

The Influence of Employee Quality, Motivation, and Interpersonal Networks on Company Progress at the Ponorogo Regency Animal Husbandry Service

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Abstract. This study aims to explore the influence of Human Resource (HR) quality, work motivation, and interpersonal communication networks on the progress of the Livestock Department of Ponorogo Regency. Adopting a quantitative approach, it employed a survey method to collect data using questionnaires distributed to employees, and the analysis was conducted using SmartPLS 3.0 software to test the proposed hypotheses. The findings indicate that HR quality has a significant positive effect on organizational progress, with a path coefficient of 0.383 and a p-value of 0.006. Employee work motivation also contributes positively, with a path coefficient of 0.286 and a p-value of 0.045, while interpersonal communication networks do not show a significant effect, with a path coefficient of 0.222 and a p-value of 0.115. The uniqueness of this study lies in its focus on internal factors influencing the Livestock Department's progress and its practical recommendations for enhancing employee performance and organizational effectiveness. Additionally, the study is expected to contribute to the development of human resource management in the public sector, particularly in the context of the Livestock Department.

Keywords: HR Quality; Employee Motivatio; Interpersonal Networks; Organizational Progress; Ponorogo Livestock Department.

I. INTRODUCTION

The progress of a company or organization depends heavily on the quality of its human resources (HR). Competent, competitive, and highly motivated HR can make a real contribution to achieving the organization's goals and vision. If a company or organization wants to maintain a good reputation in the eyes of the public, it is impossible to ignore the aspect of improving the quality of its HR, which is one of the supporting elements of the organization. Indonesia is a country with a variety of natural and human resources. However, when compared to other countries, the quality of life of Indonesians is still quite low. The Indonesian economy is highly dependent on natural resources such as forests, land, minerals, plantations, agriculture, and the industries that produce these resources. Unlike developed countries, which may have modest amounts of natural resources, with significant efforts to improve the quality of their human resources, we can observe the progress of these countries today [1].

Human Resources (HR) can be understood as the people who contribute to a company, who are also known as personnel, workers or employees [2]. Considering that the role of human resources is closely related to the production process, the quality of human resources greatly influences the company's success in achieving its targets. High quality human resources will support an effective production process [3]. A person's performance will greatly influence the assessment of

management quality. A company is declared successful if the company has high performance, and conversely, failure in employee management is characterized by declining employee performance.

In addition to human resources, employee motivation is also essential for company advancement. Employee motivation plays a crucial role in a company's progress, as it drives individuals to perform optimally. Motivation is a natural energy that each individual possesses and can be developed independently or influenced by various external factors, whether material or not, and can have a positive or negative impact on their performance, depending on circumstances and events. Each employee has a different level of motivation, depending on their economic circumstances and educational level [4]. Therefore, it is crucial to encourage and enhance employee motivation so they can achieve maximum performance [5]. To achieve the company's goals, consistent collaboration between the company and all employees is essential. Employees must demonstrate their abilities, which will determine the company's future. To drive employees, a company must be able to motivate them to fulfill their obligations in accordance with the company's stated goals.

Another factor influencing a company's progress is interpersonal communication. Effective interpersonal communication occurs when verbal communication (between leaders and employees) runs smoothly. For example, a superior is willing to provide direction,

guidance, or orders to his employees, or subordinates immediately ask their superiors questions if they encounter problems at work [5]. Furthermore, horizontal communication, which occurs between fellow employees, also occurs well. It can be said to be good when there is cooperation among employees in completing tasks, sharing information, helping each other with tasks, and engaging in discussions [5][6]. The quality and quantity of work produced can be affected by poor communication between superiors and subordinates and among fellow employees, making information about task completion deadlines, quality, and quantity of work less clear and difficult to achieve. Employees should be proactive in responding to, receiving, and seeking information and instructions related to the work standards they must fulfill [4][7]. Furthermore, companies should provide more explanations to new employees regarding the work standards set within the company in the hope that they will comply with the established regulations [8].

