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Influence of Human Resource Development And Service Quality On Work Productivity Class II Land Transportation Management Center In South Sumatra

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ABSTRACT

Purpose : *This study analyzes the effect of human resource development and service quality on work productivity at the Class II Land Transportation Management Center of South Sumatra.* ***Methodology:*** *The method used is a quantitative approach with associative research type, sampling technique using saturated sampling method involving 45 employees.* ***Results:*** *The results of the study identified that human resource development and service quality have a significant influence on work productivity, both partially and simultaneously.* ***Findings:*** *This findings shows that increasing employee competency and optimal service can encourage higher work productivity.* ***Originality:*** *Human resource development, including training, career development and competency improvement, is proven to increase employee effectiveness. Meanwhile, good service quality creates job satisfaction and a conducive work environment, which has a positive impact on employee performance.* ***Conclusion:*** *Institutional management is advised to continue implementing training program development, performance evaluation, and service quality improvement as a strategic step in improving overall work productivity.* ***Paper Type:*** *Research Article.*

INTRODUCTION

Work productivity is an important parameter to assess the level of success of an organizational entity. The achievement of high productivity not only reflects the effectiveness of the implementation of work functions, but also illustrates the organization's ability to maximize the utilization of its resources. There are two elements that have strategic significance in improving productivity, namely human resource (HR) and service quality. HR development is directed at strengthening the competence, skills and professionalism of the apparatus or employees through the implementation of structured and continuous training and coaching programs.

The connection between HR development, service quality and work productivity can be explained through performance management theory, wich states that increasing individual capacity will affect the quality of the outout produced. High quality output, particularly in the from of services

will in turn improve the efficiency, effectiveness and reputation of the organization. Understanding the relationship between these factors is therefore important within the framework of scientific knowledge as it can basis for strategic decision making in various sectors.

(Boxall & Purcell, 2011) An optimal human resource management strategies need to be aligned with the organization's strategic goals and consider the sustainability of the employment relationships. Competitive advantage can be gained through managing employees as strategic assets of the organization, not just as a cost components. There is no one universal HR management model; adaptation to internal and external conditions of the organization is a crucial factor. In every organization, human resources act as a crucial and fundamental motivation to achieve predetermined goals. In essence, both individuals and the entire organizational entity function as vital assets whose capabilities require continuous development and improvement (Ansory, 2018:59). Armstrong (2021:01) argues that human resource development is an effort to manage learning opportunities, training and capacity building to support the improvement of individual, group and organizational performance and according to Nugroho (2019:03), argues that basically development is an advanced result of education and training which functions to from individuals who are ready to improve and develop knowledge, skills and personality traits.

The South Sumatra Class II Land Transportation Management Center, a technical implementation unit under the Ministry of Transportation, plays an important role in overseeing land transportation activities, including managing terminals, weighbridges and various public services in its area. An important obstacle it faced is the limited scope of human resource development program. Furthermore, (Delaney & Huselid, 1996) optimal human resource management practices contribute greatly to positive perceptions of organizational performance. Integrated human resource management is able to increase the organization's competitive advantage. To optimize performance, organizations need to implement a set of HR practices that are consistent, alignedand mutually reinforcing. Furthermore, the perceptions of service excellence provided to the public are a key indicator to measure employee performance. Sule & Saefullah (2018:204) note that a competent workforce is ready to meet the demands of human resource development efforts. The HR function needs to transform from simply carrying out administrative tasks to becoming a strategic partner, change agent, employee advocate and architect of organizational culture. The success of HR management is measured by the achievements of business performance (Ulrich, Brockbank, & Johnson, 2009).

Tjiptono (2017:59) asserts that service excellence is a key determinant of a company's competitive advantage in meeting needs and navigating market competition. This includes adherence to staff performance standards and evaluation of the quality of services provided. Kotler and Armstrong (2019:61) state that the quality of service of all service attributes plays a role in its ability to meet consumer needs. This quality has a strategic role in strengthening customer loyalty to the services provided, both in meeting needs directly and indirectly. meanwhile according to Kasmir (2017:47), service quality can be interpreted as a series of actions or activities carried out by individuals or organizations by meeting expectations and providing satisfaction to the cpublic and employees .

