THE EFFECT OF THE QUALITY OF HUMAN RESOURCES, THE QUANTITY OF HUMAN RESOURCES, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT THE BLITAR DISTRICT COURT

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Abstract

This study aims to analyze the influence of the quality of human resources, the quantity of human resources and work motivation on the performance of employees at the Blitar District Court. This study uses a quantitative approach with multiple linear regression analysis. The population consists of 45 employees, namely all staff of the Blitar District Court, and saturated sampling technique, where all members of the population are used as research samples. The results show that the quality and quantity of human resources do not have a significant influence on employee performance, while work motivation has a significant influence on employee performance

Keywords: *Quality of human resources, Quantity of human resources, Work motivation, Employee Performance.*

Introduction

Human resources (HR) are a strategic factor in determining the success of organizations, including in the public sector, which is required to provide professional, effective and accountable services. In the context of modern bureaucracy, the quality of apparatus competence, the adequacy of the number of employees, and work motivation are important elements in supporting the performance of the organization. Hasibuan (2019) stated that the quality and quantity of human resources play a direct role in productivity and the achievement of organizational goals, while work motivation is the main driver of individuals in producing optimal performance. In the judiciary, the demand for bureaucratic reform and improvement of the quality of public services further emphasizes the importance of effective human resource management.

The Blitar District Court as a first-instance judicial institution faces the challenge of a high burden of cases that are not proportional to the number of existing employees. Internal data shows that the

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number of cases handled every year is relatively high, while the number of employees is limited and not all of them are placed according to competence and educational background. This condition has the potential to contribute to work inefficiencies, delays in case resolution, and declining service quality to the community. In addition, a high workload can also affect employee motivation, which ultimately impacts overall performance.

Theoretically, employee performance is influenced by the abilities, motivation and job opportunities that individuals have. The quality of human resources reflects the level of education, skills, experience and adaptability of employees (sedarmayanti, 2017), while the quantity of human resources is related to the adequacy of the number of employees in completing the workload effectively. Work motivation, as described in Herzberg's two-factor theory, plays an important role in encouraging employees to work more optimally through intrinsic and extrinsic factors (Robbins & judge, 2015). However, the results of previous studies show inconsistent findings related to the influence of quality and quantity of human resources on employee performance, especially in the public sector, so there are still research gaps that need to be studied further.

Based on empirical phenomena and differences in previous research results, this study has novelty in the context of the research object, namely judicial institutions, by simultaneously examining the influence of human resource quality, quantity of human resources and work motivation on employee performance. This study aims to analyze the partial and simultaneous influence of human resource quality, human resource quantity, and work motivation on the performance of Blitar District Court employees. The conceptual framework of this study positions the quality of human resources, quantity of human resources, and work motivation as independent variables that affect employee performance as dependent variables.

Literature Review and

Hypothesis Development

Quality of Human Resources

The quality of human resources is a description of individual abilities which include knowledge, skills, and attitudes in carrying out work effectively. According to Hasibuan (2019), the quality of human resources is the ability that the workforce has in the form of education, skills, and work experience that can boost organizational productivity. Sedarmayanti (2017) emphasized that the quality of human resources is also determined by non-formal factors such as training, health, work ethic, and the ability to adapt to technological developments and changes in the work environment

Human Resources Quantity

The quantity of human resources relates to the number of employees available compared to the number of employees the organization needs to complete the workload. Sedarmayanti (2017) explained that planning the number of employees is very important so that there is no excess of labor that causes a decrease in productivity, or a shortage of employees that causes an excessive workload. Hasibuan (2019) also mentioned that the quality of human resources is the calculation of the number of workers in accordance with the workload, so that productivity is maintained optimally. Therefore, the quantity of human resources can be understood as a condition of balance between the needs of the workforce and its availability, which includes aspects of the distribution of workload and the effectiveness of employee working time in the organization.

Work motivation

The theory of work motivation can be explained through the theory of two factors. According to Herzberg (in Robbins & Judge, 2015) there are two groups of factors that affect work motivation, namely motivator factors (intrinsic factors) and hygiene factors (extrinsic factors). Motivating factors include achievement, recognition, responsibility, and self-development which play a role in increasing job satisfaction, while hygiene factors include salary, working conditions, and relationships with colleagues, which if not fulfilled can cause dissatisfaction even though their existence does not always increase motivation. Thus, employee work motivation is influenced by internal and external factors, both of which are equally important in improving performance.

