



## Factors Affecting the Quality of Human Resources in Civil Servants (Case Study of the National Disaster Management Agency)

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### abstract

*This research was conducted to improve the quality of human resource management in Civil Servants (especially employees of the National Disaster Management Agency). This study examines the effect of transformational leadership, human capital, and innovative work behavior on quality human resource management. This study used a sample of 239 employees of the National Disaster Management Agency. The analytical method used is SEM analysis with WrapPLS. This research shows that only human capital and innovative work behavior can have a positive and significant effect on quality human resource management. The findings of this study prove that transformational leadership has no significant effect on quality human resource management and innovation work behavior. Further research has been described in this study.*

**Keywords: Quality Human Resource Management, Human Capital, Transformational Leadership, Innovative Work Behaviour.**

### 1. INTRODUCTION

The National Disaster Management Agency (BNPB) as an institution tasked with assisting the President in carrying out disaster management, is expected to have competent human resource management qualities in the organization. The quality of human resources is the most important factor in the success of an organization, the higher the quality of human resources, the better the work performance that will be produced. Good employee

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performance will greatly facilitate a company or organization to achieve the desired goals (Afrizal, 2014). The success of an organization in achieving its goals is highly dependent on the quality of its human resources. The role of human resources in the organization plays a decisive role because the life and death of a government organization depends solely on its employees. Adequate human resources can create and produce ideas, have creativity, initiative, can solve problems, have insight into the future, skills and expertise are the manifestations of potential and qualified human beings, which must be owned by the organization to realize the organizational goals that have been set. set. Many factors can lead to the quality of human resources such as employee innovative work behavior, transformational leadership, and human capital.

Kartono (1998) defines that leadership is a form of domination based on personal abilities that can encourage or invite other people to do something, based on acceptance or acceptance by the group and having special skills that are appropriate for specific situations. Transformational leadership in principle motivates subordinates to do better than what can be done, in other words it can increase the confidence or self-confidence of subordinates which will affect increased performance. Transformational leadership is described as more of a motivational approach than a managerial approach. Human capital is knowledge, expertise, abilities, and skills that make humans or employees the capital or assets of a company (Gaol & , 2014). The human elements of an organization are those capable of learning, changing, innovating, and providing the creative impulse which, if properly motivated, can ensure the long-term survival of the organization. Several previous research studies have proven the relationship between variables. Innovative work behavior can create quality human resource management (Ma Prieto & Pilar Pérez-Santana, 2014). Human capital on quality human resource management (López-Cabrales et al., 2011). Leadership towards quality human resource management (Zhu et al., 2005). However, no research has been conducted on civil servants, especially at BNPB of the Republic of Indonesia. So in this study examined the factors that can improve the quality of human resources at BNPB.

## 2. LITERATURE REVIEW

Transformational leadership is a leadership style that focuses on innovation and significant changes in an organization or company. With transformational leadership, companies will be able to adapt to the external environment and face existing challenges.





Research conducted by Birasnav, Rangnekar, & Dalpati (2011) shows that transformational leadership plays a role in human capital. Human capital is a term that becomes a phenomenon and is important for organizations. Human capital can be interpreted as an organization's efforts to manage, manage, human resources that exist within the organization to contribute or outcome not only for individuals. This human capital can later provide significant benefits or is called quality human resource management. Research conducted by Suhairi et al., (2020) shows that there is an influence of human capital on the quality of human resources. In this study, a review of human capital management strategies regarding changes in human nature was carried out. Other related studies related to transformational leadership on innovation and quality human resource management have been carried out in various industries such as Andriani et al., (2018); Zhang et al., (2020); Singh et al., (2020); Hartiti et al., (2020); Ginting (2022); Choudhary et al., (2020).