Service quality is not only influenced by the result received by the customer, but also by the process of delivery process. Service companies need to recognize and close quality gaps to increase customer satisfaction. This model became an important foundation for subsequent research and the development of service quality measurement instruments, such as Servqual (Parasuraman, Zeithaml, & Berry, 1985). Since quality and image influence each other, an effective service strategy should optimize both simultaneously with the goal of sustainable competitive advantage in the service market (Grönroos, 1984).

Both the development of human resources and the improved of service quality standards greatly affect the operational effectiveness of the intitution. Ganyang (2018:178) defines productivity as the totality of key services produced by an institution. This productivity measurement can be done on three dimensions, namely the individual dimension the collective dimension and the

organizational dimension.Organizations that implement superior management practices can be explained in part by level of competitive intensity, the regulatory framework of the labor market and the ownership structure of organization (Bloom & Reenen 2007). Meanwhile, Sutrisno (2019:100) argues that productivity reflects the dedication and efforts of individuals in improving their quality of life welfare in various fields. Employee output can be assessed from three perspectives: (1) the institution capacity of to provide the best public services, (2) management efficiency in carrying out service and administrative tasks and (3) measures of the efficiency of labor and equipment utilization. In contrast, work productivity is assessed based on tangible results, wise use of time and the quality of employee's contribution to their roles in the land transportation services sector.

Recent academic research has examined these dynamics. Widiatmoko et al. (2024) identified a favorable relationship with employee work productivity. Wahyudi et al. (2025) found that human resource development and employee output collectively exert influence. The findings of Satria and Nurawaliyah (2024) shows that training has positive impacts on work productivity, although individual human resource development, when viewed separately, does not show a direct impact. However, when considered together, training and human resource development show a positive cumulative effect on work productivity, with a combined contribution of 41.2%. to this result. Harter, Schmidt, & Hayes (2002) employee satisfaction and engagement are important indicators for predicting business performance and investments in engagement programs will have a direct impact on business results.

METHOD

Analysis Method

Sugiyono (2022:17) This research adopts a quantitative research methodology designed to explore a particular subject through rigorous testing of predetermined hypotheses. This research also incorporates an associative research framework, focusing on developing research questions that investigate the relationship between two or more variables. This associative approach is specifically designed to evaluate the level of influence exerted, specifically by the independent variables (X), namely human resource development and service quality, on the dependent variable (Y), work productivity. Information for this study will be gathered using a combination of questionnaires, document analysis and literature review. This research focuses on the Class II Land Transportation Management Center of South Sumatra. To analyze the collected data, a comprehensive set of statistical techniques will be used, including validity tests, reliability tests, classical assumption tests (including normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis (including correlation coefficient and determination coefficient tests) and hypothesis testing (using t-tests and F-tests) .

RESULTS AND DISCUSSION

Results

This study involved distributing questionnaires to 45 employees who were sampled. Information on the characteristics of respondents also included the age range of 20 to 50 years.

a) Human Resource Development

The score obtained from the respondents' responses to each question item asked is a planned and continuous process that aims to improve competence, skills, knowledge and professionalme. This shows that increasing the competence of human resources supported by optimal service quality can encourage the achievement of better work productivity.

b) Quality of service

Available results of respondents' response scores on all items good service quality not only makes people feel satisfied but also creates a comfortable and supportive working atmosphere for employees to work more focused and not be distracted by administrative constraints or ineffective coordination.

c) Work productivity

Respondent response score data has been obtained for each research instrument item in practice, employees who have been equipped with skills and knowledge through human resource development will provide higher quality services.

Validity Test

Validity testing aims to ensure that the questionnaire items accurately measure the desired constructs, as stated by Ghozali (2021:66). Our analysis of the statement data for each variable of work productivity (Y), service quality (X_2) and human resource development (X_1) shows that all items meet the established validity criteria. More specifically, the correlation value (r-count) for each question item between these variables exceeds the r-table value of 0.294.