Collaborating with individuals with differing perspectives within a company is not easy. However, if we can find mutual understanding and a desire to support each other without ego, it can be a truly beautiful thing [7][8]. Therefore, we need a sense of togetherness within the group. Togetherness can also be defined as a sense of unity, a sense of obligation, and camaraderie as members of a group. The Ponorogo Regency Animal Husbandry Service, as a government agency focused on the livestock sector, plays a crucial role in supporting regional economic development. Therefore, the ability to improve human resource quality, motivate employees, and build effective interpersonal networks is crucial to accelerating progress and improving the service's performance [9].

This study aims to analyze the influence of human resource quality, work motivation, and interpersonal networks on the progress of the Ponorogo Regency Animal Husbandry Service. The results are expected to provide new insights and applicable recommendations for human resource management within the Animal Husbandry Service, thereby supporting service quality improvements and accelerating the organization's progress in achieving its strategic targets.

II. KAJIAN PUSTAKA

Human Resources/Employee Quality

Human resources (HR) quality is an individual's ability, reflected in their knowledge, skills, competencies, experience, and work attitudes, in carrying out organizational tasks. The Resource-Based View (RBV) perspective explains that quality HR is a valuable, rare, inimitable, and non-substitutable resource, thus becoming a source of competitive advantage for an organization [10].

A meta-analysis by [12] showed that human capital has a positive and significant relationship with organizational performance. Organizations that develop employee competencies through education, training, and work experience will have higher productivity than those

that neglect HR development.

In the context of the Ponorogo Regency Animal Husbandry Service, human resource quality is a crucial factor because employees are required to possess technical competence in the livestock sector, government administration skills, and the ability to provide services to the public.

Work Motivation

Work motivation is an internal or external drive that drives an individual to exert their best effort to achieve organizational goals. Motivation theories, such as Vroom's Expectancy Theory, explain that employees will perform more optimally if they believe their efforts will result in good performance and appropriate rewards. Research by [13] found that HR management practices that increase employee motivation contribute to improved human capital and organizational performance. Motivation is also an important mechanism explaining the relationship between HR practices and organizational performance. In public sector organizations, employee motivation can stem from rewards, career development opportunities, a conducive work environment, supportive leadership, and a sense of belonging to the organization.

Interpersonal Networks

Interpersonal networks are social relationships established between employees and external parties that support information exchange, coordination, collaboration, and work completion. This concept is rooted in Social Capital Theory, which states that the quality of social relationships can be a crucial asset for organizations to increase work effectiveness [14]. [14] demonstrated that social networks built through HR management practices positively impact organizational performance. Interpersonal networks accelerate the flow of information, improve cross-unit coordination, and strengthen collaboration in completing organizational tasks. In government agencies such as the Ponorogo Regency Animal Husbandry Office, interpersonal networks are crucial, given that program implementation often involves coordination with local governments, livestock groups, extension workers, academics, and other relevant agencies.

Company/Organizational Progress

Organizational progress reflects improvements in organizational performance, characterized by increased service effectiveness, productivity, innovation, operational efficiency, public service quality, and the achievement of organizational targets [14].

According to the Strategic Human Resource Management approach, human resource quality, motivation, and management practices that support collaboration will result in sustained improvements in organizational performance [15]. Various studies have shown that the combination of employee competence, high motivation, and good working relationships

significantly contribute to organizational success [16]. Thus, at the Ponorogo Regency Animal Husbandry Service, high-quality human resources, strong work motivation, and effective interpersonal networks are expected to improve the quality of public service, the effectiveness of livestock program implementation, and overall organizational progress.

