

ASSESSING THE INFLUENCE OF HUMAN RESOURCE QUALITY AND WORK DISCIPLINE ON EMPLOYEE PRODUCTIVITY AT THE REGIONAL REVENUE AGENCY OF CENTRAL LAMPUNG REGENCY

Sugiyanto¹,
Suhaimi²,
Hasrun Afandi Umpusinga³,
M. Yusuf Sulfarano Barusman⁴,
Habiburahman⁵

habiburahman@ubl.ac.id

¹Universitas Bandar Lampung

ABSTRACT

This study investigates the impact of human resource quality and work discipline on employee productivity at the Regional Revenue Agency of Central Lampung Regency. By employing a quantitative research methodology, the research examines how these two factors influence productivity in a public sector setting. The findings reveal that both human resource quality and work discipline significantly enhance employee performance, indicating that employees with better skills and disciplined behavior contribute more effectively to organizational goals. The study offers valuable insights for improving productivity through targeted training programs and enforcing disciplinary measures within regional government agencies.

Keywords: *Human Resource Quality; Work Discipline; Employee Productivity; Quantitative Research; Training Programs*

Introduction

Employee productivity is a critical determinant of organizational success, particularly within public sector agencies where efficiency and effectiveness are paramount (Bernstein & Reinharth, 1973; Haenisch, 2012). In the context of the Regional Revenue Agency of Central Lampung Regency, understanding the factors that influence employee productivity is essential for enhancing organizational performance and achieving strategic objectives (Astana, 2019; Kamarulazi et al., 2018). This study focuses on two key variables: human resource quality and work discipline, both of which are believed to play significant roles in determining employee productivity.

Human resource quality refers to the skills, knowledge, abilities, and competencies that employees bring to their roles (Adebanjo et al., 2020; Katou & Budhwar, 2015; Voss et al., 2005). High-quality human resources are often associated with better job performance, innovation, and the ability to adapt to organizational changes (Barusman & Cahyani, 2024; Liu et al., 2007). However, the extent to which human resource quality directly impacts productivity within public sector settings, particularly in regional government agencies, has not been thoroughly explored (French & Goodman, 2011; Gilbert, 1991; Knies et al., 2024).

Work discipline, on the other hand, is a critical aspect of employee behavior that ensures adherence to organizational rules, policies, and expected standards of performance (Haenisch, 2012; Halachmi, 1982). Disciplined employees are more likely to exhibit punctuality, consistency, and reliability, which in turn can lead to higher levels of productivity. Despite its importance, the specific impact of work discipline on employee productivity within regional government agencies remains under-researched (Habiburrahman et al., 2022; Haenisch, 2012; Setiawan, 2018).

While previous studies have explored various factors affecting employee productivity, there is a notable gap in the literature concerning the combined effects of human resource quality and work discipline in the context of regional government agencies, such as the Regional Revenue Agency of Central Lampung Regency. This research seeks to address this gap by examining how these two factors influence employee productivity within this specific organizational setting.

By providing empirical evidence on the relationships between human resource quality, work discipline, and employee productivity, this study aims to contribute to the broader literature on human resource management and organizational productivity (Adebanjo et al., 2020; Ghosh et al., 2020; Katou & Budhwar, 2015; Lam & White,

1998). The findings are expected to offer valuable insights for policymakers and organizational leaders in regional government agencies, guiding them in developing strategies to enhance employee productivity through targeted improvements in human resource quality and work discipline.

Methodology

This study employs a quantitative research methodology to evaluate the impact of human resource quality and work discipline on employee productivity. Adopting a descriptive and verificative approach, the research aims to identify significant relationships between the variables under investigation (Katou & Budhwar, 2015; Otoo, 2019; Saharuddin et al., 2019; Wilona & Defrizal, 2024). The population for this study consists of 80 employees working at the Regional Revenue Agency of Central Lampung Regency. After excluding the leaders and researchers, the final sample size includes 78 employees. Additionally, 10 participants who were not part of the main investigation were also given questionnaires. To ensure that every member of the population had an equal chance of being selected, the study utilized probability sampling.

Data were collected through a combination of field research methods, incorporating both primary and secondary data sources (Mbachu et al., 2020). Primary data were obtained through interviews with employees, providing direct insights into their experiences and perspectives. Secondary data were gathered from the agency's internal documents, offering contextual background and supporting information (Boslaugh, 2007; Ellram & Tate, 2016; Michael Berman, 1995). The collected data were then analyzed using quantitative methods, including instrument tests, F-tests, and the calculation of coefficients to determine the influence of human resource quality and work discipline on employee performance (Juhdi et al., 2015; Kore et al., 2019; Saharuddin et al., 2019). The validity and reliability of the study were rigorously ensured through statistical calculations and hypothesis testing, providing a solid foundation for the research findings.