Table 3. Validity Test

Item	r count	r table	Information
X_1.1	0, 548	0.294	Valid
X_1.2	0.561	0.294	Valid
X_1.3	0.559	0.294	Valid
X_1.4	0.522	0.294	Valid
X_1.5	0.520	0.294	Valid
X_1.6	0.540	0.294	Valid
X_1.7	0.568	0.294	Valid
X_1.8	0.524	0.294	Valid
X_2.1	0.535	0.294	Valid
X_2.2	0.527	0.294	Valid
X_2.3	0.505	0.294	Valid
X_2.4	0.514	0.294	Valid
X_2.5	0.503	0.294	Valid
X_2.6	0.557	0.294	Valid
X_2.7	0.587	0.294	Valid
X_2.8	0.538	0.294	Valid
X_2.9	0.524	0.294	Valid
X_2.10	0.527	0.294	Valid
Y.1	0.559	0.294	Valid
Y.2	0.558	0.294	Valid
Y.3	0.573	0.294	Valid
Y.4	0.560	0.294	Valid
Y.5	0.560	0.294	Valid
Y.6	0.489	0.294	Valid
Y.7	0, 503	0.294	Valid
Y.8	0.519	0.294	Valid
Y.9	0.535	0.294	Valid
Y.10	0.541	0.294	Valid

Source: Processed Data, 2025

Based on Table 3. Validity Test above, it can be observed that the **r**count value for each question item on the variables of Human Resource Development (X_1), Service Quality (X_2) and Work Productivity (Y) consistently exceeds the **r**table value of 0.294. This indicates that all questionnaire items are valid and able to accurately measure the desired construct. Therefore, this research instrument is suitable for data collection.

Reliability Test

In line with Ghozali's view (2021:61) reliability testing is carried out to ensure the consistency of the questionnaire's as a variable indicator. The results of the reliability test conducted using SPSS 26 for the variables of work productivity, service quality, and human resource development are presented below.

Table 4. Reliability Test

Variables	Cronbach Alpha
Human Resource Development	0.6 5 6
Quality of Service	0.71 5
Work Productivity	0.72 6

Source:Processing Data, 2025

The Reliability analysis confirmed the internal consistency of the questionnaires used in this study. Specifically, the Human Resource Development scale achieved a Cronbach's Alpha of 0.656, the Service Quality scale achieved 0.715 and the Work Productivity scale achieved 0.726. As all of these values exceed the generally accepted threshold of 0.60, this indicates that the measurement instruments for each variable are consistent and reliable, thus confirming their suitability to accurately measure the intended concepts.

Normality Test

In regression analysis, several crucial assumptions about the data need to be met to ensure the reliability and validity of the model findings. One of the assumption is normality, which states that the residuals (the difference between observed and predicted values) of the regression model must follow a normal distribution, as explained by Ghozali (2021:196).

Table 5. Normality Test

Variables	VIF
Test Statistics	0.90
Asmp. Sig (2 Tails)	0.200

Source: Processed Data, 2025

Data analysis, as presented in the table, shows an Asymp. Sig. value of 0.200. Since this value exceeds the significance level of 0.05, this confirms that the residual data in the regression model shows a normal distribution.

Multicollinearity Test

The purpose of this particular test, as described by Ghozali (2021:157) is to ensure the existence of interdependence or linear correlation between independent variables a regression framework. The assessment of multicollinearity is based on certain diagnostic threshold: the condition is considered to exist if the tolarance value is less than 0.1 and concomitantly, the Variance Inflation Factor (VIF) exceeds 10. Conversely, the absence of multicollinearity is concluded when the Tolerance value is greater than 0.01 and the VIF remains below 10.

Table 6. Multiple Test

Variables	***Tolerance***	**VIF**
Human Resource Development	0.997	1,003
Quality of Service	0.997	1,003

Source: Processed Data, 2025

The service quality and human resource development variables showed a tolerance value of 0.997, which exceeded the threshold of 0.1. Furthermore, the Variance Inflation Factor (VIF) of both was 1.003, below the critical value of 10. These results collectively confirmed the absence of multicollinearity in the regression model.

Heteroscedasticity Test

According to Ghozali (2021:178) the Glejser test is performed by regressing the absolute value of the residuals on the independent variables in the model. The crucial indicator for this test is the regression significance value: if the value exceeds 0.05, it confirms that the model is free from heteroscedasticity.

