



# The influence of human resources management practice on employee performance at the National Land Agency Province of North Sumatra

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## ABSTRACT

This research is to determine directly how far human resource management practices affect employee performance in the Administration section of the National Land Agency for North Sumatra Province. The population and sample in this study were all employees of the Administrative Section of the National Land Agency, totaling 35 employees. The lack of implementation of the management and supervision of human resources so the lack of discipline in administrative employees in their duties and responsibilities results in the quality of human resources not achieving the level of performance as desired. Human Resources on Employee Performance of the Medan National Land Agency. The purpose of this study was to determine the extent to which the influence of human resource management practices on employee performance at the Administrative Section of the Regional Office of the National Land Agency of North Sumatra Province. The research method used is a quantitative research method using the product moment formula with 2 variables, namely X and Y. From the conclusion of the research results that variable (X) and variable (Y) are at a Strong level, it is proven that the result of calculating the product-moment correlation is between 0.60 - 0.79 which indicates a strong interpretation of the National Land Agency. And the results of the calculation of the t-test as seen above can be obtained by the value of  $t_{count} = 7.414$  the number of moment products contained in the  $t_{table}$  with (df) 0.05% at  $n = 35$  there is a number of  $t_{table} = 2.034$ . This means that with the number  $7.414 > 2.034$ , the hypothesis submitted can be accepted at the Office of the National Land Agency for the Province of North Sumatra.

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## INTRODUCTION

Management of facilities and infrastructure is one of the efforts to improve quality in various fields so that the processes inside run optimally (Di & Bukittinggi, 2014; Herawati et al., 2020; Maharani & Efriza, 2020), utilization of infrastructure is to increase effectiveness and efficiency (Sopian, 2019). Facilities and infrastructure is one part of the input, while the input is one of the subsystems (Kartika et al., 2019; Muspawi & Claudia, 2018; Pertiwi et al., 2022).

In the management of facilities and infrastructure lack accuracy in filing letters they do, there are errors in indexing or filing letters at the Regional Office of the National Land Agency of North Sumatra Province, and low responsibility for the tasks given. The employee delays in posting to the control book on the receipt of new goods, the employee only records it in the inventory book. In the Standard Operating Procedure (SOP) for the Regional Office of the National Land Agency for North Sumatra Province, when the office receives goods from procurement/purchase, employees are assigned to record them on inventory cards and control books.

The accuracy of employees in the tasks and work performed is still low, and there are employees who always make mistakes in entering letter index data into the correspondence application. Employees do not review the work done. In indexing data or letters using the application, there are still errors that make it difficult to find letter data because the data does not match the original data. The index data is entered based on the name of the sender of the letter, but the employee enters data based on the date of the letter and the employee also does not provide a receipt for receiving incoming and outgoing letters.

Employees in the Administrative Section of the Regional Office of the National Land Agency for North Sumatra Province are still completing their assignments depending on other employees for their responsibilities. The duties of managing records and managing facilities and infrastructure are borne by archive employees and employees of facilities and infrastructure which are joint responsibilities. Employees at the Regional Office of the National Land Agency for North Sumatra Province still work not in accordance with their main duties and functions.

Leaders pay less attention to employee performance. Lack of leadership oversight of employee work discipline and employee responsibilities. There are still employees who come late to the office and do not receive strict sanctions and employees who do not carry out their duties and responsibilities in accordance with standard operating procedures. As a result, employees consider this to be a normal thing and do it repeatedly.

Human Resources Practices include Planning the Quantity and Quality of Human Resources, Withdrawal of Human Resources, and Selection of Human Resources for Human Resources involved in Organizations (Kurniawan, 2022; Rohida, 2018; Utama, 2017). The existence of Human Resource Development includes Education and Training for Human Resources involved in Government Organizations (Kalangi, 2015; Setiawan, 2016; Tinggi et al., 2021).

While the performance of the best work results given by employees is measured based on standards for quality of work, the quantity of work, timeliness, and accuracy of work for Human Resources involved in the National Land Agency Organization in the administrative division of North Sumatra Province.

