

# The Influence of Human Resource Quality and Motivation on Work Productivity at Daycare Al Muhajirin Rewwin

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## Abstract

This study aims to analyze the influence of human resource (HR) quality and motivation on work productivity at Al Muhajirin Rewwin Daycare. The research adopts a quantitative approach with a survey design. Data were collected using a Likert-scale-based questionnaire completed by 50 parents of daycare children as respondents. The data were analyzed using Structural Equation Modeling Partial Least Squares (SEM PLS). The findings reveal that HR quality, measured through indicators of competence and expertise, and motivation, assessed through indicators of dedication, enthusiasm, and professionalism, significantly affect work productivity, measured by indicators of efficiency, effectiveness, and work outcomes. These results emphasize the importance of HR quality and motivation in creating a productive work environment in the early childhood education service sector. This study provides theoretical contributions to understanding the relationship between HR quality, motivation, and work productivity, particularly in the daycare context. Additionally, it offers practical recommendations for daycare managers to enhance HR quality and motivation through training programs, competency development, and fostering a work culture that promotes professionalism. The implications of this research are not only relevant to Al Muhajirin Daycare but also serve as a reference for other daycare operators aiming to improve work productivity through more effective and strategic HR management.

**Keywords:** Daycare, Human Resource Quality, Work Productivity.

## 1. Introduction

As economic demands increase, many housewives are deciding to enter the workforce. The decision for both spouses to work can create new challenges, particularly regarding childcare during working hours. This situation is further exacerbated by the difficulty of finding suitable babysitters or domestic helpers. Daycare services or childcare facilities provide an effective solution for parents who are busy working. With the growing number of daycare centers, parents are expected to be selective in choosing the most suitable and reliable daycare. One of the key factors that parents should consider when selecting a daycare is the quality of its human resources (HR).

Fadhli & Khusnia (2021) explain that human resources are a source of competitive advantage. Research indicates that HR development can effectively improve work productivity. In the service industry context, such as daycare, the quality of HR significantly affects work productivity. Furthermore, motivation also influences work productivity. This includes caregivers' ability to care for children, communicate with parents, and maintain customer satisfaction.



Work productivity is a key indicator in evaluating organizational performance, including childcare services or daycare. Several factors influence work productivity, including HR quality and motivation (Sudja'i & Mardikaningsih, 2021). HR quality encompasses employees' ability to understand, master, and execute their responsibilities. Meanwhile, motivation relates to internal or external drives that influence an individual to work optimally, using their full abilities and skills. Both aspects play a crucial role in ensuring that the services provided are effective and efficient, particularly in daycare, where attention to detail, empathy, and diligence in caring for children are essential.

Daycare Al Muhajirin Rewwin, one of the childcare service providers in Waru Subdistrict, Sidoarjo Regency, faces the challenge of continuously improving HR quality and motivation to deliver optimal services. Established in December 2022, Daycare Al Muhajirin Rewwin has been operating for only two years, making this study unique as it focuses on efforts to enhance work productivity in a daycare still in its early developmental stages. This perspective offers fresh insights compared to daycare centers that have been in operation for a long time.

Newly established daycare centers often face challenges in recruiting, training, and retaining high-quality HR. This study focuses on how HR quality affects the work productivity of daycare caregivers. Additionally, work motivation is a key variable in daycares still in their early stages of development. This factor relates to how daycare caregivers are motivated to deliver optimal performance, despite the facilities, work culture, and management systems still being in the developmental phase. This study also emphasizes work productivity in the context of childcare services, including caregivers' ability to care for children, communicate effectively with parents, and maintain customer satisfaction.

## 2. Literature Review

According to Puspitasari et al. (2022), daycare or childcare services are one of the alternatives offered to parents who are busy with activities outside the home, such as working. Parents no longer need to worry about their children's care and education. Based on Setiawan et al. (2023), the advancement of modern times has driven the need for working parents to have access to daycare centers that provide enhanced services. Many daycare centers now offer childcare services equipped with educational programs and additional skill training for children according to their age. Thus, while children are in daycare, they also gain knowledge and improve their abilities.

Guest (2017) explains that human resource (HR) quality is closely related to the concept of a "high-performance work system," which includes elements such as personnel selection, training, remuneration, and organizational culture. Superior HR quality is essential for achieving maximum work efficiency. Improving HR quality is crucial for enhancing performance and equipping employees to adapt to contemporary challenges.

Senen (2008) describe motivation as a condition or energy that aligns and directs employees' efforts toward achieving company goals. Zameer et al. (2014) explain that motivation is the willingness of employees to act upon tasks assigned to them and to foster a sense of responsibility. Motivation in a company aims to boost employee morale so that they are willing to work hard by utilizing their best abilities and skills. Leaders in a company must be capable of providing the best motivation for their employees.

