The Analysis Of Performance Quality And Human Resource Communication In The Regional Finance And Asset Management Office Of Semarang City

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Abstract. *The implementation of regional autonomy as an embodiment of the concept of decentralization is intended so that regional governments can further increase their efficiency and effectiveness in administering government, carrying out development, and providing services to the community more optimally by the characteristics of their region. A communication gap between superiors and subordinates occurs, triggering the emergence of negative Human Resource (HR) perceptions regarding the communication mechanisms between superiors and subordinates in the organization. This research used an explanatory research method, namely explaining the relationship between performance quality variables and communication quality. The sample selection used was stratified random sampling. The sample used was 100 Regional Financial and Asset Management Service (RFAMS) officers. The data analysis method in this research used SPSS (Statistical Package for Social Science). The research results show that performance and communication quality greatly influence commitment. Therefore, management should be able to design a sophisticated information system so that the performance and the communication of existing HR can be appropriately monitored.*

Keywords: Performance quality; communication quality; and commitment

INTRODUCTION

Human Resource Performance (HR) results from a person's efforts achieved through abilities and actions in certain situations (Byars 2001). Hasibuan (2003) states that performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, abilities, experience, and time. *Performance* is synergized with each human resource's abilities, skills, and experience. From the results of the initial observations that have been made, there are two problem formulations studied in this paper, namely: 1) What is the condition of the quality of HR performance at the Semarang PKAD Service, and 2) What is the condition of the communication quality of the Semarang PKAD Service's HR communication? Therefore, this study aims to describe and explain the condition of the quality of HR performance of RFAMS..

Besides that, Human resource performance is the result achieved from what a person has done or carried out in carrying out work or tasks. According to Seymour (1991), performance is actions or implementation of tasks that can be measured. Byars and Rue (2001) define *performance* as the degree of completion of tasks that accompany a person's work. Performance reflects how well an individual meets job demands. Based on these definitions, HR performance is a qualitative and quantitative result. Moreover, according to Anwar Prabu Mangkunegara (2000:67), performance results from work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance is a result achieved by workers in their work according to specific criteria that apply to a job (Robbins, 2001). Performance is measured using an instrument developed in the study,

which is incorporated into general performance measures and then translated into a basic behavioral assessment, including (1) quantity of work, (2) quality of work, (3) quality of communication, and (4) contribution.

According to Ivancevich (1993), they are evaluating human resource performance in two categories: First, technical human resources, which include technical competence, ability to meet one's own needs, relationships with other people, communication competence, initiative, administrative competence, overall human resource performance results technique. Second is managerial evaluation, which includes creativity, contributions, workgroup efforts, and overall work results. Then, according to Steer R (1998), the factors that influence performance are as follows.

1. Ability, personality, and work interests

   Ability is a person's abilities, such as intelligence and skills. A worker's abilities can influence performance in a variety of ways. For example, in decision-making, how to interpret and complete tasks. Personality is a relatively stable set of characteristics influenced by heredity and social, cultural, and environmental factors. Meanwhile, interest is a valence or attitude.

2. Clarity and acceptance of the explanation of a worker's role, which is the level of an individual's understanding and acceptance of the tasks assigned to him. The more precise the worker understands of the requirements and goals of the job, the more energy can be mobilized for activities toward the goal.

3. Level of employee leadership. *Leadership* is the energy force that encourages, directs, and maintains behavior.

Tika (2006) stated that there are four elements contained in performance including job functions, factors that influence employee performance, achievement of organizational goals, and time period. Meanwhile, Prawirosentono (1999) stated that the variables that influence organizational performance are:

   a. Effectiveness and efficiency
   b. Authority and responsibility
   c. Discipline
   d. Initiative

Apart from that, performance assessment of government officials can be carried out externally, namely through public satisfaction responses. Based on MENPAN decision Number: 25/KEP/M.PAN/2/2004 concerning general guidelines for compiling community satisfaction indexes for government agency service units, there are 13 criteria indicators for

measuring organizational performance and among of them are: Service procedures, Service requirements, Clarity of service personnel, Discipline of service officers, Responsibilities of service officers, Ability of service officers, and others.

METHOD

The research approach used in this study is a mixed method, which consists of qualitative and quantitative research methods. Data was obtained from questionnaires, interviews with research subjects, and documentation. The population in this study was 358 officers of the Regional Financial and Asset Management Service (RFAMS). The sampling method is Stratified Random Sampling. In this method, the sampling frame is divided into strata (groups or categories), and then, within each category, a systematic sample is selected. Then, the sample size is distributed to each level of education so that there is representation or representativeness of the population in the following proportions.

Table 1: Population

No	Eselon	Population	Calculation	Sample
1	II	43	100x43/358	12
2	III	140	100x140/358	39
3	IV	175	100x175/358	49
	Total	358		100

The data analysis technique is by carrying out the F test. This F test is carried out to find out whether the independent variables jointly or simultaneously influence the dependent variable. The model is declared fit if the sig F value is more than 0.05. The independent variables/independent variables included in the model have a joint/simultaneous influence on the dependent variable/dependent variable (Ghozali, 2011).