Employee Performance

According to Robbins & Judge (2015), Performance is the result of an evaluation of the work done by individuals compared to the set standards. Employee performance is influenced by their ability, motivation, and perception of the role they perform. Meanwhile, Mangkunegara (2017) defines employee performance as the result of work both in terms of quality and quantity achieved by employees in carrying out tasks in accordance with the responsibilities given.

Based on the theoretical foundation and the results of previous research, the hypotheses proposed in this study are as follows:

H1: The quality of human resources has a significant effect on employee performance

The results of research conducted by Harahap & Tirtayasa (2020), Sari & Nugroho (2020), Rahayu & Yuliamir (2021) show that the quality of human resources has a significant positive effect on employee performance. Thus, the higher the quality of human resources, the better the performance of employees. With the theory and results of the research, the researcher wrote a hypothesis, namely; H1: The quality of human resources (X1) has a positive and significant effect on employee performance (Y).

H2: The quantity of human resources has a significant effect on employee performance

The results of research conducted by Prasetyo (2021), Lestari (2022), Nuraini & Ramadhani (2019) stated that the quantity of employees has a significant positive effect on performance, where the adequacy of the number of workers is able to support the effectiveness of task completion.

H3: Work motivation has a significant effect on employee performance

The results of research conducted by Wibowo & Santoso (2019), Susanti & Raharja (2020), & Hayati & Yanuarso (2023) stated that work motivation has a significant effect on performance. Motivated employees will have a stronger drive to achieve the organization's goals.

H4: The quality of human resources, the quantity of human resources, and work motivation simultaneously affect employee performance

The results of the study between the quality of human resources, the quantity of human resources, and work motivation simultaneously had a positive and significant effect on the performance of Blitar District Court employees. With the theory and results of the study, the researcher wrote a hypothesis, namely H4: HR quality (X1), quantity of human resources (X2), and employee motivation (X3) simultaneously have a positive and significant effect on employee performance (Y).
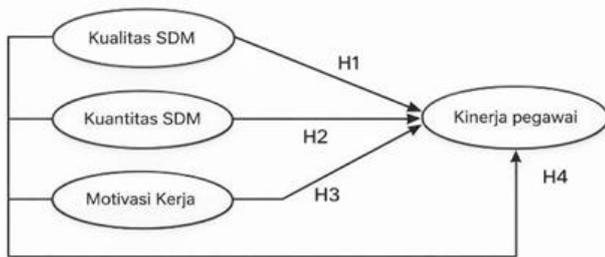

Figure 1.Research conceptual framework

Research Methods

This study uses a quantitative approach with the type of explanatory research. The population in this study is all employees of the Blitar District Court which is 45 people, so the sampling technique used is a saturated sample. Data was collected through the distribution of questionnaires with a likert scale to measure variables of human resource quality, quantity of human resources, work motivation and employee performance. Data analysis was carried out using multiple linear regression supported by classical assumption tests.

Table 1. Blitar District Court Officer Data

Divisi	Jumlah	Presentase
Hakim	11	24%
Sekertaris	1	2%
Panitera	1	2%
Panitera perdata	5	11%
Panitera pidana	6	13%
Panitera Hukum	4	9%
Keuangan dan umum	5	11%
Kepegawaian dan tata laksana	2	4%
Perencanaan teknologi informasi dan pelaporan	4	9%
Panitera pengganti	4	9%
Juru sita	2	4%
Total	45	100%

Source: processed data

Research Results

Summary of Research Objects

The object of this research is the Blitar District Court which is a first-level judicial institution in the general judicial environment under the auspices of the Supreme Court of the Republic of Indonesia. This institution carries out the function of examining, prosecuting and deciding civil and criminal cases at the first level, as well as providing legal services to the public in the city and Blitar districts. Geographically, the Blitar District Court is located on Jl. Imam Bonjol No. 68, Blitar City, East Java. The strategic location and easy access to the general public makes this court an important center of legal services in supporting access to justice

Data analysis results

The results of the regression analysis show that the quality of human resources and the quantity of human resources do not have a significant effect on employee performance. On the contrary, work motivation has been proven to have a positive and significant effect on employee performance. The results of the simultaneous test showed that the quality of human resources, the quantity of human resources, and work motivation simultaneously did not have a significant effect on employee performance.