III. RESEARCH METHOD

The population used in this study was all employees of the Ponorogo Regency Animal Husbandry Service. This study involved 47 respondents using random sampling techniques to ensure that each individual in the population had an equal chance of being selected. The sample size was determined using the Slovin formula or other appropriate methods to obtain a number of respondents that reflected the population. This study adopted a quantitative approach with a survey method to evaluate the impact of human resource/employee quality, motivation, and interpersonal networks on company progress at the Ponorogo Regency Animal Husbandry Service [15][16]. The primary data source in this study was primary data obtained directly using a questionnaire from several respondents. The questionnaire was designed using a Likert scale to assess the extent of respondents' agreement with statements related to the variables of human resource quality, motivation, interpersonal networks, and company progress [17][18].

There are four variables used in this study: HR/employee quality, motivation, interpersonal networks, and company progress [19]. The indicators for each variable are as follows: HR/employee quality indicators include suitability, neatness, and completeness. Motivation indicators include salary, achievement, leadership, promotion, risk, and friendship/relationships. Interpersonal network indicators include degree of centrality, closeness, and togetherness. Company progress indicators include productivity, changes in staffing levels, and financial ratios.

To answer the problem formulation or to test the formulated hypothesis, data analysis techniques are used. This study used smartPLS 3.0 software for data processing. The analysis techniques used in the PLS (Partial Least Squares) method are: 1) Outer model analysis, 2) Inner model analysis, and 3) Hypothesis testing [20].

IV. RESULT AND DISCUSSION

RESULT

Variable Description

Respondents' perceptions regarding the variables studied, including human resources, work motivation, job satisfaction, and employee performance, were divided into three categories. Therefore, the

interpretation of the scores is as follows:

Low : 14.0 - 42.0
Medium : 42.1 - 71.0

High: 71.1 - 100.

Table 1 shows that the average overall response index from respondents for each indicator related to the quality of human resources/employees is in the high category, with details as shown in Table 1 above. The statement "I feel that employees in the Animal Husbandry Service already have the skills appropriate to their jobs" has a response percentage of 89.78% with a standard deviation of 0.802. This proves that the majority of respondents feel that employees have adequate skills in carrying out their duties. The statement "The training provided to employees really helps improve their skills" received a response percentage of 89.57% with a standard deviation of 0.815, which reflects that the training provided to employees is considered effective in improving their skills. Furthermore, the statement "Employees can handle livestock problems well and professionally" had a response percentage of 87.17% with a standard deviation of 0.861. This indicates that most employees are considered capable of dealing with problems in the livestock sector professionally. The statement "Employees are able to keep up with changes and developments in the livestock sector" had a response percentage of 90.22% with a standard deviation of 0.715. This indicates that employees have excellent adaptability to changes and developments in the livestock sector. Therefore, it can be concluded that employees of the Animal Husbandry Service are considered to have excellent qualities, particularly in terms of work ability, training effectiveness, professionalism in problem-solving, and adaptability to developments in the livestock sector.

Table 1. Quality of human resources/employees

No	Statement Variable	SD	%	C
1.	I feel that employees at the Animal Husbandry Service have the appropriate skills for their jobs	0.802	89.78	High
2.	The training provided to employees really helps improve their skills	0.815	89.57	High
3.	Employees can handle livestock issues well and professional	0.861	87.17	High
4.	Employees are able to keep up with changes and developments in the livestock sector	0.715	90.22	High
Information: SD : standard deviation				

C : Category

Source: Processed Primary Data

Table 2 demonstrates that employee motivation is in the high category based on respondents' perceptions. The statement feel that employee contributions are well-rewarded in this work environment has a percentage of 90.65% with a standard deviation of 0.712. This proves that appreciation for employee contributions in the work environment is very good. The statement the work environment here supports employees to continue to develop and achieve has a percentage of 90.22% with a standard deviation of 0.715, which reflects that the work environment is able to provide significant encouragement for employees to reach their best potential. Furthermore, the statement Incentives or bonuses provided can increase employee work motivation has a percentage of 90.65% with a standard deviation of 0.712. This indicates that providing incentives or bonuses is one of the main factors that increase employee motivation. The final statement, Employees feel inspired by the vision and mission of the Animal Husbandry Service to provide the best service, has a percentage of 90.65% with a standard deviation of 0.715. This demonstrates that the vision and mission of the Animal Husbandry Service are able to provide emotional support and inspiration to employees to deliver their best performance. Therefore, it can be concluded that employee motivation is very high, supported by recognition for contributions, a conducive work environment, adequate incentives, and inspiration from the organization's vision and mission.