RESULTS AND DISCUSSION

Result

Respondents' assessments of the variables in this study consisted of communication quality, affective commitment, normative commitment, continuance commitment, and employee performance. The determination of this range is as follows (Kuncoro, 2003):

Maximum value:5
Minimum value: 1
Scale range; (5-1)/5 = 0.8
1.0-1.8: Very poor
1.9-2.6: Low/Poor
2.7-3.4: Fair
3.5-4.2: Good / High
4.35.0: Very good/very high

Discussion

Quality of Performance

Describe and explain the condition of the quality of HR performance of RFAMS officers performance variables consist of indicators: quality, quality or quality of work, contribution, and timeliness. Based on the research results, the respondents' responses to each indicator are shown in the following table:

Table 2: Indicators of value

No	Indicator	Criteria										Average	
		SKS (1)		KS (2)		N (3)		S (4)		SS (5)			
		F	%	F	%	F	%	F	%	F	%	F	%
1	Quantity	0	0	0	0	0	0	70	70	30	30	4.30	100
2	Quality	0	0	0	0	4	4	58	58	38	38	4.34	100
3	Contribution	0	0	0	0	16	16	66	66	18	18	4.02	100
4	Punctuality	0	0	0	0	0	0	70	70	30	30	4.30	100
		Average result										4.24	

Source: Processed primary data, 2016

Information:

SKS = Strongly disagree
KS = Disagree
N = Neutral
S = Agree
SS = Strongly Agree

The table above shows the indicators: quantity has an average score of 4.30, quality or quality of work has an average score of 4.34, contribution has an average score of 4.02, and punctuality has an average score of 4.30. Based on the description of RFAMS HR performance officers, it could be concluded that the degree was high because the average total officers performance variable is 4.24. In terms of quantity, the number of officers in the Semarang City RFAMS Service is the highest compared to other services in the Semarang City Government, and the quality and contribution to the Semarang City Government is also the highest compared to other Departments in the City of Semarang.

Communication Quality

In this communication quality part, the writers would like to describe and explain the condition of the quality of HR communication at the Semarang PKAD Service, like this following table:

Table 3: Indicators of value

No	Indicator	Criteria										Average	
		SKS 1)		KS (2)		N (3)		S (4)		SS (5)			
		F	%	F	%	F	%	F	%	F	%	F	%

1	Feedback	0	0	0	0	8	8.0	66	66	26	26	4.18	100
2	Interaction	0	0	0	0	37	37	49	49	14	14	4.02	100
3	Transparency	0	0	0	0	37	37	47	47	16	16	3.98	100
		The average result										4.06	

Source: Processed primary data, 2016

Information:

SKS = Strongly disagree
KS = Disagree
N = Neutral
S = Agree
SS = Strongly Agree

The table above shows that the feedback indicator has an average score of 4.18, continuous interaction has an average score of 4.02, and transparency has an average score of 3.98. Based on the description of the communication quality of Semarang City DPKAD employees, it could be concluded that the degree of communication quality was good because the total average of communication quality variables is 4.06. This could be seen by orderly attendance using a fingerprint when entering the morning, followed by a roll call for all employees led by the Head of Service. This wass the quality of communication within a government agency, especially within Semarang's Regional Financial and Asset Management Service (RFAMS).

Test of Validity and Reliability Data

Test of Validity Data

Validity in the research was tested using factor analysis. The test results are shown in the table:

Table 4: The result of validity test

No	Variable	Indicator	Criteria	Result	Note
1	Communication Quality	KMO	0.5	0.741	Sufficient Sample
		X1	0.4	0.930	Valid
		X2		0.913	Valid
		X3		0.892	Valid
2	Officer's Effort	KMO	0.5	0.729	Sufficient Sample
		Y4.1	0.4	0.967	Valid
		Y4.2		0.868	Valid
		Y4.3		0.776	Valid
		Y4.4		0.967	Valid

Test of Reliability Data

After not showing identification problems, the next step is a reliability test, which shows the extent to which a measuring instrument can provide relatively the same results if

measurements are carried out again on the same object. The minimum reliability value of the variable forming dimensions that can be accepted is above 0.60. The results of the reliability test in this study can be seen in:

Table 5: The result of Reliability Data

No	Variable	Reliabilities
1	Communication Quality	0.89
2	Officer's Effort	0.91

From this table, it can be seen that there is no reliability value smaller than 0.60. The results of this test show that all the variables used are reliable.

CONCLUSION

In connection with the results of the performance and communication quality analysis discussed above, it can be concluded that management systematically and continuously instills organizational values, placing human resources with the principle of "the right man in the right place" and improving the integrity of human resources / and the organization so that it becomes an organization high achievers, as well as designing up-to-date information systems so that all existing HR communications can be appropriately monitored.

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