

The Influence of Human Resource Management Certification and Work Motivation on The Performance of Human Resource Managers In Indonesia

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ABSTRACT

The purpose of the current research is to analyze the influence of Human Resources (HR) management certification as well as work motivation toward the performance of HR managers in Indonesia. The current research uses a quantitative method by distributing a set of questionnaires to the participants. Data was collected from a group of human resource managers in Indonesia. The results were analyzed using simple linear regression analysis and multiple linear regression analysis using quantitative methods using AMOS software. The results show that the variable of HR management certification has a partial positive effect on motivation as indicated by the regression coefficient value of 0.412. The HR manager certification variable has a partial negative effect on the performance of human resource managers. This is shown by the regression coefficient value of -0.009. The work motivation variable for HR managers has a partial positive effect on the performance of human resource managers. The regression coefficient value of 0.349 shows those points. The HR manager certification variable as well as work motivation have a positive influence on the performance of HR managers. This effect is represented by a regression coefficient of 0.144. Thus, the implementation of the certification program must be well designed to improve the performance of HR managers. In



addition, well-established plans can create a healthy environment that increases the incentives for HR managers to give their best performance.

Keywords: Certification, Competence, Human Resources

INTRODUCTION

Increasing employee' productivity and performance can take place when two factors; certification and work motivation are adjusted well to the load and authority of each employee. Each individual seeks to achieve the stated goals of the organization, in the best possible way legally and ethically. Certified HR managers must be professional, able to work well, able to develop their knowledge and be able to maintain their professional values in order to be valued better. As a developing country, Indonesia faces various constraints and challenges that affect the quality of human resources. The quality factor of HR managers is said to be the one of challenges. Since 2019, the Indonesian government has issued a policy for the Human Resource Management competency certification program. Certified HR managers are expected to be professional, able to work well, and able to develop their knowledge. While in the world of education the certification program is called teacher certification. The results of Payong's research in Wahyudi (2019) reveal that certification can contribute more to teacher's welfare rather than professionalism. It can be said that certification has not shown an increase in regard to a teacher's professional ethics. Mangkunegara in Dwiyantri et al (2019) states that the relationship between motivation and good performance will result in high performance. Sedarmayanti (2001) mentions the factors that affect performance, some of which are work motivation, education, skills, leadership, and others. In addition, Raharja et al (2021) conducted research with the work engagement variable as a mediation that can increase the indirect relationship between quality of work life and organizational agility when compared to the direct relationship between each component and organizational agility. This is because the various indicators in the variable quality of work life, such as job security, occupational health, compensation, and pride, will offer millennial employees enthusiasm and

connection to their work. Related to the above factors, the present study aims to determine the effect of HR manager certification and work motivation on the performance of human resource managers in Indonesia. The research is focused on employees who already have competency certification as managers of human resource management located in the territory of Indonesia.

RESEARCH METHOD

The present study applies a quantitative approach by using a survey which was distributed to 70 HR managers who have been certified in the HR field in Indonesia. Research data obtained by using a questionnaire (Sugiyono, 2018). Arranged based on the theory that has been synthesized for each variable, conceptual definitions, operational definitions, dimensions and indicators. Research uses a model of causality or relationship and influence. The analysis technique uses structural equation modeling (SEM) analysis which is operated through the AMOS program version 24 to test the hypothesis. Construct validity measurement is based on the loading factor value, which is ≥ 0.50 . Items that have an loading factor of less than ≥ 0.50 are interpreted as invalid and are not included in the measurement (Ghozali, 2009).

RESULTS & DISCUSSION

Structural Model Evaluation

The initial structural equation model of the test results using the AMOS computer program is presented in Figure 1.

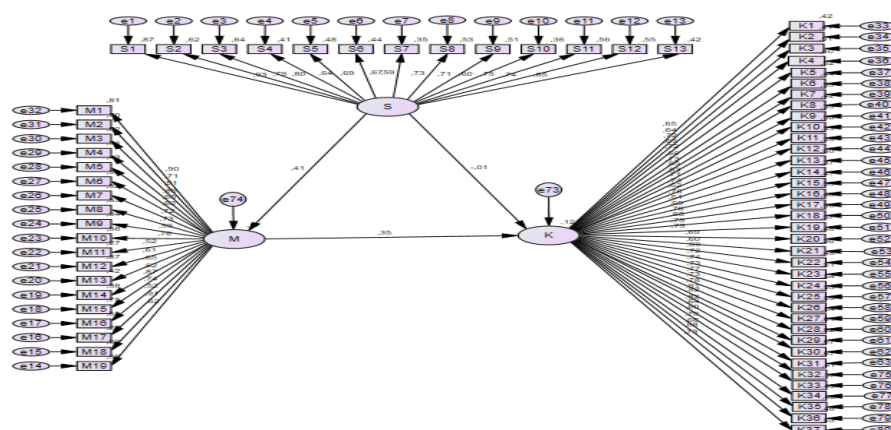


Figure 1. AMOS Output Results

The goodness of fit for the model in Figure 1 is shown in Table 1. Table 1 shows the goodness of fit results obtained that all criteria fall into the Bad fit category.