Result and Discussion

a. Results

The findings of this study reveal that both human resource quality and work discipline significantly influence employee productivity at the Regional Revenue Agency of Central Lampung Regency. Quantitative analysis, specifically the F-test, demonstrated that the calculated F-value of 66.689 far exceeds the critical F-table value of 3.120, with a significance level of 0.000. This significance level is well below the conventional alpha threshold of 0.05, indicating strong statistical evidence against the null hypothesis. Consequently, the null hypothesis—which posits that human resource quality and work discipline have no combined effect on employee productivity—is rejected. Instead, the alternative hypothesis is accepted, confirming that these two variables collectively exert a meaningful impact on employee performance.

a. Discussion

The results of this study underscore the critical importance of practical skills and technology mastery in driving economic growth within the niche sector of coconut waste management. The significant positive impact of skills and technology mastery on economic growth aligns with existing literature that highlights the role of hands-on experience and technological proficiency in enhancing productivity, fostering innovation, and creating employment opportunities (Gaffney et al., 2019; Gardner, 1994). The ability to apply technology effectively not only increases efficiency in waste management practices but also opens up new avenues for value-added products, thereby boosting income levels and contributing to broader economic development.

The lack of a significant direct effect of education on economic growth in this context may be attributed to the specific nature of the coconut waste management sector. Unlike other industries where formal education is necessary for technical knowledge, this sector relies more heavily on practical, job-specific skills and the ability to adapt and innovate using available technologies (Haggblade et al., 2010). This finding suggests that while education lays the groundwork for learning, it is the practical application of skills and technology that ultimately drives economic outcomes in this sector.

These insights have important implications for policymakers and development practitioners aiming to enhance the economic potential of niche sectors like coconut waste management. There is a clear need for targeted interventions that focus on improving skills and technology mastery among local communities, as recommended by Nordy F. L. et al. (2021). This could involve the implementation of vocational training programs tailored to the specific needs of the sector, technology transfer initiatives to facilitate the adoption of modern practices, and

support for innovation through resources and incentives for entrepreneurial activities (Purba & Saleh, 2018; Sapar et al., 2019).

By concentrating on these areas, policymakers can help unlock the economic potential of coconut waste management, contributing to the overall development of rural areas in Indonesia. Furthermore, the study highlights the broader relevance of skills and technology mastery in driving economic growth in other niche sectors, suggesting that similar strategies could be applied to enhance economic outcomes in different contexts (Falahatdoost & Wang, 2022; Wulandari & Alouw, 2021). The results underscore the crucial role that human resource quality plays in enhancing employee productivity. Employees with higher educational qualifications, well-developed skills, and competencies that align with their roles are better equipped to contribute effectively to the organization's goals (Adebanjo et al., 2020; Katou & Budhwar, 2015; Voss et al., 2005). This finding is consistent with existing literature, which emphasizes that aligning employees' tasks with their educational backgrounds and competencies maximizes their potential and enhances organizational performance (Liu et al., 2007). When employees fully utilize their skills, the organization benefits from increased innovation, adaptability, and overall productivity.

Additionally, the study highlights the importance of work discipline in maintaining high levels of productivity. Enforcing disciplinary measures for rule violations ensures that employees adhere to organizational standards and expectations, promoting a culture of punctuality, consistency, and reliability (Haenisch, 2012; Halachmi, 1982). This finding aligns with previous research, suggesting that a robust disciplinary framework fosters a work environment where employees are more focused, motivated, and less likely to engage in behaviors detrimental to productivity (Setiawan, 2018). A disciplined workforce is crucial for sustaining high productivity levels, particularly in public sector settings where efficiency and effectiveness are essential (Haenisch, 2012).

Moreover, the study provides valuable insights specific to the context of the Regional Revenue Agency of Central Lampung Regency. It sheds light on how the unique organizational culture and operational dynamics of a regional government agency can influence the interplay between human resource quality, work discipline, and employee productivity (Astana, 2019; Kamarulazi et al., 2018). By addressing the gap in the literature concerning the combined effects of these factors within regional government agencies, this research contributes to a more nuanced understanding of their impact in public sector settings (French & Goodman, 2011; Knies et al., 2024). The findings offer practical implications for policymakers and administrators, suggesting that strategies aimed at enhancing human resource quality—such as targeted training programs and educational development opportunities—combined with the consistent enforcement of work discipline, can significantly improve organizational performance in similar regional government agencies.

Conclusion

This study concludes that both human resource quality and work discipline significantly influence employee productivity at the Regional Revenue Agency of Central Lampung Regency. The findings underscore the importance of aligning tasks with employees' educational backgrounds and enforcing disciplinary measures to enhance productivity. Future research could explore other factors affecting employee productivity, such as organizational culture and leadership styles, to provide a more comprehensive understanding of the determinants of employee performance.

