Putra, 2017), (Lumentut & Dotulong, 2015), (Candana, Putra, & Wijaya, 2020), (Muhsin & Arifa, 2018), (Kumarawati, Suparta, & Yasa, 2017), (Jufrizen & Sitorus, 2021).

In addition to the quality of human resources and work discipline, there are other variables as intervening variables that can affect employee performance, namely work motivation. Motivation is an important management function because low motivation will result in decreased employee performance as if their abilities are low (Qomariah, 2020). Motivation describes a consistent combination of internal and external encouragement within a person which is indicated by the desire and interest (Sutrisno, 2015). According to research conducted by: (A. Setiawan, Satoto, & Qomariah, 2022), (Nilasari & Nisfiannoor, 2021), (Maryani, Nurhadi, & Adnan, 2022), (Utomo, Qomariah, & Nursaid, 2019), (Qomariah, Lusiyati, Nursaid, & Martini, 2022), (Qomariah, Nyoman, & Martini, 2022), (Y. Setiawan & Qomariah, 2022), (Wahyudi, Susbiyani, & Qomariah, 2021), (Sari, Qomariah, & Setyowati, 2020), (Nursaid, Qomariah, Abadi, Satoto, & Utomo, 2020), (Kurniawan, Qomariah, & Cahyono, 2021), (Priyono, Qomariah, & Winahyu, 2018), (Ingsih et al., 2021), (Qomariah, Hermawan, Isnaini, & Azhad, 2020), (Qomariah, Warsi, & Sanosra, 2020), (Atikah & Qomariah, 2020) states that work motivation can improve employee performance.

Motivation as a driving force for employees to work even better. Factors that allegedly can increase employee motivation are the quality of human resources and work discipline. Research conducted by (Manese, Adolfina, & Walangitan, 2020), (Wiradyatmika, 2022) states that the quality of human resources can increase employee motivation. According to research conducted by (Hutajulu, Sintani, & Meitiana, 2020) states that work discipline can increase work motivation.

This research was conducted in the Lamongan District Court, this is because the Lamongan District Court is one of the central government agencies under the auspices of the Indonesian Supreme Court, while the Indonesian Supreme Court itself is one of the state institutions in Indonesia. Thus, the purpose of this study was to analyze and determine the impact of human resource quality and work discipline on work motivation and employee performance on employees in the Lamongan District Court.

## 2. LITERATURE REVIEW

### Human Resource Management

HRM means managing, managing HR based on the company's vision so that organizational goals can be achieved optimally. Therefore, HRM is also part of Management

Science which refers to management functions in carrying out planning, organizing, staffing, leading and controlling processes (Mu'ah, 2002). Human resources are an important asset and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management.

### Quality of Human Resources

The quality of human resources is an integrated ability of the mind and physical power possessed by individuals. Behavior and characteristics are determined by heredity and environment (Hasibuan, 2016). One of the ways to improve the quality of human resources is by participating in education and training according to each individual's ability. Education and training are efforts to develop human resources, especially to develop intellectual abilities and human personality.

### Work Discipline

Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2016). There are several factors that affect work discipline, namely exemplary leadership, appreciation, fairness, goals and abilities, firmness, sanctions, two-way communication, and being supervised.

### Work motivation

The definition of motivation is something that can cause, channel, and support human behavior, so that they want to work hard and enthusiastically in achieving optimal results (Hasibuan, 2016). The motivational goals include the following:

1. Increase employee morale and job satisfaction;
2. Increasing employee productivity;
3. Maintaining the stability of the company's employees;
4. Improving the discipline of company employees;
5. Streamlining the procurement of employees.

### Employee Performance

Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly (Mangkunegara, 2016). There is a need for an assessment of employee performance with the intention of providing a good opportunity for employees for their career plans in terms of strengths and weaknesses, so that companies can determine salary payments, provide promotions, and can see employee behavior (Masram & Mu'ah, 2015). Performance appraisal is a process of comparing employee performance with the standards set by the organization. A number of studies have been conducted to determine the effect of the quality of human resources on work motivation.