## RESEARCH METHOD

### Concept of Management

Understanding management is a process in which a person can manage everything that is done by individuals or groups (Didik Budijanto et al., 2016; Mu`tafi, 2020; Tampongangoy, 2018). Management needs to be done in order to achieve the goals or targets of these individuals or groups cooperatively using available resources. Management can also be interpreted according to its etymology. Management means the art of organizing and executing, based on old French. Management can also be interpreted as an effort to plan, coordinate, and manage existing resources in order to achieve goals effectively and efficiently. Some experts argue with the concept of management, among others". Opinion of George Robert Terry, in giving the notion of management

as a distinctive process of several actions, such as planning, organizing, actuating, and controlling. All of these actions aim to achieve the target by utilizing all available resources. Stoner & Freeman's opinion (in Wibowo, 2014: 1-2) suggests that management is a process of using organizational resources to achieve organizational goals through the functions of planning and decision-making, organizing, leading, and controlling.

It should be noted in general, there are 6 (six) elements of management so that performance management in organizational activities can run smoothly: 1). Humans, 2). Money, 3). Materials, 4). Machine, 5). Method, 6). Market, While the Functions of Management Science there are 5 (five) functions that influence each other. These functions include planning, organizing, placing or staffing, directing, and supervising. Without one of these functions, it is not impossible that management activities will end up not according to plan or purpose.

### **Definition of Human Resource Management**

In the opinion of Malay SP. Hasibuan Human Resource Management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the company, employees, and society achieves its goals.

T. Hani Handoko Human Resource Management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals.

Human resource management is a process consisting of planning, organizing, leading, and controlling activities related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to achieve the stated goals (Panggabean, 2007:15).

The practice of human resource management (HRM) is planning, organizing, implementing, and placing development procurement, remuneration, and integrating recovery, and workforce companies in order to achieve organizational goals (Mangkunegara Anwar Prabu, 2013).

The main objective of human resource management is to increase the contribution of employees to the organization in order to achieve the productivity of the organization concerned.

### **Human Resource Management Function**

According to the Human Resource Management function, namely *staffing* and personnel within the organization, which includes job/position analysis, recruitment, and selection of prospective workers, orientation, training, rewarding, and performance appraisal for performance improvement is the duty of every manager. "*The manager is a Human Resources Manager*" then the *scope* of HRM includes all HR tasks carried out by each manager.

According to Flippo, 1984 human resource management (personnel management) can be interpreted as planning, organizing, directing, and controlling the workforce, developing, compensating, integrating, maintaining, and smoothing working relationships with human resources to achieve individual, organizational, and community goals. (Flippo, 1984: viii). Where there are 2 (two) Functions: Management Functions include: -Planning (*Planning*), -Organizing (*Organizing*), -Direction (*Directing*), and Controlling (*Controlling*), operational Functions, or in practice, human resource management includes: - Recruitment and Selection, -Training and Development, -Remuneration Compensation and Social Security, -Career Development, -Integrity, -Workforce Maintenance, and Termination of Employment.

### **Understanding Performance**

Performance comes from the word Job Performance or Actual Performance which means work performance or actual achievement achieved by a person. The definition of performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Some opinions of scholar experts put forward the definition of performance: bernardin and Russel (in Ruky, 2002:15), Performance as follows:

"Performance is defined as the record of outcomes produced on a specified job function or activity during a time period", according to Gibson, et al (2003: 355), Job performance is the result of work related to organizational goals, efficiency, and effectiveness of other performance, according to Mangkunegara, performance is the result of work produced by an employee to achieve the expected goals.

Expressing performance is the level of achievement of results on the implementation of certain tasks. Company performance is the level of achievement of results in order to achieve company goals. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company.

Performance Management is a process that creates a shared understanding between superiors and subordinates regarding what results are to be achieved and how to achieve them so as to increase the ability to achieve the set targets.