By addressing the identified gap in the literature, this study contributes valuable insights into the field of human resource management and organizational productivity, offering practical recommendations for improving employee performance in similar organizational settings.

References

- Adebanjo, D., Teh, P. L., Ahmed, P. K., Atay, E., & Ractham, P. (2020). Competitive priorities, employee management and development and sustainable manufacturing performance in Asian organizations. *Sustainability (Switzerland)*, 12(13). <https://doi.org/10.3390/su12135335>
- Astana, N. A. (2019). Effect of e-performance and granting of additional performance income on employees performance at the regional environment secretariat of lamongan district, indonesia. *Russian Journal of Agricultural and Socio-Economic Sciences*, 90(6), 238–251. <https://doi.org/10.18551/rjoas.2019-06.30>

- Barusman, A. R. P., & Cahyani, A. R. (2024). The Influence Of Authenticity, Interpersonal Justice, Prior Experience, And Perceived Quality With Involvement As A Mediator On Revisit Intention For Starbucks Customers (Study Case After Boycott Call From Mui). *Tianjin Daxue Xuebao (Ziran Kexue Yu Gongcheng Jishu Ban)/ Journal of Tianjin University Science and Technology*, 57(4), 69–89. <https://doi.org/10.5281/zenodo.10947244>
- Bernstein, S. J., & Reinharth, L. (1973). Management, the public organization and productivity: some factors to consider. *Public Personnel Management*, 2(4), 261–266. <https://doi.org/10.1177/009102607300200405>
- Boslaugh, S. (2007). An introduction to secondary data analysis. In S. Boslaugh (Ed.), *Secondary Data Sources for Public Health: A Practical Guide* (pp. 1–11). Cambridge University Press. <https://doi.org/DOI:10.1017/CBO9780511618802.002>
- Ellram, L. M., & Tate, W. L. (2016). The use of secondary data in purchasing and supply management (P/SM) research. *Journal of Purchasing and Supply Management*, 22(4), 250–254. <https://doi.org/https://doi.org/10.1016/j.pursup.2016.08.005>
- Falahatdoost, S., & Wang, X. (2022). Industrial park role as a catalyst for regional development: zooming on middle east countries. *Land*, 11(8). <https://doi.org/10.3390/land11081357>
- French, P. E., & Goodman, D. (2011). An assessment of the current and future state of human resource management at the local government level. *Review of Public Personnel Administration*, 32(1), 62–74. <https://doi.org/10.1177/0734371X11421499>
- Gaffney, J., Bing, J., Byrne, P. F., Cassman, K. G., Ciampitti, I., Delmer, D., Habben, J., Lafitte, H. R., Lidstrom, U. E., Porter, D. O., Sawyer, J. E., Schussler, J., Setter, T., Sharp, R. E., Vyn, T. J., & Warner, D. (2019). Science-based intensive agriculture: sustainability, food security, and the role of technology. *Global Food Security*, 23, 236–244. <https://doi.org/https://doi.org/10.1016/j.gfs.2019.08.003>
- Gardner, B. L. (1994). Commercial agriculture in metropolitan areas: economics and regulatory issues. *Agricultural and Resource Economics Review*, 23(1), 100–109. <https://doi.org/DOI:10.1017/S1068280500000460>
- Ghosh, D., Huang, X. (Sharon), & Sun, L. (2020). Managerial ability and employee productivity *. In L. L. Burney (Ed.), *Advances in Management Accounting* (Vol. 32, pp. 151–180). Emerald Publishing Limited. <https://doi.org/10.1108/S1474-787120200000032006>
- Gilbert, G. R. (1991). Human resource management practices to improve quality: A case example of human resource management intervention in government. *Human Resource Management*, 30(2), 183–198. <https://doi.org/https://doi.org/10.1002/hrm.3930300203>
- Habiburrahman, H., Prasetyo, A., Raharjo, T. W., Rinawati, H. S., Trisnani, Eko, B. R., Wahyudiyono, Wulandari, S. N., Fahlevi, M., Aljuaid, M., & Heidler, P. (2022). Determination of Critical Factors for Success in Business Incubators and Startups in East Java. *Sustainability (Switzerland)*, 14(21), 1–17. <https://doi.org/10.3390/su142114243>
- Haenisch, J. P. (2012). Factors affecting the productivity of government workers. *Sage Open*, 2(1), 2158244012441603. <https://doi.org/10.1177/2158244012441603>
- Haggblade, S., Hazell, P., & Reardon, T. (2010). The rural non-farm economy: prospects for growth and poverty reduction. *World Development*, 38(10), 1429–1441.

