

THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT DIMENSIONS ON THE PERFORMANCE OF EMPLOYEES IN THE DEPARTMENT OF EDUCATION AND CULTURE OF NORTH KONAWE REGENCY

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Abstract

The purpose of this study was to test and analyze the effect of: (1) dimensions of human resource management on the performance of employees of the North Konawe Regency Education and Culture Office; (2) work tasks on the performance of employees of the North Konawe Regency Education and Culture Office; (3) quality on the performance of employees of the North Konawe Regency Education and Culture Office; (4) quantity on the performance of employees of the North Konawe Regency Education and Culture Office; (5) timeliness on the performance of employees of the North Konawe Regency Education and Culture Office; (6) cost effectiveness on the performance of employees of the North Konawe Regency Education and Culture Office. This research design is explanatory research. The population of this study were 31 employees of the North Konawe Regency Education and Culture Office and were also used as respondents in this study. The data analysis method used in this research is descriptive analysis and inferential statistics, namely SPSS. The results of the study stated that: (1) The dimensions of human resource management (work tasks, quality, quantity, timeliness and cost effectiveness) have a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office; (2) Work tasks have a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office; (3) Quality has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office; (4) Quantity has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office; (5) Timeliness has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office; (6) Employee effectiveness has a positive and insignificant effect on the performance of employees of the North Konawe Regency Education and Culture Office.

Keywords: Human Resource Management, Work Tasks, Quality, Quantity, Timeliness, Cost Effectiveness, Employee Performance

Introduction

A government agency is a technical organization managed by the government and responsible to the government. Each Regional Apparatus Organization (OPD) carries out its activities by the corridors (Government Regulation Number 18 of 2016 concerning Regional Apparatus) determined by the government in the regions to be implemented by each regional apparatus organization, in this case regulating its main tasks and functions. An agency's success can be seen from the extent to which it can carry out its main tasks and functions as a technical agency in its work environment. This is largely determined by the capacity of its employees, both in terms of quantity and quality. Employee performance is very decisive in achieving organizational goals, namely maximizing the implementation of its main tasks and functions, therefore reliable human resources are needed in achieving organizational goals.

The role of human resources constitutes the fundamental element in determining organizational objectives. Absent the strategic direction orchestrated by human resources, organizational activities are prone to suboptimal execution. Humans invariably assume an active and dominant role in organizational activities, serving as planners, actors, and determinants of organizational goals (Hasibuan, 2017, p. 10). The attainment of an agency's objectives is contingent upon the performance of its employees. The efficacy with which an organization plans and implements strategies is contingent upon the performance of its employees (Hanggarini, 2012). Performance is of paramount importance in achieving organizational goals (Rivai & Sagala, 2011, p. 548). Performance can be defined as a real behavior displayed by each individual as a work achievement produced by employees by their role in the company (Rivai & Sagala, 2014, p. 309). Simanjuntak (2015, p. 103), defined individual performance as the level of achievement or results of one's work from the goals that must be achieved or tasks that must be carried out within a certain period of time.

Human resources (HR) are an organization's main asset in achieving goals, because the agency's development depends on the workforce's productivity. The quality and skills of workers affect the agency's performance, and to improve this performance, effective management and strategies are needed to create professional human resources. Every individual in the agency plays a role in the organization's development, and good employee quality improves the organization's quality. According to Khotimah et al. (2017), performance is a standard that shows a person's maximum effort in their duties, including work quality, speed, accuracy, initiative, and ability to work together. Employee performance greatly affects the progress of the organization to compete and excel

The enhancement of employee performance within an organizational context is inextricably linked to the realm of human resource management (HRM). Human Resource Management (HRM) is a field of general management that encompasses planning, organizing, implementing, and controlling. Human resource management is the executor of business activities, which include planning, organizing, managing staff, leadership, and employees, and implementing organizational operations. Given its

foundational role in shaping organizational objectives, human resources functions invariably occupy a pivotal and authoritative position within any given organization.