Prawirosentoso, 1999, 27 suggests several factors that affect performance which consist of: Effectiveness and Efficiency: a certain goal to be achieved, we may say that the activity is effective but if the consequences are not sought, the activity assesses the importance of the results achieved so that it results in satisfaction even though it is effective, it is called inefficient, authority "authority" is the nature of communication or orders in a formal organization owned by a member of the organization to other members to carry out a work activity in accordance with their contribution, discipline is obedience to applicable laws and regulations "Prawirosentono, 1999:27" so employee discipline is the activity of the employee concerned in honoring the work agreement with the organization where he works, initiative is related to thinking power and creativity in forming ideas to plan something related to organizational goals.

### **Employee Performance Indicators**

There are six indicators to measure individual employee performance, namely "Robbins, 2006:260": quality of work is measured by employee perceptions of the quality of work performed on the skills and abilities of employees, quantity is the amount produced expressed in the number of units, the number of completed activity cycles, timeliness, is the level of activity completed at the start of the specified time, from the point of coordination with output results and maximizing the time available for other activities, effectiveness is the degree to which the use of organizational resources "power, technology, raw materials" is maximized with the intention of increasing the results of each unit in the use of resources, independence, is the level of an employee who will be able to carry out his work function Work commitment, from a perspective view, there are seven performance indicators put forward by Wibowo (2014: 86-88), including: goals are different circumstances individually or organizationally to be achieved, the standard is a measure of successful performance to achieve the desired goals according to standards agreed upon between superiors and subordinates, feedback is used to measure the quality of performance, performance standards, and goal attainment, tools or means are resources that are used to assist in the completion of a successful goal, competence is the ability that a person has in carrying out the work given and is achieved well, motive is the reason or driving force for someone to do something.

Opportunities for employees to get the opportunity to show their work performance, namely the opportunity to communicate both the availability of time and the ability to meet the requirements..

## **RESULTS AND DISCUSSIONS**

The Office of the National Land Agency Regional Branch of North Sumatra Province is located at Jalan Bridjend Katamso No. Medan. The National Land Agency office is one of the government offices, through the Ministry of Agrarian Affairs and Spatial Planning (ATR)/National Land Agency (BPN) that continues to strive to improve the quality of service to the community. Implementation of Bureaucratic Reform to meet public service standards is a serious concern of the Ministry of ATR/BPN.

Vision: The fundamentals of land development remain grounded in the constitution of Article 33 paragraph (3) of the 1945 Constitution which mandates that land management policies can make a real contribution to the process of realizing justice and prosperity for all Indonesian people.

Mission: (a). Improving people's welfare, creating new sources of people's prosperity, reducing poverty and income inequality, and strengthening food security, (b). Improving a more just and dignified common life order in relation to land ownership, control, use, and utilization, (d). Realization of a harmonious coexistence order by overcoming various land disputes, conflicts, and cases throughout the country and structuring legal instruments and land management systems so that they do not give birth to disputes, conflicts, and cases in the future. (a). Sustainability of the social, national, and state system of Indonesia by providing the widest possible access for future generations to land as a source of social welfare, (b). Strengthen land institutions according to the soul, spirit, principles, and rules contained in the UUPA and the aspirations of the people in general.

The National Land Agency in the Administrative Subdivision has the task provide services for: (a). The preparation of work plans for the General and Personnel Sub-Section, (b). Formulation of technical policies for the implementation of general affairs and personnel affairs, (c). Management of correspondence and archives, (d). Management of equipment, security, and cleanliness, (e). Documentation and information management, (f). Preparation of needs planning, development, and training of employees; (g). Employee administration services and management of personnel administration; and (h). evaluation and preparation of reports on the work implementation of the General and Personnel Subdivision.

## Discussion

The sample in this study were all employees who worked at the Administrative Agency of North Sumatra Province, totaling 35 people consisting of the Finance Sub-division, the Planning Sub-division, the Organization Sub-division, and the General Sub-division.

In the results of this study of 35 respondents as research objects, the characteristics of the respondents who were seen in this study included the gender, age, and education of each respondent. Classification of respondents based on these general characteristics to gain broader insights about the object of research. The data that was successfully collected from the 35 respondents is presented in the following table: (a). Gender, there were 10 men, while there were 25 women, (b). Meanwhile, according to the age of the employees, there were 19 people between 25-35 years old, while 16 people were 35 years and over, (c). Education of employees at the BPN office D3, there are 3 people, there are 27 people S-1 and S2 totaling 5 people.