## 3. RESEARCH METHODS

The research method used is descriptive quantitative. The object of his research is the Lamongan District Court. The reason for choosing the Lamongan District Court as the research location was because the researchers found a problem that occurred within the institution, namely work discipline. In this study the authors used two data sources, namely primary data sources and secondary data. The population to be used in this study was the Lamongan District Court with 47 research subjects consisting of 35 ASNs and 12 judges and the sample results in this study were taken by non-random sampling so that the respondents in this study were only ASNs at Lamongan District Court as many as 35 person. Data

37 collection methods used are interview methods, documentation methods, questionnaire methods. The data analysis technique uses the PLS (Partial Least Square) version 3 method 35 using two measurement methods, namely the outer model and the inner model.

#### 4. RESULTS AND DISCUSSION

##### Measurement Model Testing

19 In this model using validity test and reliability test. The results of the data analysis for the measurement model are presented in Table 1. below.

**Table 1. First Analysis Loading Factor Value**

Variable	Statement Indicator	Outer Loading
Quality of Human Resources	X1.1	0,673
	X1.2	<b>0,768</b>
	24 X1.3	0,154
	X1.4	0,594
	X1.5	0,504
	X1.6	0,486
	10 X1.7	<b>0,775</b>
Work Discipline	X2.1	0,351
	X2.2	<b>0,882</b>
	X2.3	0,591
	X2.4	0,010
	X2.5	0,506
	X2.6	0,486
	21 X2.7	0,298
Work motivation	Z1	0,077
	Z2	0,447
	Z3	<b>0,825</b>
	Z4	0,184
	Z5	0,478
	Z6	0,282
	3 Z7	0,641
Employee Performance	Y1	<b>0,739</b>
	Y2	<b>0,940</b>
	Y3	<b>0,922</b>
	Y4	-0,139
	Y5	0,352
	Y6	0,146
	Y7	-0,044

15 Based on the results of the analysis in Table 1, it can be seen that all the indicators in question have a factor loading value greater than 0.70. This means that the question indicators used have a level of validity that is in accordance with the requirements. The results of the analysis using SmartPLS 3 to find composite reliability values are presented in Table 2 below.

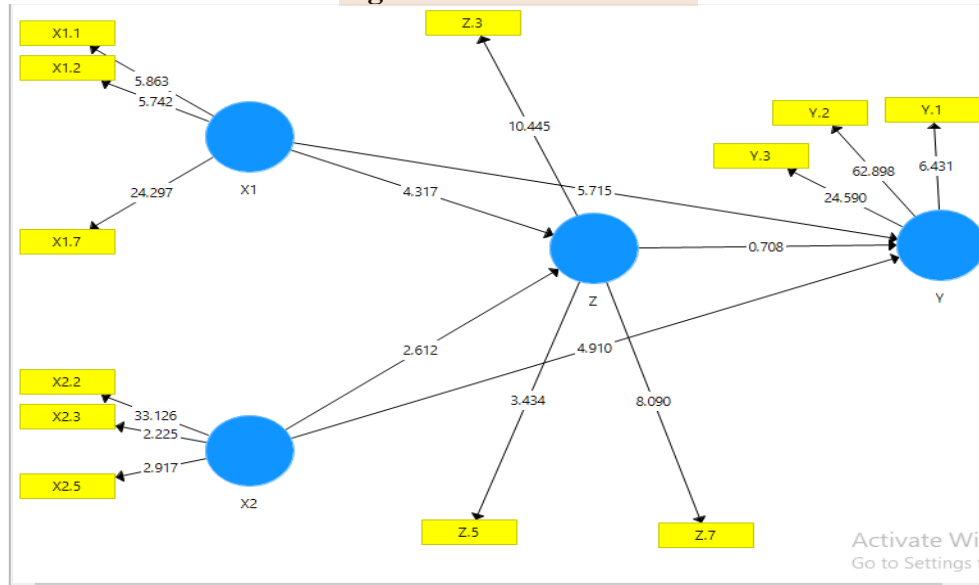
**Table 2. Composite Reliability Value Results**

Variable That Used	Composite Reliability Value
Quality of Human Resources (X1)	0,817
Work Discipline (X2)	0,704
Employee Performance (Y)	0,911
Work Motivation (Z)	0,775

## Structural Model Testing

After testing the measurement model that has complied, the next step is to test the structural model. The value of the coefficient of determination can be shown in Figure 1.

