The Influence Of Quality Of Human Resources And Communication On The Performance Of Civil Servants In The Regional Secretariat Of Dharmasraya Regency With Organizational Commitment As Intervening Variables

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ABSTRACT
This study attempts to examine the effect of the quality of Human Resources (HR) and communication on the performance of Civil Servants in the Regional Secretariat of the Regency of Dharmasraya with organizational commitment as an intervening variable. This study uses descriptive quantitative methods. The study population consisted of 60 people from employees. To obtain a valid and realistic instrument, the validity and reliability test, normality test, multicollinearity test and heterocedasticity test were tested. The data analysis technique used is path analysis. The results showed that indirectly the quality of human resources through commitment was not able to provide a significant positive effect on performance. This means that the existence of a commitment is needed to increase the influence of the environment on employee performance at the Dharmasraya Regency Regional Secretariat. Therefore commitment is needed to increase the influence of communication on employee performance at the Regional Secretariat of the Regency of Dharmasraya The empirical findings indicate that to improve Community Satisfaction, the Regional Secretariat of the Dharmasraya Regency needs to pay attention and focus more on the quality of human resources through a commitment to improve performance.

Keywords: HR Quality, Communication, Commitment, Performance

INTRODUCTION
Dharmasraya Regency is one of the expansion districts in West Sumatra Province which was formed based on Law No. 38 of 2004 concerning the Establishment of Dharmasraya District, South Solok Regency and West Pasaman District. This district is a distribution from Sawahlunto / Sijunjung Regency with the aim of encouraging the improvement of government, development and community services and providing the ability to utilize the potential of the region to organize regional autonomy.

As a new expansion area, the expansion of regional development can only be achieved if the wheels of government can rotate well so that the objectives of regional development can be maximally achieved by relying on the potential of human resources as the main driver of government. Local governments must strive to improve the quality of apparatus resources in all fields, because the role of human resources is expected to improve organizational performance in providing excellent service to the community.

Research purposes

In order for researchers to have a clear direction, it is necessary to set research objectives. The objectives to be achieved in this study are:

1. Test the influence of the quality of human resources (HR) on Organizational Commitments to civil servants of the Regional Secretariat of the Regency of Dharmasraya.
2. Test the influence of communication on organizational commitment of civil servants in the Regional Secretariat of the Regency of Dharmasraya.
3. Test the influence of organizational commitment on the performance of civil servants at the Regional Secretariat of the Regency of Dharmasraya.
4. Test the influence of the quality of human resources on the performance of civil servants in the Regional Secretariat of the Regency of Dharmasraya.
5. Test the influence of Communication on the Performance of Civil Servants in the Regional Secretariat of the Dharmasraya Regency.
6. Test the influence of organizational commitment as an intervening variable between the quality of human resources and the performance of civil servants in the Regional Secretariat of the Regency of Dharmasraya.
7. Test the influence of organizational commitment as an intervening variable between communication and performance of civil servants in the Regional Secretariat of the Regency of Dharmasraya

LITERATURE REVIEW

Human Resources Quality Understanding

The success of the implementation of regional government is inseparable from the quality of the human resources of government apparatus. This is important because reliable and quality apparatus will have the knowledge, skills and abilities in carrying out their job responsibilities, so that it will have an impact on improving apparatus performance.

Lovelock (2011) says that quality is the expected level of excellence and control over the level of excellence to meet customer desires . According to Joewono (2008) quality is the level of success in carrying out tasks and the ability to achieve a set goal. A job is said to be good and successful if the desired level is achieved well

Understanding of Communication

The term communication comes from Latin, namely *"communicare"* which means "notify". Whereas according to English *"common"*, from the basic words then it becomes *"communication"* which means *"*an exchange of information, concepts, ideas, other feelings between parties two or more *"* (Supriatna, 2007) . According to Anwar PM, 1990: 145 "Communication is the process of transferring information, understanding and understanding from someone, a place or something to something, place or someone else.

Oteng Sutisna, (1989) explains communication is the process of channeling information, ideas, explanations, feelings, questions from the group. It is the process of interaction of people or groups aimed at influencing the behavior and behavior of people and groups within an organization.

Definition of Organizational Commitment

The success of managing an organization is very much determined by HR management. The high and low commitment of employees to the institutions where they work, greatly determines the performance that will be achieved by the organization. In the world of work

organizational commitment has a very important influence, there are even some organizations that are brave, including elements of commitment as one of the requirements to hold positions or positions offered in the job.