Human Resources are very important as a supporter of a country's economic growth. Thus, when a country has qualified human resources, it will be a successful country; in addition, qualified human resources or workers can be an advantage for agencies. Having great human resources requires the support of competent management or management, as well as dedication from within. The role of management in an organization is to control the organizational structure of management in accordance with what the organization wants, assist the leadership in monitoring and identifying the people needed in the agency, have quick decision-making in the agency, and have a well-structured organization. Good management must play a role in accordance with the status and conditions of the organization.

Management that cannot perform its duties in accordance with the expectations of the organization can be considered a failure. Management is essential in all parts of life. Hence, management becomes an effective instrument to determine individual and collective performance. Scholars have defined management, despite the fact that, in the end, all come to the same point. The conclusion is that management is a step that must be taken to achieve a goal in an organization that is carried out collaboratively. According to Hasibuan, (2019, p. 10) "Human resource management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the organization, employees, and society.". To carry out the demands of the current task and especially to answer future challenges, human resource development is an absolute obligation for an agency.

Nonetheless, even the most diminutive organization comprises human, material, and equipment components. The productivity of an organization is determined by the interaction among these three components, with the human factor being the primary determinant of success. The onus falls on the organization to provide guidance and development to human resources (HR), necessitating the implementation of development management to enhance the competencies and skills of employees. The overarching vision and mission of an organization invariably influence the competencies of its human resources. In the context of global competition, it is imperative for organizations to revitalize their HR practices through competency development. Effective management is instrumental in facilitating optimal HR development, thereby enhancing employee performance and enabling the organization to achieve its objectives.

The results of the preliminary survey conducted in this study indicate that the performance of the North Konawe Regency Education and Culture Office is suboptimal. This is evidenced by the fact that the work results of some employees do not align with the established assessment criteria, particularly with regard to work quality, quantity, and timeliness. As a result, the leader has been compelled to issue warnings to the affected employees. The findings of the preliminary survey indicate that the performance of the North Konawe Regency Education and Culture Office is suboptimal. This is evidenced by the fact that the work results of employees do not align with the established assessment

criteria, particularly in terms of quality, quantity, and timeliness. Consequently, the leader is compelled to issue a warning to the employee. Moreover, the absence of employee initiative in completing tasks invariably results in work accumulation, thereby hindering organizational efficiency. The work is executed only when the leader is present in the office, and it is left incomplete when the leader is not available.

Based on the results of observations, the problems found by researchers show that there are several factors inhibiting employee performance at the North Konawe Regency Education and Culture Office. One of these problems is the inaccuracy of employee attendance, which is one of the indicators in measuring the dimensions of human resource management. In reality, many employees come to the office past the established working hours and leave before working hours end. This condition can make it difficult for other employees and leaders, especially if they need employees to complete work or handle urgent tasks. Given that employee performance is very important in supporting the success of the organization, employees must be able to fulfill their duties and obligations in a timely and satisfactory manner according to the objectives expected by the relevant organization in this case at the North Konawe Regency Education and Culture Office.

The prevailing issue in this study is the suboptimal performance of employees. Consequently, a concerted effort is imperative from organizational leaders and employees of the North Konawe Regency Education and Culture Office to enhance and assess employee performance. This collaborative initiative is designed to enhance the quality and effectiveness of work processes, thereby ensuring the optimal execution of assigned tasks.

In addition to the above phenomenon, this research is also based on the research gap conducted by Karinda and Jayalangi (2023); found that human resource management has a significant effect on employee performance. Meanwhile, research conducted by Wirna, (2022) found that human resource management has a significant effect on employee performance.

Based on this background, this research aims to test and explain the effect of human resource management dimensions on the performance of employees of the North Konawe Regency Education and Culture Office. This research is expected to provide benefits both in the development of science, especially in the field of human resource management, and education in general. Theoretically, this research can be a means of self-development, applying theories that have been studied, and providing new insights related to the problem under study. In addition, this research is expected to produce an integrated concept regarding the influence of human resource management dimensions on employee performance, both universally and contingently. From the practical side, this research can be a consideration for agencies, especially the North Konawe Regency Education and Culture Office, in finding solutions related to human resource problems, as well as a reference for other researchers studying similar topics.