Figure 1. Research Model Results



## Discussion

This section will explain the results of the research analysis on the demographic characteristics of the respondents which are summarized using descriptive statistics. The majority of respondents in this study were male, namely as many as 28 people or 80% of the total number of employees. While the majority of respondents had undergraduate education as many as 21 people or 60% of the total education held by employees at the Lamongan District Court.

First, the first hypothesis in this study proves whether the quality of human resources has an influence on work motivation. Based on the research results obtained, it shows that the quality of human resources has an influence on work motivation with P values = 0.000 < 0.05, so this hypothesis is accepted. If employees have higher quality resources obtained from attending formal education or training, then it will be able to increase employee motivation. These results are also in accordance with previous research, namely Aziz (2014), Debora (2021) and Rido S (2021) where the results of their research prove that if human resources receive training, both carried out by internal and external agencies, it will increase motivation in employee.

Second, the second hypothesis in this study proves whether work discipline has an influence on work motivation. Based on the research results obtained, it shows that work discipline has an influence on work motivation with P values = 0.027 < 0.05, so this hypothesis is accepted. If the higher the discipline of employees, it will increase the work motivation of employees. These results are also in accordance with previous research, namely Wisnu (2014) and Pradipto (2015) where the results of their research prove that if every employee has high work discipline, it will further increase work motivation.

Third, the third hypothesis in this study proves whether work motivation has an influence on employee performance. Based on the research results obtained, it shows that work motivation has no effect on employee performance with P values = 0.074 > 0.05, so this hypothesis is rejected. This is contradictory and inconsistent with the results of Debora's

research (2021), (Ardianti, Qomariah, & Wibowo, 2018), (Bentar, Purbangkoro, & Prihartini, 2017), (Sya'roni, Herlambang, & Cahyono, 2018), (Adha, Qomariah, & Hafidzi, 2019), (Solikah, Setyowati, & Sanosra, 2016), (Komaling, Adolfina, & Untu, 2016), (Firdaus, Widyanti, & Khuzaini, 2017), (Hermawan, 2015), (Lopes, 2016), (Qomariah & Setyowati, 2020), (Hanafi & Abadi, 2018), which shows that work motivation has a significant effect on performance. The factors that make work motivation not affect employee performance include, because if there are employees who have more abilities in their work, they will get even more workload and not only do work according to their main tasks. In addition, there are several employees who refuse to be proposed and promoted for promotion because they do not want to bear the risk of getting promotions and transfers that require moving and leaving the area of domicile. This is what causes employee motivation at the Lamongan District Court to be so low. Many employees are too relaxed and have no ambition in a positive direction to be more advanced and better even though these employees actually have the ability.

Fourth, the fourth hypothesis in this study proves whether the quality of human resources has an influence on employee performance. Based on the research results obtained, it shows that the quality of human resources has an influence on employee performance with a P value = 0.000 < 0.05, so this hypothesis is accepted. If an employee has high-quality resources, whether obtained from attending formal education or training, then his performance will automatically improve. These results are also consistent with previous research, namely Eclipse, et al (2019) where the results of his research prove that if each employee has better quality human resources, employee performance can improve. But the results of the current study are in contrast to the results of previous research, namely Eka Lutfasari, et al (2020) where the results of his research prove that the quality of human resources has no influence on employee performance.

Fifth, the fifth hypothesis in this study proves whether work discipline has an influence on employee performance. Based on the research results obtained, it shows that work discipline has an influence on employee performance with P values = 0.000 < 0.05, so this hypothesis is accepted. If the higher the employee discipline, the employee's performance will also increase. These results are also in accordance with previous research, namely Wijayanto (2019) where the results of his research prove that if every employee has high work discipline, it will further improve employee performance.

## 5. CONCLUSION

The conclusions that can be drawn in this study are 1) the quality of human resources (X1) has an influence on work motivation (Z) of employees supported by research results; 2) Work discipline (X2) has an influence on work motivation (Z) of employees supported by research results; 3) Work motivation (Z) has no effect on employee performance (Y) and is not supported by research results; 4) The quality of human resources (X1) has an influence on employee performance (Y) supported by research results; 5) Work discipline (X2) has an influence on employee performance (Y) supported by research results.

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