## Recapitulation of Respondents' Responses to Variable (X) Management Practice

Based on respondents' answers, the highest answer value for the independent variable (X) Management practices is the highest answer is 47 and the lowest answer is 34. So this value can be used to clarify data for the independent variable (X). (a). If a score of 47 is in the high category, (b). If the score is 35 - 46 it is in the medium category, (c). If the score is 34 in the low category

Based on the above categories, it can be seen in tabular form, as follows:

**Table 1.** Frequency distribution of respondents' number of answers in increasing the dependent variable (X) practice management practices

No.	Kategori	Frekuensi	Jumlah	Presentase
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1	Tinggi	47	3	8,57%
2	Sedang	34 - 46	31	88,57%
3	Rendah	34	1	2,85%
Jumlah			35	100%

Source: Results of respondents' answers to questions number 1 to 10 2020

From the results The table above concludes that the high category is 3 (three) people 8.57%, the medium category is 31 (thirty-one) people 88.57%, the low category is 1 (one) person 2.85%. It can be stated that Management Practices at the BPN Office are in the moderate category.

**Recapitulation of Respondents' Responses to Variable (Y) Employee Performance.**

Based on the research results, it is known that the highest answer value for the independent variable (Y) Employee Performance is the highest answer is 55 and the lowest answer is 39. So this value can be used to clarify data for the independent variable (Y). (a). If the score is 55, it is in the high category, (b). If the score is 40-54, it is in the medium category, (c). If the score is 39, it is in a low category.

Based on the above categories, it can be seen in tabular form, as follows:

**Table 2.** Frequency distribution of number of respondents' answers in increasing the dependent variable (Y) employee performance

No.	Kategori	Frekuensi	Jumlah	Presentase
1	Tinggi	55	1	2,85%
2	Sedang	39 - 54	32	94,28%
3	Rendah	39	3	2,85%
Jumlah			35	100%

Source: Results of respondents' answers from questions number 1 to 11, 2020

Based on answers to the results of the table above it can be concluded that the high category is 1 person 2.85%, the medium category is 32 people 94.28%, the low category is 1 person 2.85%. It can be stated that the frequency of employee performance is moderate at the Office of the National Land Agency for the Province of North Sumatra.

**Simple Regression Analysis and Hypothesis Testing**

To find out the Effect of Management Practices on Employee Performance at the BPN office is carried out using the following data: Regression Coefficient and Simple Correlation Independent Variables (X) HR Management Practices on Stressful Variables (Y) Employee Performance

$Y = a + bX$

- N = 35
- X = 1453
- Y = 1435
- X<sup>2</sup> = 60629
- Y<sup>2</sup> = 59185
- XY = 59817

Equation 1  $\longrightarrow a = \frac{(\sum Y)(\sum X^2) - (\sum X)(\sum XY)}{n \cdot \sum X^2 - (\sum X)^2}$

Equation 2  $\longrightarrow b = \frac{n \cdot \sum XY - (\sum X) \cdot (\sum Y)}{n \cdot \sum X^2 - (\sum X)^2}$

Equation 1

$a = \frac{(1435)(60629) - (1453)(59817)}{}$

$$\begin{aligned}
 &= \frac{35.60629 - (1453)^2}{2122015 - 2111209} \\
 &= \frac{87002615 - 86914101}{10806} \\
 &= \frac{88514}{10806} \\
 &= 8,191
 \end{aligned}$$

Equation 2

$$\begin{aligned}
 b &= \frac{35.59817 - (1453).(1435)}{2122015 - 2111209} \\
 &= \frac{2093595 - 2085055}{10806} \\
 &= \frac{8540}{10806} \\
 &= 0,7903
 \end{aligned}$$