Research Methods

This research uses a confirmatory research design with data collection carried out at one stage (one shot study) or cross-section through questionnaires to analyze the effect of human resource management dimensions on employee performance at the North Konawe Regency Education and Culture Office. The study population consisted of 31 employees who also acted as respondents.

The data analysis method used is descriptive analysis and inferential statistics using SPSS Version 25. The variables studied include work tasks, quality, quantity, timeliness, and cost effectiveness on employee performance.

Data collection is done through questionnaires that are tested for validity and reliability. The classical assumption test was also carried out to ensure the feasibility of the data before further analysis. The data analysis method used in this research is descriptive analysis and inferential statistics, namely analysis.

Results and Discussion

Respondent Characteristics

Respondents in this study were employees working at the North Konawe Regency Education and Culture Office. Respondent characteristics are described based on gender, age, status, class, education, and length of service.

Table 1. Characteristics of Respondents

Respondent Characteristics	Number of Respondents	Percentage
Gender		
Male	26	83,87
Female	5	16,13
Age		
31 - 35 years old	4	12,90
36 - 40 years	7	22,58
41 - 45 years	8	25,81
46 - 56 years	12	38,71
Marriage Status		
Marry	30	96,77
Not married	1	3,23
Rank/Group		
III/a	4	12,90
III/b	7	22,58
III/c	4	12,90
III/d	5	16,13
IV/a	8	25,81
IV/b	3	9,68
Education Level		
D3	1	3,23
S1	18	58,06
S2	12	38,71
Length of Service		
1 - 9 years	4	12,90
10 - 15 years	18	58,06

16 - 31 years	9	29,03
Total	31	100,00

Source: Research Results, 2024 (Data processed)

Based on Table 1, the majority of respondents at the North Konawe Regency Education and Culture Office are male (83.87%) with only 16.13% female. This shows the dominance of men in the office, in accordance with the opinion of Robbins and Timothy (2015) who state there is no significant difference in work ability between men and women, although women tend to be more obedient to authority, while men are more aggressive. The age characteristics of respondents show that the majority are between 46-56 years old (38.71%), followed by other productive age groups. This more mature age supports emotional stability and the ability of employees to carry out tasks well. This is in line with Robbins and Timothy's (2015) opinion that work productivity decreases with age, although increased experience can increase positive perceptions of performance. The majority of employees are married (96.77%), which according to Sofiana (2006) can improve work quality due to more mature thinking and greater responsibility. Married employees tend to be more loyal and satisfied with their work. Regarding rank/group, most of the respondents were in class IV/a, showing the potential of employees in carrying out their duties well. High education (S1: 58.06%, S2: 38.71%) also shows the quality of human resources that support the smooth running of organizational tasks and functions. The working period of respondents is mostly between 10-15 years, which according to Robbins (2003) has a positive effect on performance, because experienced employees are better able to handle problems and improve their performance.

Description of Data Analysis

Classical Assumption Deviation Test

1. Normality Test

To support or prove the results of the graph normality test are normally distributed or not, the authors need to test with another method, namely Kolmogorov-Smirnov. The following is the Kolmogorov-Smirnov table:

Table 2. Normality Test Results

		Unstandardized Residual
N		31
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.34955349
	Absolute	.165
	Positive	.116
	Negative	-.165
Test Statistic		.165
Asymp.Sig. (2-tailed)		.061 ^c

a. Test distribution is Normal

b. Calculated from data

c. Lilliefors Significance Correction.

As demonstrated in Table 2, the normality test employing the Kolmogorov-Smirnov method yielded a significant result ($p = 0.061 > 0.05$). This finding

indicates that the regression method utilized in this study has satisfied the assumption of normality.