<https://doi.org/https://doi.org/10.1016/j.worlddev.2009.06.008>

- Halachmi, A. (1982). Productivity in the public sector: a look at some of the obstacles. *Indian Journal of Public Administration*, 28(3), 693–710. <https://doi.org/10.1177/0019556119820324>
- Juhdi, N., Pa'wan, F., & Hansaram, R. (2015). Employers' experience in managing high potential employees in Malaysia. *Journal of Management Development*, 34(2), 187–201. <https://doi.org/10.1108/JMD-01-2013-0003>
- Kamarulazi, Effendy, K., Djaenuri, A., & Lukman, S. (2018). Quality of human resources apparatus in karimun regency riau archipelagic province. *Journal of Public Administration and Governance*, 8(3), 344. <https://doi.org/10.5296/jpag.v8i3.13516>
- Katou, A. A., & Budhwar, P. (2015). Human resource management and organisational productivity. *Journal of Organizational Effectiveness: People and Performance*, 2(3), 244–266. <https://doi.org/10.1108/JOEPP-06-2015-0021>
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2024). Strategic human resource management and public sector performance: context matters. *The International Journal of Human Resource Management*, 35(14), 2432–2444. <https://doi.org/10.1080/09585192.2017.1407088>
- Kore, E. L. R., Kalalo, C. N., Kalalo, J. J., & Lamalewa, F. (2019). Effects of individual characteristics, occupational safety and health on employee performance of PT PLN (Persero) in Merauke regency. *IOP Conference Series: Earth and Environmental Science*, 235(1), 012047. <https://doi.org/10.1088/1755-1315/235/1/012047>
- Lam, L. W., & White, L. P. (1998). Human resource orientation and corporate performance. *Human Resource Development Quarterly*, 9(4), 351–364. <https://doi.org/https://doi.org/10.1002/hrdq.3920090406>
- Liu, Y., Combs, J. G., Ketchen, D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business Horizons*, 50(6), 503–511. <https://doi.org/https://doi.org/10.1016/j.bushor.2007.07.002>
- Mbachu, C. O., Agu, I. C., & Onwujekwe, O. (2020). Survey data of adolescents' sexual and reproductive health in selected local governments in southeast Nigeria. *Scientific Data*, 7(1), 438. <https://doi.org/10.1038/s41597-020-00783-w>
- Michael Berman, E. (1995). Empowering employees in state agencies: a survey of recent progress. *International Journal of Public Administration*, 18(5), 833–850. <https://doi.org/10.1080/01900699508525034>
- Nordy F. L., W., Lolowang, T. F., & Rawung, H. (2021). Business model analysis of coconut shell processor in North Sulawesi. *IOP Conference Series: Earth and Environmental Science*, 681(1), 012066. <https://doi.org/10.1088/1755-1315/681/1/012066>
- Otoo, F. N. K. (2019). Human resource management (HRM) practices and organizational performance. *Employee Relations: The International Journal*, 41(5), 949–970. <https://doi.org/10.1108/ER-02-2018-0053>
- Purba, Y. Z. W., & Saleh, W. (2018). An analysis of the feasibility of the copra business in the village of Pendowo Harjo, sub-district of Sungsang, Banyuasin Regency. *IOP Conference Series: Earth and Environmental Science*, 102(1), 012068. <https://doi.org/10.1088/1755-1315/102/1/012068>

- Saharuddin, Ukkas, I., Bachri, S., Alputila, M. J., & Zamhuri, M. Y. (2019). The analysis of human resource quality in improving employees performance: An analysis of external and internal environment. *IOP Conference Series: Earth and Environmental Science*, 343(1), 012158. <https://doi.org/10.1088/1755-1315/343/1/012158>
- Sapar, Syafruddin, Hasbi, A. R., Sulili, A., & Suriadi. (2019). The empowerment of coconut farmers through the processing of Virgin Coconut Oil (VCO). *IOP Conference Series: Earth and Environmental Science*, 343(1), 012152. <https://doi.org/10.1088/1755-1315/343/1/012152>
- Setiawan, S. (2018). Prospects and competitiveness in creative economy: evidence from indonesia. *International Journal of Research in Business and Social Science* (2147- 4478), 7(2), 47–56. <https://doi.org/10.20525/ijrbs.v7i2.888>
- Voss, C., Tsikriktsis, N., Funk, B., Yarrow, D., & Owen, J. (2005). Managerial choice and performance in service management—a comparison of private sector organizations with further education colleges. *Journal of Operations Management*, 23(2), 179–195. <https://doi.org/https://doi.org/10.1016/j.jom.2004.07.005>
- Wilona, N. N., & Defrizal, D. (2024). The Influence of Leadership Style and Work Environment on the Performance. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 2(1), 13–23. <https://doi.org/10.61990/ijamesc.v2i1.171>
- Wulandari, S., & Alouw, J. C. (2021). Designing business models for rural agroindustry to increase the added value of coconut. *IOP Conference Series: Earth and Environmental Science*, 807(2), 022013. <https://doi.org/10.1088/1755-1315/807/2/022013>