Table 1. Goodness of Fit Testing

Goodness of Fit Indices	Cut off Value	Result	Conclusion
X ²	the smaller the better	5904,098	
Significance Probability (p)	≥0,05	0,000	Bad fit
CMIN/ DF	≤2,00	2,596	Bad fit
RMSEA	≤0,08	0,152	Bad fit
GFI	≥0,90	0,419	Bad fit
AGFI	≥0,90	0,383	Bad fit
TLI	≥0,95	0,426	Bad fit

Regression Equation

Based on the regression equation, it can be said that in equation 1, the regression coefficient is 0.412 on the certification variable with a positive direction, which means there is a unidirectional relationship. In addition, if certification increases by 1 unit, motivation increases by 0.412. The R-squared value obtained is 0.170, which means that the certification variable has a 17.0% effect on motivation, while an errorvar of 0.396 indicates motivation with other factors not examined, namely 83.0%. In the second equation, the regression coefficient for the certification variable is -0.009 with a negative direction, meaning that there is a non-unidirectional relationship. Besides that, if certification increases by 1 unit, performance will decrease by 0.009. The regression coefficient of the motivational variable is 0.349 in a positive direction, meaning it will increase by 0.349. The R-square value was 0.119, meaning that the variables of certification and motivation had an effect of 11.90% on performance, while an errorvar of 0.396 indicated that performance was influenced by other factors not examined by 88.1%. The model forms the following equation:

$$\text{Motivation} = 0,412 * \text{Certification}, \text{ Errorvar} = 0,830, \text{ R-square} = 0,170$$

$$\text{Performance} = -0,009 * \text{Certification} + 0,349 \text{ Motivation}, \text{ Errorvar} = 0,881, \text{ R-square} = 0,119$$

Partial Hypothesis Testing Results

Based on the above model, the relationship between the independent variables and the dependent variable is obtained as described in Table 2.

Table 2. *Partial Hypothesis Testing Results*

	Standardized	S.E	C.R	P	Conclusion
M ← S	,412	,111	3,103	,002	Significant
K ← S	-,009	,103	-,068	,945	No Significant
K ← M	,349	,140	2,349	,019	Significant

Following is the general hypothesis used:

Ho: The independent variable has no significant effect on the dependent variable

Ha: The independent variable has a significant effect on the dependent variable

This test uses the basis of decision making, namely if $P < 0.05 \rightarrow$ % alpha level, then Ho is rejected and if $P > 0.05 \rightarrow$ % alpha level, then Ho is accepted. Based on table 2, it can be concluded as follows

H1: There is an effect of Certification on Motivation. The Certification variable has a path coefficient value of 0.412 in the positive direction. The P-value is 0.002 (lower than 0.05) with a CR value of 3.103 (greater than 1.96). Because the p-value (0.002) is lower than 0.05 and CR (3.103) is greater than 1.96, H1 is accepted, meaning that there is an effect of certification on motivation.

H2: There is an effect of certification on performance. The Certification variable has a path coefficient value of -0.009 in the negative direction. The P-value is 0.945 (greater than 0.05) with a CR of 0.068 (lower than 1.96). Because the p-value (0.945) is greater than 0.05 and the CR value (0.068) is lower than 1.96, H2 is rejected, meaning that there is no effect of certification on performance.

H3: There is an effect of motivation on performance. The motivational variable has a path coefficient value of 0.349 in the positive direction. The P-value is 0.019 (lower than 0.05) with a CR value of 2.349 (greater than 1.96). Because the p-value (0.019) is lower than 0.05 and the CR value (2.349) is greater than 1.96 then H3 is accepted, meaning that there is an influence of motivation on performance. Furthermore, to test

the relationship between certification variables and performance through motivation, the Sobel test is presented in Table 3.

Table 3. Sobel Test

	Standardized	S.E	C.R	P
M ← S	,344	,111	3,103	,002
K ← S	-,007	,103	-,068	,945
K ← M	,329	,140	2,349	,019

H4: There is an effect of Certification on Performance through Motivation. The Sobel test results (Figure 2) show a P-value of 0.061 (greater than 0.05) with a CR of 1.873 (lower than 1.96). Because the p-value (0.061) is greater than 0.05 and CR (1.873) is greater than 1.96 then H4 is rejected, meaning that there is no effect of certification on performance through motivation.