2. Linearity Test

Table 3. Linearity Assumption Test Results

Relationship Between Variables		Linearity Test		
		F	Sig.	Results
Work assignment	→ Employee performance	24,789	0,000	Linear
Quality	→ Employee performance	19,012	0,000	Linear
Quantity	→ Employee performance	17,908	0,000	Linear
Timeliness	→ Employee performance	31,310	0,000	Linear
Cost-effectiveness	→ Employee performance	16,415	0,000	Linear

Source: Results of primary data processing with SPSS software version 25 (2024)

The findings of the examination of the linearity assumption presented in Table 3 demonstrate that the impact of work tasks, quality, quantity, timeliness, and cost effectiveness on village performance can be considered linear, as evidenced by the significance level falling below 5% ($p < 0.05$). This finding indicates that all variables included in the model exhibit linearity or meet the necessary linearity requirements, thereby enabling further analysis.

3. Multicollinearity Test

Table 4. Multicollinearity Testing Results

Model		Coefficients ^a	
		Collinearity Statistics	
		Tolerance	VIF
1	Work assignment	.669	1.495
	Quality	.706	1.415
	Quantity	.729	1.373
	Timeliness	.506	1.976
	Cost-effectiveness	.595	1.682

a. Dependent Variable: Employee Performance

Source: SPSS processed data.

As demonstrated in the preceding table, it can be concluded directly that there is an absence of symptoms of multicollinearity among the independent variables. This conclusion is supported by the tolerance value of all independent variables, which exceeds 0.10, while the VIF value for all independent variables is below 10.

4. Heteroscedasticity Test

The following are the results of the Heteroscedasticity test as follows:

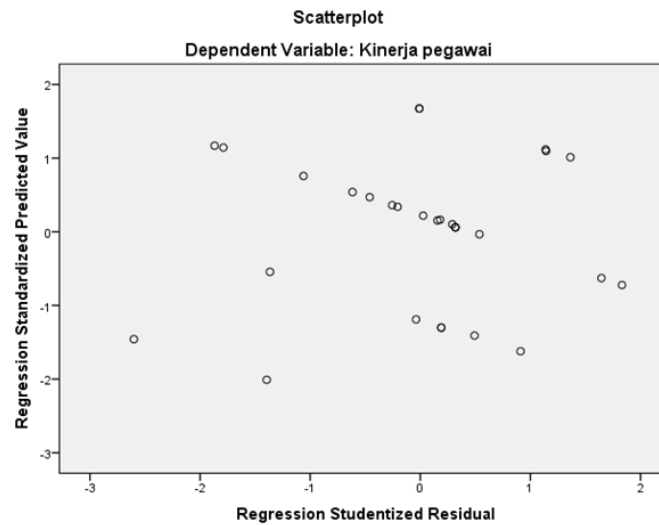


Figure 1. Heteroscedasticity test results

A visual examination of the above scatterplot reveals that the data points are dispersed randomly, extending above and below the number 0 (zero) on the Y axis. This observation lends support to the conclusion that the regression model under scrutiny exhibits no symptoms of heteroscedasticity.

5. Autocorrelation Test

Table 5. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 ^a	.799	.758	.383	1.859

- a. Predictors: (Constant) Cost Effectiveness, Work tasks, Quantity, Quality, Timeliness
- b. Dependent variable: employee performance

Based on table 5 above, the Durbin Watson value is 1.859, the comparison uses a significance value of 5%, the number of samples is 31 (n), and the number of independent variables is 5 (k = 5), then the DurbinWatson table will get a du value of 1.8252. Because the DW value of 1.859 is greater than the upper limit (du) of 1.8252 and less than 5 - 1.8252 (3.1748), it can be concluded that there is no autocorrelation.

Data Analysis and Hypothesis Testing

In this reseach, the influence between variables is examined through the implementation of multiple linear regression analysis. The F test is employed to assess the simultaneous effect of the independent variables on the dependent variable, with a determination of significance made if $F_{sig} < \alpha 0.05$ (significant effect) or $F_{sig} > \alpha 0.05$ (not significant). The t test is employed to ascertain the effect of each independent variable on the dependent variable, with the decision being made if $t_{sig} < \alpha 0.05$

(significant effect) or $t_{sig} > \alpha 0.05$ (not significant). The results of the regression analysis are presented in the following table.