Table 2. Motivasion

No	Statement Variable	SD	%	C
1.	I feel that employee contributions are well appreciated in this work environment..	0.712	90.65	High
2.	The work environment here supports employees to continue to develop and achieve.	0.715	90.22	High
3.	The incentives or bonuses given can increase employee work motivation	0.712	90.65	High
4.	The incentives or bonuses given can increase employee work motivation	0.715	90.65	High

Information:

SD : standard deviation

C : Category

Source: Processed Primary Data

Table 3 demonstrates that the personal

communication network at the Department of Animal Husbandry is in the high category. The statement relationships between employees are good, making work easier has a percentage of 89.62% with a standard deviation of 0.800. This indicates that communication between employees is good, thus supporting work efficiency. The statement employees here help each other when there are difficulties at work has a percentage of 90.22% with a standard deviation of 0.715. This reflects high solidarity among employees in facing work challenges. Furthermore, the statement coordination between fields or sections in the Department of Animal Husbandry is already running quite well has a percentage of 88.91% with a standard deviation of 0.795. This indicates that although coordination between fields or sections is running well, there is still room for further improvement. The statement hhe relationship established with the livestock community makes the Department's programs more easily accepted has a percentage of 90.00% with a standard deviation of 0.789. This demonstrates that good interaction between the Animal Husbandry Service and the livestock community contributes positively to the acceptance of the programs being implemented. Therefore, it can be concluded that the personal communication network within the Animal Husbandry Service strongly supports the implementation of tasks and work programs, both internally within the organization and in relations with the livestock community.

Table 3. Personal Communication Network

No	Statement Variable	SD	%	C
1.	Relations between employees are running well, so work feels easier.	0.800	89.62	High
2.	Employees here help each other when there are difficulties in work.	0.715	90.22	High
3.	Coordination between sectors or sections in the Animal Husbandry Service has been running quite well.	0.795	88.91	High
4.	The relationship established with the livestock community makes the Department's programs more easily accepted.	0.789	90.00	High

Information:

SD : standard deviation

C : Category

Source: Processed Primary Data

Table 4 illustrates that the factors supporting the progress of the Animal Husbandry Service were rated highly by respondents. The statement competent

employees play a very important role in improving services at the Animal Husbandry Service obtained a percentage of 89.35% with a standard deviation of 0.772, which shows that employee competency is an important aspect in improving service quality. The statements employee work motivation greatly influences the success of Livestock Service programs and good working relationships between employees strengthen the implementation of livestock programs each have a percentage of 89.13% with a standard deviation of 0.784. This shows that work motivation and working relationships between employees are crucial factors in supporting the successful implementation of the program. Apart from that, the statement solid cooperation between employees and external parties (such as livestock farmers or local government) really supports the progress of the livestock service has a percentage of 91.09% with a standard deviation of 0.737, which indicates the importance of close collaboration with external parties in supporting the development of the agency. The final statement, I believe that a balance between the quality of human resources, motivation and good working relationships can accelerate the progress of the Ponorogo livestock service, reached the highest percentage of 91.52% with a standard deviation of 0.698. This underlines the respondents' belief that synergy between various internal aspects can accelerate organizational progress. Thus, it can be concluded that the progress of the Animal Husbandry Service is greatly influenced by a combination of employee competence, work motivation, harmonious relationships and strong collaboration with external parties. The synergy of these various factors is the main element in driving organizational success and development.