Between the value of HR Management Practices with the value of Employee Performance, the correlation can be calculated. Correlation can be calculated by the following formula:

$$r = \frac{n \cdot \sum XY - (\sum X) \cdot (\sum Y)}{\sqrt{\{n \cdot \sum X^2 - (\sum X)^2\} \cdot \{n \cdot \sum Y^2 - (\sum Y)^2\}}}$$

$$r = \frac{35.59817 - (1453).(1435)}{\sqrt{(35.60629 - 1453)^2 \cdot (35.59185 - 1435)^2}}$$

$$r = \frac{2093595 - 2085055}{\sqrt{2122015 - 2111209} \cdot (2071475 - 2059225)}$$

$$r = \frac{8540}{\sqrt{(10806) \cdot (12250)}}$$

$$r = \frac{8540}{\sqrt{132373500}}$$

$$r = \frac{8540}{11505}$$

$$r = 0,742$$

$$r^2 = 0,550$$

To see the level of the category Influence of HR Management Practices on Employee Performance, it can be seen as follows:

**Table 3.** Guidelines for providing interpretation coefficient correlation

Interval koefisien	Tingkat hubungan
0,00 - 0,19	Very Low
0,20 - 0,39	Low
0,40 - 0,59	Currently
0,60 - 0,79	Strong
0,80 - 1,00	Very Strong

Source: Sugiyonon (2016:184)

Based on the guidelines above, the category level between variable (X) and variable (Y) is at the Strong level. It is proven that the results of calculating the product-moment correlation are between 0.60 - 0.79 which indicates a Strong interpretation.

It is known that based on calculations, the prices for  $a = 8.191$  and  $b = 0.7903$  have been found. So the regression equation is  $Y = 8.191 + 0.7903X$ . As for the price of the  $r$  table for an error level of 5% with  $n = 35$ , it is obtained at 0.3246. Because the  $r_{count}$  is greater than the  $r_{table}$  for an error of 5% ( $0.7903 > 0.3246$ ), it can be concluded that there is a positive and significant relationship of 0.7903 between HR Management Practices and Employee Performance.

Furthermore, to find out the size of the product moment percentage of the influence of the independent variable (X) in increasing the variable (Y) the Determination formula is used as follows:

$$D = (r_{xy})^2 \times 100\%$$

$$D = (0,7903)^2 \times 100\%$$

$$D = 0,624 \times 100\%$$

$$D = 62,4\%$$

Based on the calculation results above, it can be stated that the percentage of Influence of HR Management Practices is 62.4%, the remaining 37.6% is another factor that affects the percentage of Employee Performance.

#### Hypothesis test

##### (a). t test (partial)

To find out the existence of a hypothesis between variables X and Y, the t test can be used, namely the formula:

$$t = \frac{r \sqrt{n-2}}{1-r^2}$$

$$t = \frac{0,790 \sqrt{35-2}}{\sqrt{1-0,624^2}}$$

$$t = \frac{0,790 \sqrt{33}}{\sqrt{1-0,624}}$$

$$t = \frac{0,790 (5,744)}{\sqrt{1-0,624^2}}$$

$$t = \frac{4,53}{0,611}$$

$$t = 7,414$$

Based on the calculation of the t test as seen above, it can be obtained that the value of  $t_{count} = 7.414$  the number of moment products contained in the  $t_{table}$  with (df) 0.05% at  $n = 35$  there is a number of  $t_{table} = 2.034$ . This means that with the number  $7.414 > 2.034$ , the hypothesis can be accepted.

## CONCLUSION

The results of the author's research and the discussion that has been described, the authors draw conclusions including: (a). Human Resource Management Practices consisting of Placement, Training, and Development, Compensation, Integrity, Manpower maintenance, and human resources that have a significant effect on the performance employees at the Office of the National Land Agency, (b). Based on the guidelines above, the category level between variable (X) and variable (Y) is at a Strong level. It is proven that the results of product-moment correlation calculations are between 0.60 - 0.79 which indicates a strong interpretation at the National Land Agency, (c). Based on the calculation of the t-test as seen above, it can be obtained that the value of  $t_{count} = 7.414$  the number of moment products contained in the  $t_{table}$  with (df) 0.05% at  $n = 35$  there is

a number of  $t_{table} = 2.034$ . This means that with the number  $7.414 > 2.034$ , the hypothesis submitted can be accepted at the Office of the National Land Agency for the Province of North Sumatra.

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