Rozgonjuk et al. (2020) defines work productivity as an individual's capacity to effectively produce goods or services within a certain timeframe, with expected results. Sutrisno (2013) defines productivity as the ratio of output to input. Indicators for assessing

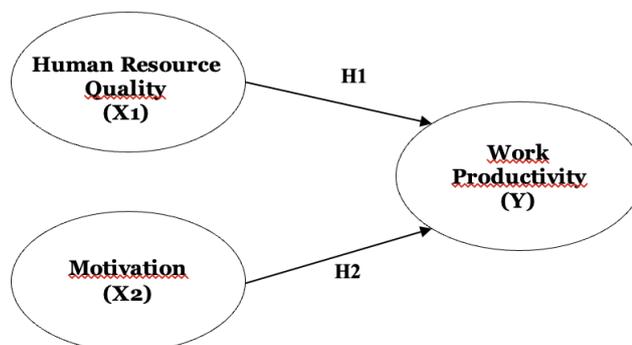
the success or failure of productivity include ability, efforts to increase outcomes, work enthusiasm, self-improvement, quality, and efficiency (Sutrisno, 2016). According to Hasibuan (2008), productivity is defined as the output-to-input ratio, where the output must provide added value through the use of more efficient and effective work methodologies.

### 2.1. Previous Research

Previous studies, such as those conducted by Astuti et al. (2019) and Zulkifli (2021), revealed that high-quality human resources (HR) significantly enhance work productivity across various sectors. Similarly, prior research by Tobamba et al. (2023), Adinda (2022), Agustini et al. (2024), and Posumah et al. (2024) demonstrated that HR quality has a significant impact on work productivity. Furthermore, studies by (Putra et al., 2023; Senen, 2008; Suryani et al., 2020) found that the motivation variable exerts a positive and significant influence on work productivity.

Despite the extensive research on HR quality and motivation, the majority of these studies have focused on sectors like manufacturing, education, or corporate environments. Few studies have specifically examined the daycare sector, particularly how HR quality and motivation interact to influence productivity in childcare settings. The gap in the literature lies in the limited understanding of how these variables HR quality and motivation combine to affect productivity in the context of daycare centers. This study seeks to address this theoretical gap by focusing on daycare facilities, providing insights into how HR quality and motivation together contribute to work productivity in this specific sector. By examining both HR quality and motivation simultaneously, this research aims to offer a more comprehensive understanding of the factors influencing productivity in daycare settings.

Based on previous research, it has been shown that work productivity is a major issue and a subject of study. Therefore, the conceptual framework of this study appears as follows in Figure 1:



**Figure 1. Conceptual Framework**

Based on the conceptual framework presented in Figure 1.1 above, this study develops and proposes the following research hypotheses:

- a) H<sub>1</sub>: Human Resource Quality has a positive and significant effect on work productivity at Daycare Al Muhajirin Rewwin.
- b) H<sub>2</sub>: Motivation has a positive and significant effect on work productivity at Daycare Al Muhajirin Rewwin.

### 3. Methods

This study employs a survey approach, where the author distributed questionnaires for data collection. The methodology used is quantitative. Sugiyono (2019) stated that quantitative research is a methodology based on the philosophy of positivism, used to conduct research on specific populations or samples. This study utilized research instruments for data collection, with a quantitative analysis aimed at testing the predetermined hypotheses.

Sugiyono (2019) defines a population as a collective consisting of objects or individuals with specific characteristics identified by the researcher for study and conclusion drawing. The population in this study includes parents of children enrolled at Daycare Al Muhajirin Rewwin, with a sample of 50 individuals selected using a total sampling method. The author employed primary data for this study, where the data sources were directly provided to the data collector. This primary data collection method involved directly obtaining information by asking parents of children at Daycare Al Muhajirin Rewwin to fill out questionnaires.

In this study, data were collected through a Likert-scale-based questionnaire (1–5), measuring human resource (HR) quality (competence and training) and work productivity (efficiency, effectiveness, and work outcomes). According to Sugiyono (2019), the Likert scale is used to measure attitudes, opinions, and perceptions of individuals or groups concerning ongoing social phenomena.

Sugiyono (2019) emphasizes that research variables are entities or activities with certain variations chosen by researchers for investigation and conclusion drawing. This study includes independent variables (HR quality and motivation) and a dependent variable (work productivity). Based on Sugiyono (2019), an independent variable is one that influences or causes changes in the dependent variable. Conversely, a dependent variable is one that is affected or influenced by the independent variable.

The HR quality variable includes two indicators formulated in the research questionnaire: competence and training. The competence indicator includes sub-indicators such as caregivers at the daycare having sufficient knowledge in caring for children, being able to handle children with various needs professionally, and demonstrating expertise in managing positive interactions among children. Meanwhile, the training indicator has sub-indicators, including parents perceiving that the training attended by daycare caregivers impacts improving service quality.