Table 4. Company Progress

No	Statement Variable	SD	%	C
1.	Competent employees play a significant role in improving services at the Animal Husbandry Service	0.772	89.35	High
2.	Employee motivation significantly influences the success of the Animal Husbandry Service's programs	0.784	89.13	High
3.	Good working relationships between employees strengthen the implementation of livestock programs.	0.784	89.13	High
4.	Solid cooperation between employees and external parties	0.737	91.09	High

	(for example, breeders or local government) greatly supports the progress of the Animal Husbandry Service.			
5.	I believe that a balance between human resource quality, motivation, and good working relationships can accelerate the progress of the Ponorogo Animal Husbandry Service.	0.698	91.52	High

Information:

SD : standard deviation
C : Category

Source: Processed Primary Data

Partial Least Square Analysis Results (Smart PLS)

To facilitate data processing, this study used the SmartPLS 3 software program. The first step in data analysis was validity and reliability testing. Validity testing was conducted to measure the extent to which the research indicators describe what was being measured (latent variables). Validity testing can be seen from two perspectives: outer loading and discriminant validity. The first validity test used the outer loading table, as presented in Table 5.

Table 5. Outer Loading

	HRQ	M	CPN	CP
K SDM 1	0.789			
K SDM 2	0.773			
K SDM 3	0.725			
K SDM 4	0.757			
M 1		0.901		
M 2		0.904		
M 3		0.904		
M 4		0.951		
JKP 1			0.712	
JKP 2			0.759	
JKP 3			0.792	
JKP 4			0.743	
KP 1				0.841
KP 2				0.873
KP 3				0.874
KP 4				0.848
KP 5				0.818

Information:

HRQ	: Human Resources Quality
M	: Motivation
PCN	: Personal Communication Network
CP	: Company Pogress

Source: SmartPls 3 Output

Based on the statistical tests conducted, it can be concluded that all indicators for each variable are considered valid. This can be seen from the factor loading values for each indicator >0.70. This is as stated by [16] that data is considered valid if the factor loading is >0.70. For further analysis of each indicator, a cross-loading table is used, as can be seen in Table 6 below:

Table 6. Cross-Loadings

	HRQ	M	CPN	CP
K SDM 1	0.789	0.448	0.388	0.722
K SDM 2	0.773	0.496	0.521	0.406
K SDM 3	0.725	0.468	0.524	0.369
K SDM 4	0.757	0.309	0.438	0.400
M 1	0.420	0.901	0.388	0.534
M 2	0.549	0.904	0.519	0.554
M 3	0.569	0.904	0.434	0.568
M 4	0.525	0.951	0.429	0.575
JKP 1	0.373	0.313	0.712	0.329
JKP 2	0.562	0.344	0.759	0.481
JKP 3	0.427	0.330	0.792	0.505
JKP 4	0.398	0.476	0.743	0.417
KP 1	0.397	0.513	0.506	0.841
KP 2	0.472	0.550	0.521	0.873
KP 3	0.501	0.562	0.526	0,874
KP 4	0.699	0.476	0.468	0.848
KP 5	0.744	0.498	0.480	0.818

Information:

HRQ	: Human Resources Quality
M	: Motivation
PCN	: Personal Communication Network
CP	: Company Pogress

Source: SmartPls 3 output

Table 6 shows that all indicator loadings on the construct are greater than their cross-loadings. Therefore, the discriminant validity requirement has been met in this model. Furthermore, the reliability test in Table 7 presents the Cronbach's alpha and composite reliability values. The reliability test also shows the average variance extracted (AVE) value, which is used to indicate convergent validity. The data is valid if the AVE value is >0.5. Based on Table 7, the progress of compiling the latent variables is valid, therefore, the next stage of analysis with the reliability test can be carried out. Meanwhile, the reliability test can be seen in the Cronbach's alpha and composite reliability columns. If the latent variables in both categories have a value >0.7, the data is reliable. This reliability test is conducted to measure how consistently the questionnaire or indicators

used in the study can provide stable results over time [21].