### 3. RESEARCH METHOD

In this research is quantitative research by distributing questionnaires. Measurement of Transformational Leadership uses 5 indicators (inspire, create a stimulus, build an organization, and visionary). This indicator was developed by Colquitt (2011) and Yukl (2010). Meanwhile, there are 3 indicators of human capital (knowledge of work, skills in completing work, and work experience) according to Augusto et al., (2014) and O'Donnell et al., (2009). Innovative work behavior is measured by 3 indicators (developing ideas, applying creativity at work, and implementing new ideas) which were developed based on De Jong & Den Hartog (2008) and Bongso, Hamidah, & Wibowo (2020). In distributing the questionnaire using a measurement scale, namely the Likert scale. The Likert scale used to measure a view related to attitudes and opinions on social phenomena, is in accordance with this study. The Likert scale used is Likert 1-5 (Strongly disagree - Strongly agree). Primary data were obtained through questionnaires distributed to civil servants at BNPB. In distributing the questionnaire used random sampling technique. This study used a total sample of 239 respondents using the Slovin formula (a total population of 595 respondents with an error rate of 5%). After the questionnaire data was obtained, then the data was tabulated. The analytical method used is Structural Equation Modeling (SEM) analysis. SEM analysis is tested with the WrapPLS tool.



**4. RESULT**

In testing the model built using WrapPLS, 3 endogenous variables were obtained, namely human capital (HC), innovative work behavior (IWB), and quality human resource management (QHRM). While the exogenous variable in this study is transformational leadership (TL). Before testing the hypothesis, the following is the result of evaluating the model fit (GOF):

**Table 1. GOF Evaluation**

Evaluation of model fit	Cut of Value	Value	Result
Average path coefficient	$P < 0,05$	APC = 0,299; $P < 0,001$	Good Fit
Average R-squared	$P < 0,05$	ARS = 0,302; $P < 0,001$	Good Fit
Average adjusted R-squared	$P < 0,05$	AARS = 0,296; $P < 0,001$	Good Fit
Average block VIF	Poor fit if AVIF $\leq 5$ ; Good fit if AVIF $\leq 3.30$	AVIF = 1,308	Good Fit
Average full collinearity VIF	Poor fit if AFVIF $\leq 5$ ; Good fit if AFVIF $\leq 3,30$	AFVIF = 1,574	Good Fit
Tenenhaus GoF	Poor fit if GoF $\geq 0.10$ ; Marginal fit if GoF $\geq 0,25$ ; Good fit if GoF $\geq 0,36$	GoF = 0,461	Good Fit
Sympson's paradox ratio	Poor fit if SPR $\geq 0,70$ ; Good fit if SPR = 1	SPR = 1,000	Good Fit
R-squared contribution ratio	Poor fit if RSCR $\geq 0,90$ ; Good fit if RSCR = 1	RSCR = 1,000	Good Fit
Statistical suppression ratio	SSR $\geq 0,70$	SSR = 1,000	Good Fit
Nonlinear bivariate causality direction ratio	NLBCCR $\geq 0,70$	NLBCCR = 1,000	Good Fit
Average path coefficient	$P < 0,05$	APC = 0,299; $P < 0,001$	Good Fit

In testing the hypothesis using the basic p.value must be less than 0.05. Graphically the results of hypothesis testing in the SEM structural model with the WarpPLS approach can be seen in Figure 1:



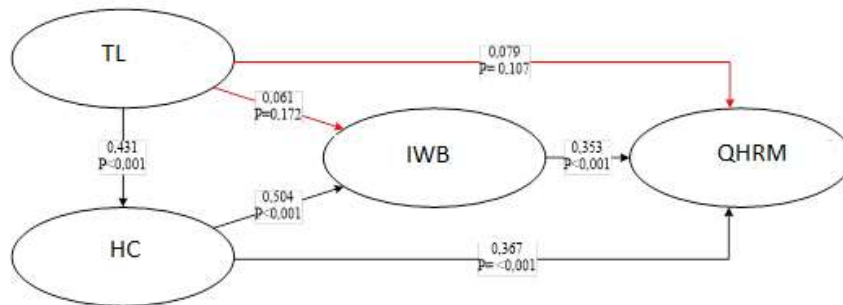


Figure 1 Results of Research Model Analysis

The red line on the arrow in this study means that there is no significant effect. Meanwhile, the black line in this study indicates a significant influence. The results of this study indicate that transformational leadership (TL) has no effect on innovative work behavior (IWB) and quality human resource management (QHRM). This can be shown in the p. value of  $0.172 > 0.05$  in TL to IWB. The expected TL path coefficient for IWB is 0.061. The influence of TL on IWB is very low. Likewise with the TL to QHRM which obtained a p. value of  $0.107 > 0.05$ . The TL path coefficient to QHRM is also categorized as very low with a magnitude of 0.079. While the effect of TL on human capital (HC) has a significant effect with a p. value of  $0.001 < 0.05$ . The TL path coefficient for human capital is 0.431 which is categorized as low. HC has a significant influence on QHRM because it has a p. value of  $0.001 < 0.05$ . The coefficient of the HC path to QHRM is 0.367 which is categorized as low. This study also proves that IWB influences QHRM, because it has a p. value of  $0.001 < 0.05$ . The IWB path coefficient to QHRM is 0.353 which is categorized as low.

## 5. DISCUSSION

Based on the results of the analysis that has been presented, there are 2 hypotheses that were rejected in this study, namely TL to IWB and TL to QHRM. TL has a direct, insignificant, and positive effect on the QHRM. This explains that empirically, transformational leadership is not merely a driving factor for the quality of human resources at BNPB. Every change that occurs in transformational leadership does not guarantee the quality of human resources is getting better, and vice versa. The results of this study are different from the research conducted by Zhu et al. (2005), namely transformational leaders



can create a strategic vision, are able to communicate this vision to their employees through several effective and efficient approaches, besides that everything is done consistently. In addition to creating the vision of a transformational leader, it is proven to be able to improve the quality of the human resources (employees) he leads, with some of the programs or policies he makes. The same thing was also mentioned by the research of Afsar et al. (2014) which explains that transformational leadership has a role in shaping employee innovative work behavior.

While there are 4 hypotheses in this study declared accepted. IWB directly has a significant and positive effect on the quality of human resources. This explains that empirically innovative work behavior is a driving factor in the quality of human resources at BNPB. The results of this study are in line with the research of Ogbeibu et al., (2020) and López-Cabrales et al., (2011). When change cannot be avoided, the organization is expected to be able to help employees to continue to innovate at work because we realize that improving the quality of human resources in an organization is a shared responsibility. Human capital directly has a positive effect on the quality of human resources. This means that human capital is a factor that drives the quality of human resources at BNPB. Changes in human capital will affect significant changes in the quality of human resources. This means that the better the human capital, the better the quality of human resources, and vice versa. Human capital on the innovative work behavior variable is significant. It can be interpreted that the five research hypotheses which state that there is a positive direct influence of human capital on innovative work behavior can be accepted. Similar research conducted by Afsar & Badir (2016) concluded that to achieve innovation, employees need to spend their time, thoughts, and energy beyond formal work and have person-job fit and person-organization fit. TL to the HC variable is significant. This shows that there is a positive direct effect of transformational leadership on human capital which is acceptable. So that it can be said that transformational leadership influences human capital is proven. The influence of transformational leadership on human capital indicates that transformational leadership is a factor that can increase human capital significantly. Transformational leadership emphasizes the moral values of BNPB employees to raise awareness of ethical issues and encourage BNPB staff to reform the institution.





## 6. CONCLUSION

This research shows that to improve the quality of human resource management at BNPB, it is necessary to pay attention to innovative work behavior and human capital. This is because the two variables (IWB and HC) have a significant influence on QHRM. However, this study found interesting findings, namely that transformational leadership did not have a significant effect on innovative work behavior and quality human resource management at BNPB. This is because transformational leadership requires time to be able to feel the benefits of change. In this study, because transformational leadership does not have a significant effect, future researchers are expected to improve the model by using other leadership styles such as authoritarian, laissez-faire and others.

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