Table 6. Multiple Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.611	.481		1.269	.216
	Work assignment	.403	.127	.347	3.158	.004
	Quality	.175	.082	.229	2.141	.042
	Quantity	.194	.084	.243	2.314	.029
	Timeliness	.241	.112	.271	2.148	.042
	Cost-effectiveness	.110	.090	.142	1.219	.234

Source: Results of SPSS Data Processing, 2024

The coefficient value of work assignment (β_1) is 0.403, which is positive. Consequently, an increase in work tasks completed by employees at the North Konawe Regency Education and Culture Office is predicted to increase by 0.403, under the assumption that other variables remain constant.

The quality coefficient value (β_2) is 0.175, which is also positive. This indicates that an increase in work quality will lead to a 0.175-point rise in employee performance at the North Konawe Regency Education and Culture Office, under the assumption that other variables remain constant.

The quantity coefficient value (β_3) is 0.194, also with a positive value. Consequently, an increase in work quantity will lead to a corresponding increase in employee performance at the North Konawe Regency Education and Culture Office, with a value of 0.194, under the assumption that other variables remain constant.

The coefficient value of timeliness (β_4) is 0.241, indicating a positive relationship. This indicates that an increase in work timeliness will lead to a corresponding increase in employee performance at the North Konawe Regency Education and Culture Office, with a coefficient value of 0.241, assuming that other variables remain constant.

The cost effectiveness coefficient (β_5) is 0.110, which is also positive. Consequently, an increase in cost effectiveness will lead to a corresponding increase in employee performance at the North Konawe Regency Education and Culture Office, assuming other variables remain constant.

Based on the results of testing the regression model, the regression model that states the effect of human resource management dimensions (work tasks, quality, quantity, timeliness and cost effectiveness) on employee performance at the North Konawe Regency Education and Culture Office can be stated as follows:

$$Y = 0.611 + 0.403X_1 + 0.175X_2 + 0.194X_3 + 0.241X_4 + 0.110X_5$$

Hypothesis Testing

1. Simultaneous Test

The F test is a statistical procedure employed to ascertain whether all independent variables (independent) exert a significant effect on the dependent variable. The following data have been obtained:

Table 7. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.528	5	2.906	19.816	.000 ^b
	Residuals	3.666	25	.147		
	Total	18.194	30			

Source: Processed Results, SPSS

Based on the table above, it can be seen that the F-count has a value of 19.816 and a significance value of 0.000 ($p < 0.05$). Thus, it can be said that the dimensions of human resource management (work tasks, quality, quantity, timeliness and cost effectiveness) simultaneously affect employee performance at the North Konawe Regency Education and Culture Office. This indicates that the dimensions of human resource management (work tasks, quality, quantity, timeliness and cost effectiveness) together have a significant effect on employee performance so that the proposed hypothesis can be accepted.

2. Partial Test

The findings of the hypothesis testing demonstrate that work duties exert a substantial influence on employee performance at the North Konawe Regency Education and Culture Office. This assertion is substantiated by the positive regression coefficient value of 0.403 and a significance level of $= 0.004$, which is less than the alpha level of 0.05 (tsig 0.004 < 0.05). This finding indicates that the work task dimension (X1) exerts a substantial influence on employee performance (Y), thereby validating the proposed hypothesis. Consequently, the work task dimension (X1) can be incorporated as a variable that exerts a substantial influence on employee performance (Y) within the North Konawe Regency Education and Culture Office.

The hypothesis regarding the impact of quality on employee performance at the North Konawe Regency Education and Culture Office can be substantiated by the positive coefficient value of 0.175 and a significance value of $= 0.042$, which is less than $\alpha = 0.05$ (tsig 0.042 < 0.05). This finding indicates that the quality dimension (X2) exerts a substantial influence on employee performance (Y), thereby validating the third hypothesis proposed. Consequently, the quality dimension (X2) can be incorporated as a variable that exerts a substantial influence on employee performance (Y) within the North Konawe Regency Education and Culture Office.