Table 7 demonstrates that the four latent variables used in this study have Cronbach's Alpha and Composite Reliability values greater than 0.7. Therefore, based on these test results, the requirements have been met and the model can proceed to the next stage of testing, the inner model.

Table 7. Construct Reliability and Validity

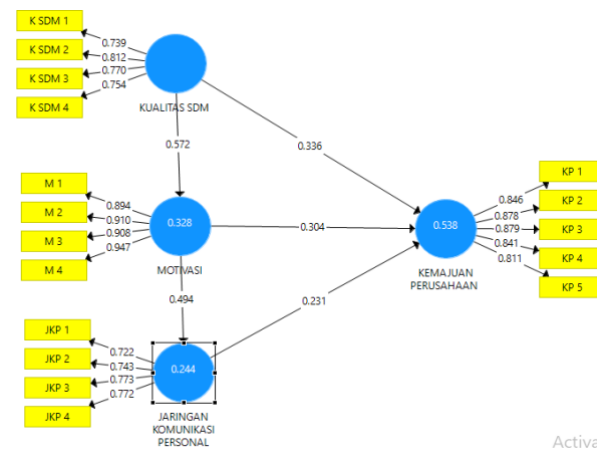
	Cronbach's Alpha	rho_A	CR	AVE
Human Resources Quality	0.775	0.831	0.846	0.580
Motivasion	0.935	0.936	0.954	0.838
Personal Communicati on Network	0.747	0.757	0.839	0.565
Company Progress	0.905	0.908	0.929	0.724

Information:

CR	: Composite Reliability
AVE	: Mean Variance Extracted

Sumber : Output SmartPls 3

Path Coefficient



Sumber: output SmartPls 3.29

Figure 1. Path Analysis

From the image above, the path coefficient value is determined using the following equation:

$$\eta_1 = \alpha_{\epsilon}CP + \epsilon\eta_1 \tag{1}$$

$$\eta_1 = 0,572 HRQ + e \tag{2}$$

$$\eta_2 = \alpha_{\epsilon}PC + \epsilon\eta_2 \tag{3}$$

$$\eta_2 = 0,244 HRQ + e \tag{4}$$

$$\eta_3 = \alpha_{\epsilon}PC + \alpha_{\epsilon}IC + \epsilon\eta_3 \tag{5}$$

$$\eta_3 = 0,336 HRQ + 0,304 M + 0,231 PCN + e \tag{6}$$

Table 8 explains the contribution of exogenous variables to endogenous variables. From the table, it can be seen that the variables' contribution to Personal Communication Networks is 0.244 or 24.4%, indicating a fairly good influence on the variable. Meanwhile, other influences originating from other variables not included in this study amounted to 75.6%. Furthermore, the variables' contribution to Company Progress is 0.538 or

53.8%, reflecting a fairly large influence on the variable. The remaining 46.2% is influenced by other factors outside the study. For Motivation, the contribution is 0.328 or 32.8%, indicating a fairly strong influence, while 67.2% comes from other variables not included in this study.

Table 8. R square

	R Square	Adjusted R Square
PCN	0.244	0.227
CP	0.538	0.505
M	0.328	0.312

Source: output SmartPls 3.29

Table 9 presents the results of the Q-Square test to assess the model's predictive ability using a blindfolding procedure. This test aims to determine whether the variables and data in the study can predict the model well. A Q^2 value > 0 indicates that the model has good predictive ability, while a Q^2 value < 0 indicates that the model cannot predict well. The test results show that the variables Human Resource Quality, Motivation, and Personal Communication Network have a Q^2 value of 0, meaning the model is not yet able to predict these variables. However, the Company Progress variable has a Q^2 value of 0.375, indicating quite good predictive ability.