According to Robbins (2006) in organizational behavior, organizational commitment is a component of behavior. Organizational commitment is a situation where employees take sides with an organization and its objectives, and intend to maintain that membership. A person's involvement is high in a job means to side with a particular individual's work, while high organizational commitment means siding with the organization that recruits the individual.

Understanding of Performance
According to the Big Indonesian Dictionary (KBBI) is performance (ki • ner • ja / n) is something that is achieved or the achievement shown and can also be defined as work ability (about equipment).And also mentioned that performing (including • ja / v) is showing achievement, ability (using energy). From Wikipedia, the free encyclopedia of Performance Management (MK) is an activity to ensure that organizational goals have been achieved consistently in effective and efficient ways. Employee management can focus on the performance of an organization, department, employee, or even the process of producing a product or service, and also in other areas.

When viewed from the origin, the word performance is a translation of the word performance, which according to *The Scribner-Bantam English Distionary*, published by the United States and Canada (1979), comes from the root " *to perform* " with several "entries", namely: (1) do, *carry out, carry out* (*to do or carry out, execute*); (2) fulfilling or carrying out obligations of an intention or vow (*to discharge of fulfill; as vow*); (3) implementing or perfecting responsibility (*to execute or complete an understaking*); and (4) do something that is expected by someone or a machine (*to do what is expected of a person machine* (Moeheriono, 2012) .

RESEARCH METHODS
Population and Samples
Population and sample in a study have a central and decisive role (Muri, 2014). Population is the whole of the object of study that gives the right picture of the research. According to Hamid (2014) population is the total number of objects or subjects that are used as data sources in a study that has the same characteristics or characteristics. Thus, the population in this study were all Civil Servants at the Regional Secretariat of the Regency of Dharmasraya.

The sampling is a limited number and part of the population, a portion of the population selected and representing the population (Muri, 2014). Whereas according to Sugiyono (2017) The sample is part of the number and characteristics of the population and what is learned from the sample, the conclusions can be applied to the population. However, because the sample used is the whole of the population, namely the Civil Service, the samples in this study is similar to that population throughout the Civil Service at the District Secretariat Dharmasraya of 60 people.

The technique in taking this sample uses a total sampling technique (total sample), total sampling is a sampling technique where the number of samples is the same as the

population (Sugiyono, 2017) .The reason for taking total sampling is according to Sugiyono (2017) The total population of less than 100 of the entire population is all research samples.

Types and Data Sources

The type of data in this study is primary data, namely research data obtained or collected directly from original sources (without intermediaries). According to Sugiyono (2017) , primary sources are data sources that directly provide data to data collectors. While the primary data sources in this study were obtained from answers to questionnaires distributed to respondents. In addition, the data used in this study also comes from various literature such as previous research, and books relating to the problem under study.

The types and sources of data used in the study are as follows:

Primary data,

Data is the main data type that supports research. The source of this primary data is obtained directly from the research responses through respondents' answers in the research questionnaire circulated.

Secondary data,

Data which is a kind of second data which supports research, these data obtained indirectly from a source of the information is not sought by the researcher. Secondary data sources are data sources such as employee data, organizational structure, journals, and reading-related research and s umber of data obtained from the District Government Dharmasraya with periods of the year the period 2017-2018.

RESULTS AND DISCUSSION

Partial Hypothesis Testing (t test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on variable Y, and vice versa.

It is known that t table = t (α / 2; nk-1) = t (0,025; 57) = 2,002, then the table will be obtained as follows:

Table 1
Test Results t

Variable Relationships		t-count	t-table	Sig.	Alpha	Results
Quality of HR	Performance	-2,502	2,002	0.015	0.05	significant
Communication	Performance	3,357	2,002	0.001	0.05	significant
Commitment	Performance	3,277	2,002	0.002	0.05	significant
Quality of HR	Commitment	4,329	2,002	0,000	0.05	significant
Communication	Commitment	6.562	2,002	0,000	0.05	significant

Based on the table above can be explained as follows:
  a. **Testing the first hypothesis (H$_1$) is accepted**
     There is a partial effect between the variable Quality of HR and Commitment.
  b. **Testing the second hypothesis (H$_2$) is accepted**
     There is a partial influence between Communication and Commitment variables.
  c. **The third hypothesis testing (H$_3$) is accepted.**

There is a partial influence between the Commitment and Performance variables.
   d. **Testing the fourth hypothesis (H$_4$) is accepted.**
      There is a partial influence between the variables of HR Quality and Performance.
   e. **Testing the fifth hypothesis (H$_5$) is accepted**
      There is a partial influence between the Communication and Performance variables.