The hypothesis regarding the effect of quantity on employee performance at the North Konawe Regency Education and Culture Office can be validated by the positive coefficient value of 0.194 and a significance value of $= 0.029$, which is less than $\alpha = 0.05$ (tsig 0.029 < 0.05). This finding indicates that the quantity dimension (X3) exerts a substantial influence on employee performance (Y), thereby validating the fourth hypothesis proposed. Consequently, the quantity dimension (X3) can be incorporated as a variable that exerts a substantial influence on employee performance (Y) within the North Konawe Regency Education and Culture Office.

The hypothesis regarding the effect of timeliness on employee performance at the North Konawe Regency Education and Culture Office can be substantiated by the positive coefficient value of 0.241 and a significance value of $= 0.042$, which is less than $\alpha = 0.05$ (tsig $0.042 < 0.05$). This finding suggests that the dimension of timeliness (X4) exerts a substantial influence on employee performance (Y), thereby validating the fifth hypothesis proposed. Consequently, the dimension of timeliness (X4) can be incorporated into the list of variables that exert a substantial influence on employee performance (Y) within the North Konawe Regency Education and Culture Office.

The hypothesis concerning the effect of cost effectiveness on employee performance at the North Konawe Regency Education and Culture Office can be proven by the positive coefficient value of 0.110 and a significance value of $= 0.234$, which means greater than $\alpha = 0.05$ (tsig $0.234 > 0.05$). This finding indicates that the cost effectiveness dimension (X4) does not have a significant effect on employee performance (Y), thereby rejecting the sixth hypothesis proposed. Consequently, the cost effectiveness dimension (X5) cannot be incorporated as one of the variables that exerts an insignificant influence on employee performance (Y) at the North Konawe Regency Education and Culture Office. This finding suggests that the cost of completing work, as well as the costs incurred by the agency, cannot have a substantial effect on performance..

3. Correlation Coefficient

The correlation test is used to determine how strong the relationship between the independent variable and the dependent variable is.

Table 8. Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.758	.383

Source: Results of Data Processing, SPSS

The R value (correlation coefficient) of 0.894 indicates a direct relationship between the dimensions of human resource management (work tasks, quality, quantity, timeliness, and cost effectiveness) and the dependent variable (employee performance). This relationship is 0.894 percent. This relationship is statistically classified as very strong, as asserted by Sugiyono (2018), who states that relationships classified as strong are those between 0.80 and 1.000. Consequently, the resulting regression model can be regarded as a "fit" model or a satisfactory estimation model in elucidating the impact of human resource management dimensions (i.e., work tasks, quality, quantity, timeliness, and cost effectiveness) on employee performance at the North Konawe Regency Education and Culture Office.

4. Coefficient of determination

The coefficient of determination shown by the R Square (R²) value is obtained at 0.799, illustrating that the contribution of human resource management dimensions (work tasks, quality, quantity, timeliness and cost effectiveness) can explain variations in

changes in employee performance variables by 79.9 percent and the rest is influenced by other variables not examined in this study by 20.1 percent.

The Effect of Human Resource Management Dimensions on Employee Performance

The dimensions of human resource management (work tasks, quality, quantity, timeliness, and cost effectiveness) have a positive and significant effect on employee performance at the North Konawe Regency Education and Culture Office. Increasing work tasks, quality, quantity, timeliness, and cost effectiveness can improve employee performance. This result is in accordance with the opinion of Robbins and Timothy (2015), which shows the relationship between age and performance, where more mature employees tend to have emotional stability that supports performance. This study also confirms Siagian (2023) theory on the importance of the role of human resources in developing government order. Improving the quality of HR supported by education and training can improve organizational performance. In addition, good HR management, as described by Siregar and Panjaitan (2022), is important to create a professional bureaucracy, in line with the times. This finding is also relevant to Wirna's research (2022), which shows the positive effect of HR management on employee performance.

The Effect of Work Tasks on Employee Performance

The results of the analysis show that work duties have a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office. The better the work tasks completed, the better employee performance. Employees' formal education affects the way they think and respond to problems. This finding corroborates the answers of employees who show commitment in carrying out tasks well and accept reprimands from superiors if work is not completed. Well-understood work tasks contribute to the achievement of organizational goals. Employee performance is influenced by understanding work tasks, responsibility, discipline and work effectiveness. Directed work task coaching is needed to improve performance (Setiawan, 2022). This result is relevant to the research of Saleh (2019) and Wahyuni et al. (2023) which shows the positive effect of work tasks on employee performance.