The motivation variable includes three indicators formulated in the research questionnaire: dedication, enthusiasm, and professionalism. The dedication indicator includes sub-indicators such as caregivers providing sufficient attention to children. The enthusiasm indicator has sub-indicators such as caregivers at the daycare showing enthusiasm in accompanying children. Meanwhile, the professionalism indicator includes sub-indicators such as caregivers being professional in performing their duties and being motivated to provide the best services.

The work productivity variable includes three indicators formulated in the research questionnaire: efficiency, effectiveness, and work outcomes. The efficiency indicator includes sub-indicators such as caregivers appearing capable of managing their time between caring for children and other tasks. The effectiveness indicator has sub-indicators such as caregivers at the daycare maintaining the well-being of the children during their care. Meanwhile, the work outcomes indicator includes sub-indicators such as parents observing that their children feel comfortable and happy at the daycare, and parents feeling that daycare services enhance their children's social skills and development.

Data processing in this study is conducted using a computer with the SmartPLS version 4.0 software to obtain accurate calculations and facilitate data processing, ensuring precision

and efficiency. The quality of the data used in testing significantly affects the validity of the questionnaire or hypothesis. Data analysis in this study employs the SEM-PLS test.

## 4. Results and Discussion

### 4.1. Research Results

In this study, respondents' identities were identified based on gender, age, and the duration of time their children were enrolled at Daycare Al Muhajirin Rewwin. The majority of respondents identified by gender are female. This is because the respondents in this study are the parents of the children at Daycare Al Muhajirin Rewwin, where the number of female respondents is greater than that of male respondents. There are 39 female respondents, accounting for 78%, while the male respondents total 11, representing 22%.

Based on primary data collected through questionnaires distributed to the parents of children at Daycare Al Muhajirin Rewwin, the respondent profile based on age was obtained. The largest group of respondents falls within the 21-30 years age range, comprising 68% of the 50 respondents who participated in this study. The next largest group is aged 31-40 years, making up 28%, while respondents aged 41-50 years represent only 4%.

It is also explained that respondents were categorized based on the duration of time they have enrolled their children at Daycare Al Muhajirin Rewwin. The group with a duration of 6 months to 1 year was dominant, comprising 23 parents or 46% of all respondents. Respondents with a duration of over 1 year accounted for 17 parents or 34%, while those with a duration of less than 6 months accounted for the smallest group, with 10 parents or 20% of all respondents. Data analysis was conducted using simple linear regression. The results of the convergent validity test, based on loading factors, are shown in Table 1 below.

**Table 1. Convergent Validity Test Results Based on Loading Factor**

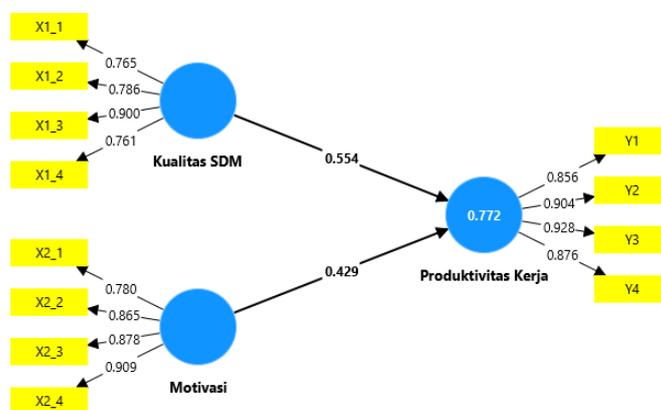
	Quality of Human Resources	Motivation	Work Productivity
X1_1	0.765		
X1_2	0.786		
X1_3	0.900		
X1_4	0.761		
X2_1		0.780	
X2_2		0.865	
X2_3		0.878	
X2_4		0.909	
Y1			0.856
Y2			0.904
Y3			0.928
Y4			0.876

Based on the data analysis in Table 1 above, the results of the convergent validity test based on the loading factor for each variable >0.70 indicate that all sub-indicators for both the dependent variable (work productivity) and the independent variables (human resource quality and motivation) are valid. Furthermore, the convergent validity based on the AVE (Average Variance Extracted) values is presented in Table 2 below.

**Table 2. Convergent Validity Test Results Based on AVE Value**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Description
Quality of HR	0.822	0.842	0.880	0.648	Reliable
Motivation	0.881	0.888	0.918	0.738	Reliable
Work Productivity	0.914	0.914	0.939	0.795	Reliable

Based on the data analysis in Table 2 above, the results of the convergent validity test based on the AVE (Average Variance Extracted) values >0.50 indicate that the convergent validity test based on AVE has been met. Therefore, all sub-indicators in the questionnaire for each variable can be used as valid research instruments. The graphical output from this analysis is presented below.



