
THE INFLUENCE OF HUMAN RESOURCES QUALITY ON PERFORMANCE BY MEDIATION OF PRODUCTIVITY IN THE NEW NORMAL ERA AT BANK PEMBANGUNAN DAERAH JAWA TIMUR TBK MALANG BRANCH

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ABSTRACT

KEYWORDS

quality of human resources, performance, productivity

This study aims to analyze the effect of quality of human resource on productivity, quality of human resource on performance, productivity on performance, and quality of human resource on performance with the mediation of productivity in the new normal era at PT Bank Pembangunan Daerah Jawa Timur Tbk Malang Branch. The research method used is path analysis on 64 respondents with purposive sampling method. The results showed that the quality of human resources has an effect on productivity, the quality of human resources has an effect on performance, productivity has an effect on performance, and the quality of human resources has an effect on performance with the mediation of productivity in the new normal era at PT Bank Pembangunan Daerah Jawa Timur Tbk Malang Branch

INTRODUCTION

In entering the new normal era during the Covid-19 pandemic, Bank Jatim employees are required to be able to adapt while maintaining mental health, and improving the quality of their performance and productivity so they can survive, win back their customers, reach new markets, and face intense competition (Gaol, 2014). For this reason, companies need qualified and well-performing human resources. Human resources are an integral part, so no matter how abundant other resources are, if they are not supported by quality human resources, the company will not last long, especially during the Covid-19 pandemic (Ghozali, 2011). The quality of human resources mediated by productivity in the new normal era is an important factor in improving the performance of Bank Jatim Malang Branch because the banking sector is engaged in the service sector which provides direct services to customers by its human resources (Hani, 2000).

The quality of human resources according to (Pasolong, 2020) is a workforce that has high knowledge, skills and moral competence. If employees do not have good quality, it will affect the resulting performance and will have an impact on the company. Measuring the quality of human resources can use criteria such as physical ability (health), intellectual ability (intelligence), and psychological ability (mental).

According to (Sedarmayanti & Pd, 2001), performance is the achievement of employee performance which is the result of work that can be achieved by employees or a group of employees in an organization in accordance with the authority and responsibilities of each job in an effort to achieve the goals of an organization (Novitasari, 2018). To assess the level of achievement of goals, objectives and strategies, performance indicators (indirect/qualitative performance appraisals) and performance measures (direct/quantitative performance appraisals) are needed. According to (Robbins &

Coulter, 2007) there are six performance indicators, namely quality, quantity, timeliness, effectiveness, independence, and work commitment (Mathis, 2012).

According to (Hasibuan, 2005) work productivity is a comparison between output and input, where the output must have added value and better processing techniques. Input is called labor, while output is measured in physical units, form and value. Meanwhile, according to (Ivancevich, Konopaske, & Matteson, 2006) productivity has two dimensions, namely effectiveness (maximum work achievement related to quality, quantity, and time) and efficiency (efforts to compare input with the realization of its use) (Mangkunegara, 2000).

RESEARCH METHODS

The type of research used is explanatory, namely a study to test a theory or hypothesis in order to strengthen or possibly reject a theory or hypothesis from existing research results (Sugiyono, 2017).

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In collecting research data using the questionnaire method, where the results are in the form of respondents' answers to the variable indicators of human resource quality, performance and productivity.

This study uses quantitative data analysis methods, by means of: (1) descriptive statistical analysis techniques (knowing the value of the independent and dependent variables), (2) path analysis (testing the hypotheses that have been proposed and the effect of mediating variables (intervening variables) in mediating the independent variables on the dependent variable), and (3) the t test is known as the partial test (testing how each independent variable affects the dependent variable).

RESULTS AND DISCUSSION

Research Description

The results of the description of the characteristics of the respondents show that the majority of respondents are 60.9 percent aged < 35 years; 53.1 percent male; and as much as 100 percent is S1. If it is based on the work unit, the following characteristic description results are obtained: 1.6 percent of the leadership work unit; 14.1 percent of teller work units; 20.3 percent of customer service work units; 6.2 percent general work units; 9.4 percent of fund marketing work units; 7.8 percent credit operational units; 1.6 percent credit marketing unit; 7.8 percent PPK units; 12.5 percent credit analyst work unit; and 18.7 percent of micro work units with the results of a description of the characteristics based on the position level of the respondents: 1.6 percent for the position of branch head; 12.5 percent supervisory positions; and 85.9 percent staff positions. However, based on the years of service of the majority of the respondents, 65.6 percent of the respondents had worked for 6-10 years (Robertson, 2002).

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Based on the results of statistical tests using path analysis, a path coefficient of 0.844 was obtained with a t-count value of 12.400 > t-table value and a significance value (p) of 0.000 < 0.05. This shows that the quality of human resources has a positive and

significant effect on productivity, so that H1 can be accepted. That is, the higher the quality of human resources can increase productivity. This can be seen from the quality of human resources in terms of physical, intellectual and mental abilities that are actually owned by Bank Jatim Malang Branch employees to support their current work (Satriyo, n.d.).

The Influence of Human Resource Quality on Performance in the New Normal Era at PT Regional Development Bank East Java Tbk Malang Branch

Based on the results of statistical tests using path analysis, a path coefficient of 0.668 was obtained with a t-count value of 6.279 > t-table value and a significance value (p) of 0.000 < 0.05. This shows that the quality of human resources has a positive and significant effect on performance, or H2 is accepted. This means that the higher the quality of human resources, the higher the performance. This can be seen from the quality of human resources in terms of physical, intellectual, and mental abilities that employees really have so that they can improve their performance both in terms of quality, quantity, timeliness, effectiveness, independence, and work commitment.

The Effect of Productivity on Performance in the New Normal Era at PT Regional Development Bank East Java Tbk Malang Branch

Based on the results of statistical tests using path analysis, a path coefficient of 0.257 was obtained with a t-count value of 2.412 > t-table value and a significance value (p) of 0.019 < 0.05. This shows that productivity has a positive and significant effect on performance, or H3 is accepted. That is, high-performing employees will have high productivity, effective and efficient (Winarno, 2018).

The Effect of Quality of Human Resources on Performance by Mediating Productivity in the New Normal Era at PT Regional Development Bank East Java Tbk Malang Branch

Based on the results of statistical tests using path analysis, a path coefficient of 0.217 was obtained with a t-count value of 2.360 > t-table value and a significance value (p) of 0.022 < 0.05. This shows that the quality of human resources has a positive and significant effect on performance by mediating productivity, or H4 is acceptable. That is, the high quality of human resources in terms of physical, intellectual and mental abilities will lead to effective and efficient work productivity and will affect quality, quantity, timely, independent and committed work performance.

CONCLUSION

The quality of human resources has a direct and significant effect on productivity; the quality of human resources has a direct and significant effect on performance; productivity has a direct and significant effect on performance; and the quality of human resources has a direct and significant effect on performance by mediating productivity in the new normal era at PT Bank Pembangunan Daerah Jawa Timur Tbk Malang Branch.

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Ratih Puspitasari Eko Putri, Dyah Sawitri (2022)

First publication right:

Devotion - Journal of Research and Community Service



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