The Effect of Work Quality on Employee Performance

The results of the analysis show that work quality has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office. The better the quality of work, the better employee performance. Employees who understand tasks, are thorough, minimize errors, and meet agency work standards demonstrate good work quality. Work quality programs that motivate employees can improve performance by meeting their needs for achievement and development. Simamora (2015) states that work quality is measured by effectiveness and efficiency in achieving organizational goals. These results are relevant to the research of Hutauruk et al. (2021) and Mannipi et al. (2019), which showed a significant effect of work quality on employee performance.

Effect of Work Quantity on Employee Performance

The results of the analysis show that work quantity has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office. The better the quantity of work, the better employee performance. Employees who understand the job, are careful, minimize errors, and meet agency work standards show a good perception of work quantity. Work quantity is related to the amount of work completed according to the target. Mangkunegara (2016) states that employee performance is measured by the quantity achieved according to responsibility. Work quantity is also influenced by education, initiative, experience, and employee motivation. Mangkuprawira (2011) and Mathis and Jackson (2012) define quantity as the amount of work completed in a certain period. This result is relevant to Norlaila and Suriyani (2024) research which shows a positive effect of work quantity on employee performance.

The Effect of Punctuality on Employee Performance

The results of the analysis show that timeliness has a positive and significant effect on the performance of employees of the North Konawe Regency Education and Culture Office. The better the punctuality, the better the employee performance. Employees who ask permission when leaving work, carry out work according to supervisor instructions, and complete tasks before the deadline show a good perception of timeliness. Manullang (2018) states that timeliness determines the success of an activity in an organization. Good time management increases the effectiveness of achieving goals. These results are also relevant to the research of Lesmawardani et al. (2021), which shows the positive effect of timeliness on employee performance.

The Effect of Cost Effectiveness on Employee Performance

The results of the analysis show that cost effectiveness has a positive but insignificant effect on the performance of employees of the North Konawe Regency Education and Culture Office. Although employees do not need much money to get the job done and use costs efficiently, this has no real effect on improving performance. Cost-effectiveness may have a long-term effect by increasing productivity and controlling unnecessary costs. However, in the short term, the benefits provided may increase costs. Organizational success depends on the efficiency of work costs, which must be measured appropriately to achieve goals (Nasution, 2022). The results of this study contradict Basri and Aarsal (2022), which show that cost effectiveness has a positive and significant effect on employee performance.

Research Limitations

Based on the direct experience of researchers in this research process, there are several limitations experienced and can be several factors that can be considered for future researchers in further perfecting their research because this research itself certainly has

shortcomings that need to be improved in future studies. Some of the limitations in the study include:

1. The factors that affect employee performance in this study only consist of the dimensions of HR development, while there are still many other factors that affect employee performance.
2. There are limitations to research using questionnaires, namely that sometimes the answers given by the sample do not show the actual situation.

Conclusion

Based on the analysis and discussion, the following conclusions can be drawn: First, the dimensions of human resource management work tasks, quality, quantity, timeliness, and cost effectiveness have a positive and significant impact on the performance of employees at the North Konawe Regency Education and Culture Office. This suggests that improvements in these areas will lead to enhanced employee performance. Second, work duties have a positive and significant effect on employee performance, meaning that the completion of more work tasks by employees will result in higher performance. Third, the quality of work also has a positive and significant effect on performance, indicating that better quality work will lead to improved employee performance. Fourth, the quantity of work has a positive and significant effect on performance, meaning that an increase in the quantity of tasks completed by employees contributes to better performance. Fifth, timeliness has a positive and significant effect on performance, suggesting that employees' ability to complete work on time is directly related to their performance. Lastly, employee effectiveness has a positive but insignificant effect on performance, implying that while increasing employee effectiveness aligns with performance improvement, it does not have a significant impact on enhancing overall employee performance.

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