Validity test

The validity test aims to ensure that each question really measures the variable in question (Ghozali, 2018). In this study, the validity was tested using Pearson product moment with a significance value of 0.05. A question is said to be valid if the correlation value is greater than the r table. The test results show that all question items are valid, making them suitable for measuring variables. The significance level used was 5% and the number of samples was 45 respondents with df =45-2 =43, the r value of the table used was 0.294.

Table 2. Validity test

Variabel	item	r hitung	r tabel	Keterangan
Kualitas SDM (X1)	X1.1	0,780	0.294	Valid
	X1.2	0,861	0.294	Valid
	X1.3	0,870	0.294	valid
	X1.4	0,841	0.294	Valid
	X1.5	0,784	0.294	Valid
Kuantitas SDM (X2)	X2.1	0.676"	0.294	valid
	X2.2	0.743"	0.294	valid
	X2.3	0.757"	0.294	valid
	X2.4	0.748"	0.294	valid
Motivasi Kerja (X3)	X3.1	0.716"	0,294	Valid
	X3.2	0.618"	0,294	Valid
	X3.3	0.737"	0,294	Valid
	X3.4	0.747"	0,294	Valid
	X3.5	0.702"	0,294	Valid
	X3.6	0.717"	0,294	Valid
	X3.7	0.637"	0,294	Valid
	X3.8	0.681"	0,294	Valid
Kinerja Pegawai (Y)	Y.1	0.745"	0.294	valid
	Y.2	0.773'	0.294	valid
	Y.3	0.833"	0.294	valid
	Y.4	0.839"	0.294	valid

Source: processed data

Reliability Test

The reliability test aims to assess the consistency of the instrument when used repeatedly (Sugiyono, 2019). The instrument was tested using the Cronbach Alpha method, where a $\alpha \geq$ value of 0.7 indicates good consistency. If the value $\alpha < 0.7$, then the instrument needs to be repaired or some items need to be revised to make it reliable. The results of the reliability test showed a value of $\alpha = 0.85$, so that this research instrument is reliable and can be used for data collection.

Table 3 Reliability Test

Variabel	Cronbach's Alpha	Cronbach's Alpha Bessed on standardized items	N of itemns
Kualitas SDM	0.884	0.885	5
Kuantitas SDM	0.700	0.712	4
Motivasi Kerja	0.846	0.847	8
Kinerja Pegawai	0.810	0.809	4

Normality Test

The normality test is used to test whether in the regression model independent and dependent variables have a normal distribution. The normality test uses *the Kolmogorov-Smirov* test, and is said to be normal if the significant value is > 0.05.

Table 4. Normality Test

One-Sample Kolmogorov-Smirov Test		
Kelas	Asymp Sig. (2 tailed)	keterangan
Unstandarized Residual	0,200	Terdistribusi Normal

Source: processed data

Multicollinearity Test

According to Ghozali (2018), multicollinearity can be detected by looking at the value of Tolerance and Variance Inflation Factor (VIF). A low tolerance value (close to zero) or a high VIF indicates the presence of multicollinearity. In general, the criteria used are that if the tolerance value is more than 0.10 and the VIF value is less than 10, then it can be concluded that there is no multicollinearity in the regression model. Some researchers even use a stricter limit, namely VIF < 5, as a precautionary measure (Hair, 2019).

Table 5.Multicollinearity Test

Variabel	Tolerance	VIF	Keterangan
Kualitas SDM(X1)	0,905	1.105	Tidak Terjadi Multikolinearitas
Kuantitas SDM (X2)	0,753	1.328	Tidak Terjadi Multikolinearitas
Motivasi Kerja (X3)	0,694	1.440	Tidak Terjadi Multikolinearitas

Source: processed data

Heteroscedasticity Test

The symptoms of heteroscedastisticity were tested using the Glejser method, the results of the Glejser test showed a significance value of > 0.05, so it can be concluded that heteroscedasticity did not occur in the regression model (Ghozali, 2018). The following are the results of the heteroscedasticity test using the glycer test method.

Table 6. Heteroscedasticity Test

Variabel	Sig.	Keterangan
Kualitas (X1)	0,982	Tidak Terjadi Heteroskedastisitas
Kuantitas (X2)	0,151	Tidak Terjadi Heteroskedastisitas
Motivasi Kerja (X3)	0,801	Tidak Terjadi Heteroskedastisitas

Source: processed data

T test

The t-test is used to decide the magnitude of the influence of each independent variable. This t-test uses α = 0.05 (5%) which means a *sig value.* < 0.05 (Ghozali, 2018:98)

Table 7 T test

Variabel	t Stat	Sig.	Keterangan
Kualitas SDM(X1)	0.246	0.807	H1 ditolak
Kuantitas SDM (X2)	-1.092	0.281	H2 ditolak
Motivasi Kerja (X3)	0.406	0.025	H3 diterima

Source: processed data

Test F

According to Ghozali (2018:96), the simultaneous significance test (F test) is used to find out whether all the independent variables included in the regression model have a cumulative influence on the dependent variables. The test criterion is that if the significance value < 0.05 or Fcal > Ftable, then H0 is rejected and Ha is accepted, which means that the independent variables together have a significant effect on the dependent variables.