**Figure 2. Graphical Output**

**Table 3. R-square test results**

	R-square	R-square adjusted
Work Productivity	0.772	0.763

Source: Primary data processed, 2024

Based on the R Square test results in Table 3.3 above, the R Square value of 0.772 indicates that the independent variable (human resource quality) contributes 77.2% to the dependent variable (work productivity). This R Square value is considered strong since it exceeds 66%. Meanwhile, the results of the direct effect test are shown in Table 4 below.

**Table 4. Direct Effect test result**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
HR Quality -> Work Productivity	0.554	0.558	0.079	7.047	0.000
Motivation -> Work Productivity	0.429	0.424	0.087	4.904	0.000

## 4.2. Discussion

In this research, there are two hypotheses that are tested for the relationship and level of influence between one variable and another. The following is an explanation of the hypothesis.

### 4.2.1. The Influence of Human Resource Quality on Work Productivity at Daycare Al Muhajirin Rewwin

The direct effect analysis based on the results from Table 3.4 above shows that the p-value is 0.000, which is less than 0.05. This indicates that the independent variable has a significant impact on the dependent variable. The hypothesis testing results reveal that human resource quality has a positive and significant effect on work productivity at Daycare Al Muhajirin Rewwin. This finding supports the notion that higher-quality human resources, characterized by indicators such as competence, expertise, and professionalism, play a crucial role in enhancing the productivity of daycare staff. When human resource quality is improved, it leads to better work performance, increased efficiency, and more effective outcomes in childcare services. This result aligns with previous research that has demonstrated the importance of competent and motivated staff in driving productivity in various sectors. However, what makes this study novel is its focus on the daycare context, contributing new insights into how HR quality impacts productivity specifically in childcare settings.

These findings are consistent with previous research that demonstrated a strong relationship between HR development and organizational performance (Astuti et al., 2019; Zulkifli, 2021). Moreover, the results align with earlier studies showing that human resource quality significantly impacts work productivity (Adinda, 2022; Agustini et al., 2024; Posumah et al., 2024; Tobamba et al., 2023). However, these findings contrast with the study conducted by Putra et al. (2023), which indicated that human resource quality had a negative and significant impact on work productivity.

### 4.2.2. The Influence of Motivational Quality on Work Productivity at Daycare Al Muhajirin Rewwin

In the testing of the second hypothesis, it was found that motivation also has a positive and significant impact on work productivity at Daycare Al Muhajirin Rewwin. The p-value for this relationship is 0.000, indicating a significant effect, which is below the 0.05 threshold. This result highlights the importance of motivation factors, such as dedication, enthusiasm, and professionalism, in fostering higher productivity among daycare staff. When staff members are highly motivated, they are more likely to exhibit greater commitment, engage in their tasks with greater enthusiasm, and demonstrate higher levels of professionalism. Consequently, this leads to more efficient and effective work outcomes, contributing to improved productivity in the daycare setting. These findings are consistent with previous research that underscores the critical role of motivation in enhancing work performance, particularly in service-oriented environments like daycare centers.

This is consistent with previous research by Putra et al. (2023); Senen (2008); Suryani et al. (2020), which showed that motivation has a positive and significant effect on work productivity. However, these findings differ from the study conducted by Parashakti & Noviyanti (2021), which revealed that motivation has no significant impact on work productivity.

## 5. Conclusion

This study highlights that both human resource quality and motivation have a significant impact on work productivity at Daycare Al Muhajirin Rewwin. The findings indicate that improvements in HR quality, including competence, expertise, and professionalism, combined with motivational factors such as dedication, enthusiasm, and commitment, contribute to enhanced productivity within the daycare setting. To maintain and boost work productivity, daycare managers should adopt several concrete strategies. First, implementing regular and structured training programs focused on childcare best practices, effective communication, and emotional intelligence can help staff enhance their skills, leading to more efficient and high-quality care. Continuous learning opportunities ensure that staff stay up-to-date with the latest methods and technologies, ultimately improving both their productivity and performance. Additionally, offering motivational incentives such as performance-based bonuses, recognition programs, and professional development opportunities can boost employee morale and motivation. Creating a positive work environment where staff feel valued and supported fosters higher levels of engagement and productivity. Furthermore, streamlining operational processes and reducing administrative burdens can free up staff time, allowing them to focus on caregiving tasks. The use of technology, such as scheduling software or digital communication tools, can also enhance efficiency, reduce workload, and improve overall productivity. Lastly, fostering a supportive organizational culture that emphasizes teamwork, collaboration, and mutual respect encourages staff to take ownership of their roles and responsibilities. Providing an environment where staff feel empowered to contribute ideas and participate in decision-making can further enhance productivity and drive better outcomes in daycare settings.

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