Table 7. Heteroscedasticity Test

Variables	Signature. A	
Human Resource Development	0.994	0.05
Quality of Service	0.938	0.05

Source: Data Processing Results, 2025

The Glejser test is performed by regressing the absolute value of the residuals against the independent variables in the model. A significance value of this regression exceeding 0.05 indicates that the model is free from heteroscedasticity.

Multiple Linear Regression Analysis

According to Ghozali (2021:186), multiple linear regression analysis is a statistical method that allows researchers to investigate the relationship between several predictor variables and a one response variable. This technique aims to identify patterns of relationships and measure the extent to which independent factors influence the dependent variable. The results of this quantitative study, which show the level of influence for each variable, are presented in the following data table.

Table 8. Multiple Linear Regression Analysis Test

Model	*Coefficient* B Standard Error
(Constant)	13,178
Human Resource Development	0.250
Quality of Service	0.507

Source: Data Processing Results, 2025

The constant has a value of 13.178, while human resource development is recorded at 0.250 and service quality reaches 0.507.

a) The constant value of 13,178 indicates that work productivity is 13,178 units, with human resource development and service quality at a certain score.
b) The regression coefficient for human resource development of 0.250 indicates that improvements in this area will increase work productivity by 0.250 units, and vice versa.
c) The regression coefficient for service quality of 0.507 indicates an increase in service quality of 0.507 units, with human resource development remaining constant.

Correlation Coefficient Test

As stated by Ghozali (2021:201), the correlation coefficient as a statistical measure that measures the magnitude and polarity (positive or negative) of the linear relationship that exists between variables. Basically, the purpose of this analytical approach is to carefully evaluate the correlational relationship between variables and ebsure the statistical significance of this observed relationship.

Table 9. Correlation Coefficient Test

Model	Test Value Model
R	0.745
Adjusted R Squared	0.533
Standard Error of Estimate	1,680

Source: Data Processing Results, 2025

The table provied displays the results of the correlation coefficient analysis. The observed R value of 0.745 indicates a significant correlation between the integrated elements of human resource development and service quality and the resulting work productivity. This strong positive relationship implies that improvements in human resource development and service quality are associated with significant increases in work productivity.

Table 10. Correlation Coefficient Interpretation Guidelines

Coefficient Interval	Relationship Level
0,00-0,199	Very Low
0,20-0,399	Low
0,40-0,599	Currently
0,60-0,799	Strong
0,80-1,000	Very strong

Source: Ghozali, (2021:201)

Coefficient of Determination Test

According to Ghozali (2021:214), the R^2 test is used to measure how much variation in the dependent variable can be explained by the independent variable. The quality of a regression model is considered higher if the coefficient of determination is close to 1.

Table 11. Determination Coefficient Test

Model	Test Value Model
R	0.745
Adjusted R Squared	0.533
Standard Error of Estimate	1,680

Source: Data Processing Results, 2025

The analysis conducted using SPSS for Windows version 26 shows that the independent variables collectively accounted for 53.3% of the variance in the dependent variable. This analysis power is reflected in the coefficient of determination (R2) value of 0.533.

Partial Test (t-Test)

A statistical technique called the t-test is used to ascertain whether the means of two groups differ substantially from each other or whether the sample mean differs significantly from a postulated population mean. This technique is often used to evaluate the unique effect of each independent variable on a dependent variable. In essence, the t-test assists the researchers in determining whether differences between groups or against a standard are more likely to be due to real effects than mere chance.

Table 12. Partial Test

Model				*Standard Coefficient Beta*	*T*	*Signature.*
1	(Constant)	13,178	5,046		2,612	0,000
	Human Resources	0.250	0.113	0.228	2,210	0,000
	Development	0, 507	0.075	0.679	0.757	0,000
	Quality of Service					

Source: Processed Data Results, 2025

The research findings show a p value of 0.000 for the combined impact of service quality and human resource development on work productivity. Since this value is less than the 0.05 level of significance, the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected. These results indicate that service quality and human resource development exert a significant and independent influence on work productivity.