Table 8 Test F

Model	F	Nilai Sig	Keterangan
Regression residual Total	2.109	0.114	Ha diterima

Source: processed data

Multiple Determination Coefficient Test

According to Ghozali (2018:97), the determination coefficient (R²) is used to measure how much the regression model is able to explain the variation of dependent variables. However, if the score is low, it means that there are other factors outside the regression model that explain more variation in employee performance.

Table 9.Test of Multiple Determination Coefficient

Model	F	Nilai Sig	Keterangan
Regression residual Total	2.109	0.114	Ha diterima

Source: processed data

Discussion

The results of the study show that the quality of human resources does not affect employee performance. These findings indicate that the level of education, skills, and abilities possessed by employees has not directly determined the difference in performance produced. Employee performance tends to be homogeneous despite differences in individual competency backgrounds. Furthermore, the quantity of human resources also has no effect on employee performance. This shows that the number of available employees has not yet become the main determining factor in improving performance. The division of tasks and the structured work mechanism allow employees to continue to complete work even though the number of employees is limited.

In contrast to these two variables, work motivation has a positive and significant effect on employee performance. Employees with high levels of work motivation show better responsibility, discipline, and work commitment than employees with low motivation. Simultaneously, the quality of human resources, the quantity of human resources, and work motivation did not show an influence on employee performance, due to the weak influence of quality and quantity, with work motivation as the dominant variable in answering the objectives of this study.

Impiling the Quality of Human Resources on Employee Performance

The insignificance of the influence of human resource quality

Employee performance indicates that the improvement of formal competencies does not necessarily have a direct impact on performance if it is not followed by the utilization of these competencies in the implementation of tasks. Practically, these findings show the need to adjust employee placement and optimize

roles according to expertise so that the quality of human resources can make a real contribution to organizational performance.

Impact of HR Quantity on Employee Performance.

The results of the study that show that there is no influence of the quantity of human resources on employee performance indicate that the organization has a relatively effective ape system in managing the limited number of employees. Practically, these findings imply that increasing the number of employees is not the only solution to improve performance, but needs to be accompanied by workload management and more optimal use of work technology

Implications of work motivation on employee performance. The effect of work motivation on employee performance emphasizes that psychological factors and internal motivation have an important role in improving performance. The practical implication of these findings is the need for agency leaders to prioritize policies that encourage work motivation, such as awarding, recognition of achievements, and creating a conducive work environment, in order to improve employee performance in a sustainable manner.

Conclusion

Based on the results and discussion of the influence of human resource quality, quantity of human resources and work motivation on employee performance at the Blitar District Court, there are several conclusions as follows:

1. The quality of human resources does not have a significant effect on the performance of employees. A significance value of 0.807 (>0.05) indicates that the variation in the quality of existing human resources has not been able to make a direct contribution to performance improvement. Empirically, some respondents gave neutral responses and disagreed with the HR quality indicators, so this variable is not a determinant of employee performance. Thus, H1 was rejected.
2. The quantity of human resources does not have a significant effect on employee performance, which is evidenced by a significance value of 0.281 (>0.05), the influence of the quantity of human resources is not statistically significant. These findings show that the number of available employees has not been followed by optimal task sharing and workload management, so it does not have a direct impact on performance achievement. Thus, H2 is rejected
3. Work motivation has a positive and significant effect on employee performance, with a significance value of 0.025 (>0.05) indicating that increasing work motivation will be followed by improving employee performance, so it can be concluded that work motivation is the most dominant in influencing employee performance. Thus H3 was accepted.
4. Human resource quality, quantity of human resources, and work motivation simultaneously do not have a significant effect on employee performance, as evidenced by a significance value of 0.114 (>0.05). However, the Adjusted R Square value of o.294 shows that the model used in this study is able to explain 29.4% of the variation in employee performance, while the

remaining 70.6% is influenced by other variables that were not studied in this study.

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