Simultaneous Hypothesis Testing (F test)

The F test aims to determine whether or not there is an influence simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table then there is the influence of X variable simultaneously on variable Y, and vice versa.

It is known that F table = F (k; nk) = F (2; 58) = 3.16. Based on the table below can be explained as follows:

Based on the below output it is known that the significance value for the effect of X$_1$ and X$_2$ simultaneously on I is equal to 0,000 <0,05 and F count 58,744> 3,18, so it can be concluded that there is a simultaneous influence of Leadership and Work Environment on Motivation.

Table 2
Test Results F
ANOVA [a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1648,884	2	824,442	58,744	, 000 [b]
	Residual	799,966	57	14,034		
	Total	2448,850	59			

a. Dependent Variable: COMMITMENT
b. Predictors: (Constant), COMMUNICATION, HR QUALITY

Based on the output below, it is known that the significance value for the effect of X$_1$ and X$_2$ simultaneously on Y is 0,000 <0,05 and F count 24,178> 3,18, so it can be concluded that there is a simultaneous influence of Leadership and Work Environment on performance

Table 3
Test Results F
ANOVA [a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	767,250	3	255,750	24,178	, 000 [b]
	Residual	592,350	56	10,578		
	Total	1359,600	59			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), COMMITMENT, HR QUALITY, COMMUNICATION

PATH ANALYSIS

Path Model Coefficient 1

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 4
Significant level results
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,980	3,820		1,565	, 123
	HR QUALITY	, 330	, 076	, 375	4,329	.000
	COMMUNICATION	, 530	, 081	, 569	6.562	.000

a. Dependent Variable: COMMITMENT

Based on the table above, it was obtained that:
1. the significance value of the HR Quality variable (X_1) = 0,000 <0,05, this means that directly there is a significant effect of HR Quality (X_1) on Commitment (I).
2. While the Communication variable (X_2) = 0,000 <0.05 which means Communication (X_2) This means that directly there is an influence of the significance of Communication (X_2) on Commitment (I).
3. While the value of R^2 contained in the Model Summary table is 0.673 which gives the meaning that the contribution of variables X_1 and X_2 to I is 67.3% and the remaining 32.7% is the contribution of other variables not included in research. And from the value of R^2, obtained e1 by means of $e_1 = \sqrt{(1 - 0.673)} = 0.571$

Table 5
Model Summary

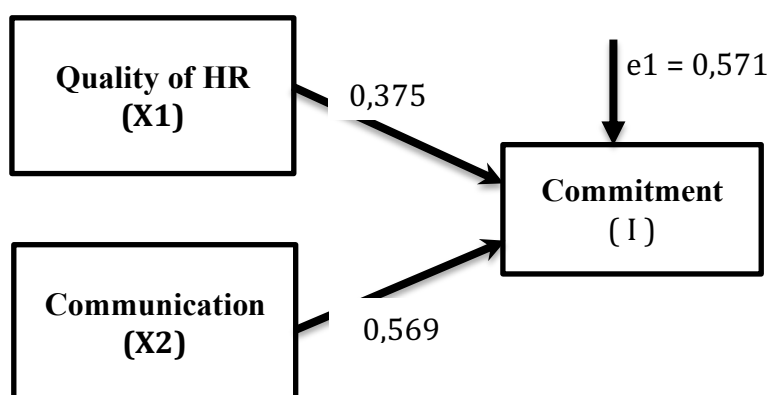| Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 821 [a]	, 673	, 662	3.74626

a. Predictors: (Constant), COMMUNICATION, HR QUALITY

Based on the results above, the structural equation is obtained:

$$I = 0,375.X_1 + 0,569.X_2 + 0,571$$

From the processing of the data above, It can be obtained Model I Path Diagram, as follows:

Figure 1
Model I - Path Analysis

Path Model Coefficient 2
Multiple linear regression analysis is still used in the next study to obtain the path model coefficient 2, with the aim of knowing whether there is an influence of independent variables

(HR qualityand communication) and intervening variables (commitments) on the dependent variable (performance). It can be seen in the following table:

Table 6
Linear regression test results
Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,935	3,387		7,362	.000
	HR QUALITY	-, 191	, 076	-, 291	-2,502	, 015
	COMMUNICATION	, 312	, 093	, 449	3,357	, 001
	COMMITMENT	, 377	, 115	, 506	3,277	, 002

a. Dependent Variable: PERFORMANCE

Based on the table above obtained:
1. The significance value of the HR Quality variable (X_1) = 0.015 <0.05. This means that directly the Quality of HR (X_1) has a significant effect on performance (Y).
2. The significance value of the communication variable (X_2) = 0.001 <0.05 which means that directly Communication (X_2) has a significant effect on performance (Y).
3. The significance value of the commitment variable (I) = 0.002 <0.05 which means that directly communication (X_2) has a significant effect on Performance (Y).

Table 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 751 [a]	, 564	, 541	3,25233

a. Predictors: (Constant), COMMITMENT, HR QUALITY, COMMUNICATION

4. The value of R^2 contained in the model summary table is 0.564 which gives the meaning that the contribution of variables X_1, X_2 and I to Y is equal to 56.4% and the remaining 43.6% is the contribution of other variables that are not included in the study. From the value of R^2 obtained e_2, by means of $e_2 = \sqrt{(1 - 0.564)} = 0.660$

Based on the results above, the structural equation is obtained:

$$Y = -0,291.X_1 + 0,449.X_2 + 0,506.I + 0,660$$

From the processing of the data above, It can be obtained from the Model I Path Diagram, as follows

Figure 2
Model 2 - Path Analysis
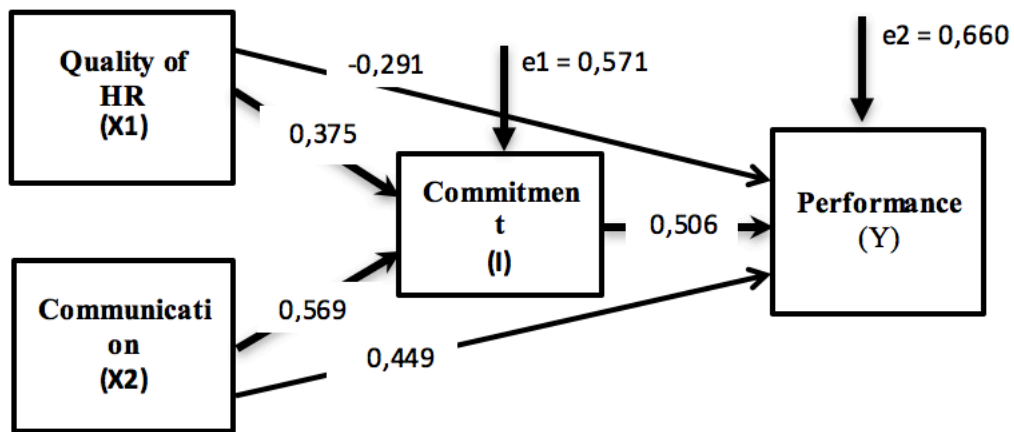
Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable. Its function mediates the relationship between the independent variable and the dependent variable. Path analysis is used to test the effect of intervening variables. Path analysis is an extension of regression analysis to estimate the causality relationship between previously defined variables based on theory (Ghazali, 2013). The following is the path analysis to examine the relationship between HR quality and communication to performance and whether the relationship between HR quality and communication to performance is mediated by commitment to the image below:

Figure 3
Path Analysis Model
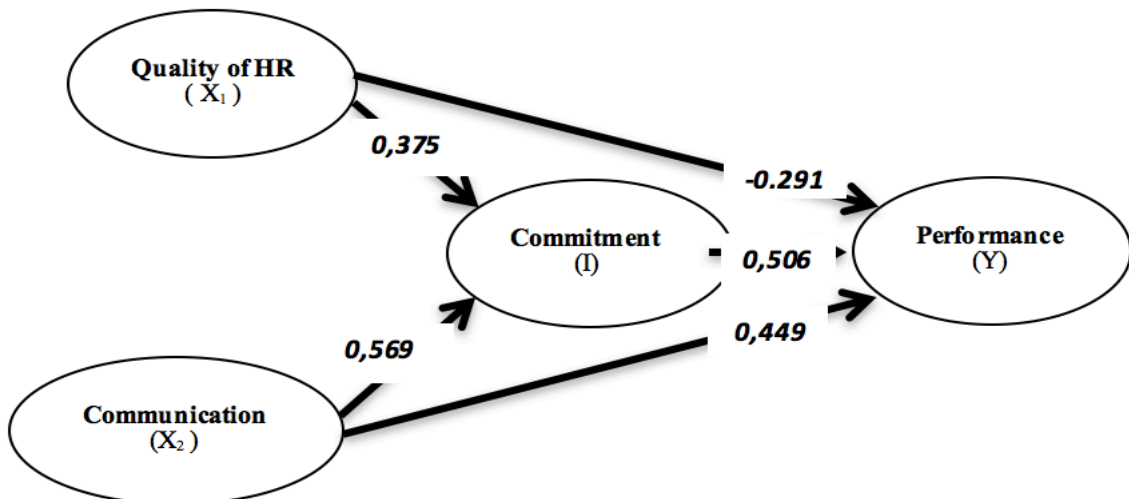
Based on the picture above can be calculated indirect effects between independent and dependent variables through intervening variables as follows:

Sixth hypothesis testing (H6) is rejected .

Analysis of the effect of X_1 through I on Y. It is known that the direct effect given X_1 to Y is -0.291. While the indirect effect of X_1 through I on Y is the multiplication between the value of beta X_1 to I with beta I value to Y, namely: 0.375 x 0.506 = 0.189. Then the total effect given X_1 to Y is the direct effect added by indirect effects, namely: -0.291 + 0.189 = 0.102. Based on the

results of these calculations it is known that the direct effect value is -0.291 and indirect effect 0.102 which means that the value of indirect influence is greater than the value of direct influence, this result shows that indirectly X_1 through I has not been able to provide significant positive influence on Y.

Testing the seventh hypothesis (H_7) is accepted.

Analysis of the effect of X_2 through I on Y. It is known that the direct effect given X_2 to Y is 0, 449 . While the indirect effect of X_2 through I on Y is the multiplication of the value of beta X_2 to I with the value of beta I to Y, namely: 0, 569 x 0, 506 = 0, 287. Then the total effect given by X_2 on Y is the direct effect coupled with indirect effects, namely: 0,449 + 0,287 = 0,736 Based on the results of the calculation it is known that the direct effect value is 0,449 and indirect influence 0,736 which means that the value of the indirect effect is greater than the value of the direct effect, these results suggest that the indirect X_2 through the first significant effect on Y.

CONCLUSION

Based on the results of testing and discussion of the hypotheses described, some conclusions can be drawn as follows:

1. There is a partial influence between the variable quality of HR and commitment. This means that the quality of HR has a positive influence on increasing commitment to employees of the Regional Secretariat of the Regency of Dharmasraya.
2. There is a partial influence between communication and commitment variables. This means that communication has a positive influence on increasing commitment to employees of the Regional Secretariat of the Regency of Dharmasraya.
3. There is a partial influence between the commitment and performance variables. This means that commitment has a positive influence on improving employee performance at the Dharmasraya Regency Regional Secretariat.
4. There is a partial influence between the variables of HR quality and performance. This means that the environment has a positive influence on improving employee performance at the Dharmasraya Regency Regional Secretariat.
5. There is a partial influence between the variables of HR quality and performance. This means that communication has a positive influence on improving employee performance at the Dharmasraya Regency Regional Secretariat.
6. These results indicate that indirectly the quality of HR through commitment is not able to provide a significant positive effect on performance. This means that the existence of commitment variable is needed to increase the influence of the environment on employee performance at the Regional Secretariat of the Regency of Dharmasraya.
7. These results indicate that indirect communication through commitment has a significant effect on performance. This means that the existence of commitment variable is needed to increase the influence of communication on employee performance at the Regional Secretariat of the Regency of Dharmasraya.

SUGGESTION

Based on the findings and conclusions of the study. For this reason, there are some suggestions:

1. Leaders need to consider adding additional numbers of employees because the number of employees is less than the work that must be completed.
2. In an effort to improve employee performance, it is expected to improve the quality of human resources, communication. This is because the two variables have a positive and

significant effect on the performance of the staff of the Regional Secretariat of Dharmasraya Regency.

3. For work commitment variables, the leadership is expected to maintain work commitments given to employees because work commitment as an intervening variable of employees is proven to increase the significance of the performance of employees of the Regional Secretariat of the Regency of Dharmasraya.

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