Table 9. Q square

	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
HRQ	184,000	184,000	
M	184,000	184,000	
PCN	184,000	184,000	
CP	230,000	143,831	0.375

Source: SmartPls 3.29 output

Hypothesis Test

Personal Communication Network on Company Progress The results of hypothesis testing show a path coefficient value of 0.222 with a t-statistic value of 1.581 which is smaller than the t-table of 1.999, as well as a probability value (P-Value) of 0.115, which is greater than 0.05. Based on these results, the hypothesis stating that Personal Communication Network has an effect on Company Progress is not accepted. Human Resource Quality on Company Progress The results of hypothesis testing state a path coefficient value of 0.383 with a t-statistic value of 2.778 which is greater than the t-table of 1.999, as well as a probability value (P-Value) of 0.006, which is smaller than 0.05. Therefore, the hypothesis stating that Human Resource Quality has a positive effect on Company Progress is accepted. Motivation on Company Progress The results of hypothesis testing show a path coefficient value of 0.286 with a t-statistic value of 2.011 which is greater than the t-table of 1.999, and a probability value (P-Value) of 0.045,

which is smaller than 0.05. Based on these results, the hypothesis stating that Motivation has a positive effect on Company Progress is accepted.

Table 10. Hypothesis testing

	SA	M	SD	P Values
PCN -> CP	0,222	0,261	0,140	0,115
HRQ -> CP	0,383	0,381	0,138	0,006
M -> CP	0,286	0,261	0,142	0,045

Sumner: output SmartPls 3.29

DISCUSSION

Based on the results of the first table, the quality of human resources at the Animal Husbandry Service is considered very high. Several aspects assessed include employee ability to carry out their duties, the effectiveness of training provided, professionalism in problem-solving, and the ability to adapt to developments in the livestock sector. The high approval rate (over 87%) indicates that Animal Husbandry Service employees have sufficient skills to carry out their duties effectively and professionally. The results of this study support the research [2][21][22].

The results of table 2 indicate that employee motivation is high, with an approval rate of over 90%. This reflects that recognition for employee contributions, a supportive work environment, incentives or bonuses, and the inspiration provided by the Animal Husbandry Service's vision and mission play a significant role in motivating employees to achieve and develop. The results of this study support the research [23][24][25]

Table 3 illustrates that the communication network between employees, between organizational divisions, and with the livestock community is well-functioning. High levels of coordination and solidarity among employees enable efficient and smooth work. This also contributes to greater acceptance of Animal Husbandry Service programs by the livestock community. The results of this study support the research [17][26]

The analysis in Table 4 shows that factors such as human resource competency, employee motivation, good inter-employee relationships, and solid collaboration with external parties (breeders and local government) play a significant role in the progress of the Animal Husbandry Service. This reflects the direct relationship between human resource quality and employee motivation and organizational progress. Most respondents believe that a balance between human resource quality, motivation, and good working relationships can accelerate the progress of the Animal Husbandry Service. The results of this study support the research [10][11][12].

VI. CONCLUSION

The conclusions of this research indicate that the quality of Human Resources (HR) and employee work

motivation have a significant positive impact on the progress of the Ponorogo Regency Livestock Service. Analysis shows that HR quality has a path coefficient of 0.383 with a p-value of 0.006, which means that the higher the quality of HR, the greater its contribution to the company's progress. Apart from that, employee work motivation also has a positive influence with a path coefficient of 0.286 and a p-value of 0.045, which shows that employees who have high motivation tend to show greater work enthusiasm and are committed to achieving organizational goals. In contrast, interpersonal communication networks do not show a significant influence on company progress, with a path coefficient of 0.222 and a p-value of 0.115. This shows that although good communication between employees and the livestock community is very important, internal factors such as the quality of human resources and motivation play a more important role in driving organizational progress. Therefore, managing the quality of human resources and employee motivation is a key factor in improving the performance and progress of the Animal Husbandry Service.

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