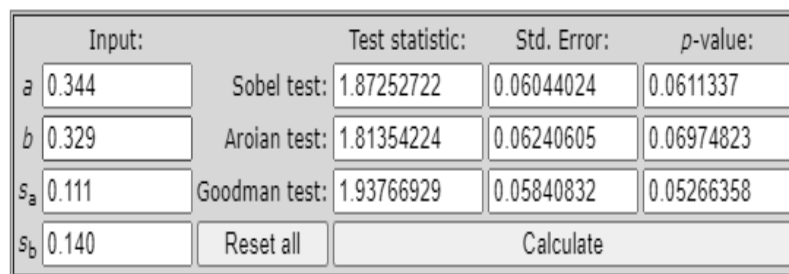


Figure 2. Certification Relationship Sobel Test Results

Direct and Indirect Influence

Direct and indirect effects are presented in table 4.

Table 4. Direct and Indirect Effects

Relationship	Direct Effects	Indirect Effects through Motivation	Total
M ← S	0,412	-	0,412
K ← S	-0,009	0,144	0,135
K ← M	0,349	-	0,349

Based on Table 4, the direct effect of certification on motivation is 0.412, the direct effect of certification on performance is -0.009. The direct influence of motivation on performance is 0.349. The indirect effect of certification through motivation on

performance is 0.144 (ie, multiplying the path coefficient S to M with the path coefficient K to K (ie $0.412 \times 0.349 = 0.144$)).

Although Siagian (2018) reports that competence has an insignificant effect on employee performance through work motivation, several studies regarding the effect of certification, competence, work motivation on employee performance have shown positive impacts of competence and motivation variables toward employees' performance (Ainanur & Tirtayasa, 2018; Anggara & Yadnyana, 2019; Arifin et al., 2017; Edizal & Noviantoro, 2022; Faizal et al., 2019; Pernanu & Putra, 2016; Pomalingo, 2015; Rosmaini & Tanjung, 2019). It can be said that motivation and competence have significant impact on employees' performance. Although Widyastuti (2018) states that work motivation plays a good role as a mediator of the effect of professional certification on teacher performance but it is not significant in mediating the effect of school principal leadership on teacher performance, Faridah (2018) argues that certification has a significant effect on teacher performance and motivation. Furthermore, Sutedjo (2013) remarks that there is a significant influence on the performance of employees in addition to competency factors and work motivation factors. His statement is similar with Syaputra (2022) which states that there is a positive influence between job satisfaction and work stress on the performance of employees in a private company in Bengkulu, Indonesia. Related to the present study, it can be said that motivation and competence might have a significant impact toward the performance of employees but they should be accompanied with job satisfaction as well as adequate work stress. In addition, the results of this research analysis show that the HR management certification variable has a partially positive effect on motivation, which is indicated by the regression coefficient value of 0.412. The variable of HR manager certification has a partial negative effect on the performance of HR managers. This is evidenced by the regression coefficient value of -0.009. Variable work motivation of HR managers has a partial positive effect on the performance of HR managers. The regression coefficient value of 0.349 shows this. The HR manager certification variable as well as work motivation, have a positive impact on the performance of HR managers. This is represented by the value of the regression

coefficient of 0.144. Certification of HR managers has a positive effect together with motivational variables on the performance variables of HR managers. The current research suggests that the certification program can run well if it is conducted regularly and at the right time for HR managers. Then, the established certification program might create a healthy work environment which will strengthen the motivation of HR managers in channeling their best performance.

The implication of this research suggests that the certification program must be well designed to improve the performance of HR managers. It is because well-established plans can create a healthy environment that increases the incentives for HR managers to give their best performance.

CONCLUSION

Based on the results of the present study, it can be concluded that the certification of HR managers has a partial positive effect on motivation as indicated by the regression coefficient value of 0.412. On the other hand, the HR manager certification variable has a partial negative effect on the performance of HR managers. This is shown by the regression coefficient value of -0.009. The variable of work motivation of HR managers has a partial positive effect on the performance of HR managers. The regression coefficient value of 0.349 shows this. The HR manager certification variable, together with work motivation, has a favorable effect on the performance of HR managers. This is represented by the value of the regression coefficient of 0.144. Certification of HR managers has a positive effect together with motivational variables on the performance variables of HR managers. This research suggests that the certification program can be run properly, can be implemented regularly and at the right time for HR managers. The planned certification program creates a healthy work environment and will strengthen the motivation of HR managers in giving their best performance. The implication of the current research is that the implementation of the certification program must be well designed to improve the performance of HR managers. Implementation of the certification program must be well designed so as to improve the performance of HR managers. Well-established plans can create a healthy

environment that increases the incentives for HR managers to give their best performances.

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