Simultaneous Test (F Test)

A statistical method called the F-test is used to evaluate the statistical significance of the overall regression model. This is done by comparing the unexplained variability (residuals) with the variability of the dependent variable that can be explained by the independent factors. This test is important to determine whether the dependent variable can be significantly predicted by at least one independent variable in the model, or whether all regression coefficients are insignificant together. Therefore, the F-test provides an assessment of the overall influence of several independent factors, while the t-test focuses on the unique contribution of each variable.

Table 13. Simultaneous Test

Analysis of Variance						
Model		*Sum of Squares*	df	*Mean Square*	F	Signature.
1	Regression	147,568	2	73,784	26,129	0.000 [b]
	Remainder	118,603	42	2,824		
	Total	266,171	44			

Source: Data Processing Results, 2025

Given that the significance value of 0.000 is less than 0.05, it can be said that the independent variables of service quality and human resource development jointly affect work productivity.

DISCUSSION

The Influence of Human Resource Development on Work Productivity

The partial hypothesis test (t-test) provides strong statistical evidence highlighting the crucial role of human resource development (HRD) in improving work productivity. The reported p-value of 0.000, well below the 0.05 threshold, unequivocally supports the conclusion that HRD independently and positively impacts employee output and efficiency. This suggests that strategic investments in improving workforce skills, knowledge and competencies through initiatives such as training programs, continuous learning opportunities, and career development directly result in a more productive and capable workforce. Employees who feel empowered by acquiring new skills often become more confident, efficient and innovative in their roles. These findings are in line with existing research, particularly studies by Satria & Nurawaliya (2023) and Widiatmoko (2024), both of which also emphasize the substantial and positive influence of a comprehensive human resource

development programs on organizational productivity. Their conclusions, like ours, underscore that a well-maintained and continuously growing human resource base is not just a liability, but a critical asset that drives organizational performance. This reinforces the idea that an organization's dedication to the growth of its employees is directly reciprocated through increased quality and quantity of work produced.

The Influence of Service Quality on Work Productivity

Analysis of the individual effects of service quality, through its partial test, also revealed convincing statistical significance, indicated by a p-value of 0.000 (less than 0.05). This finding strongly suggests that service quality, when assessed independently, positively contributes to work productivity. Organizations seeking high-quality service often require efficient processes, well-defined operational standards, efficient resource allocation, and a workforce dedicated to excellence. These fundamental elements, vital to delivering superior service, inherently drive greater efficiency and effectiveness in task execution, thereby increasing overall productivity. For example, prioritizing reducing service errors or improving customer satisfaction can result in more efficient workflows and improved resource utilization over time. However, it is important to acknowledge an interesting difference in our findings compared to the study by Dani & Febriansyah (2024).

The Influence of Human Resource Development and Service Quality on Work Productivity

The F-test provides a comprehensive view of how human resource development (HRD) and service quality (SQ) collectively enhance work productivity. With a very low p-value of 0.000 (well below 0.05), the analysis clearly rejects the null hypothesis and supports its alternative. This strong statistical evidence confirms that HRD and SQ, when considered together, have a significant and positive impact on overall work productivity. This suggests a synergistic relationship: the benefits of one factor reinforce the other. For example, employees trained through HRD are better equipped to deliver high-quality service. Conversely, a strong emphasis on service excellence naturally drives the need for ongoing employee development. In essence, an integrated strategy that simultaneously nurtures employee capabilities and ensures consistent, high-quality service is crucial. These are not isolated factors but interdependent forces that, when aligned, significantly enhance organizational efficiency and output.

CONCLUSION

The partial hypothesis test for human resource development and work productivity showed a significant value of 0.000 ($p < 0.05$), indicating that human resource development has a significant effect on work productivity. The partial hypothesis test between service quality and work productivity yielded a significance value of 0.000 ($p < 0.05$). This confirms the significant influence of service quality on work productivity.

The simultaneous determination test (F-test) that examined the effect of human resource development and service quality on work productivity yielded a value of 0.000 ($p < 0.05$). This result led to the rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (Ha). Therefore, it was concluded that human resource development and service quality, when considered together, have a significant impact on work productivity.

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