Research Article

Maria Sirait[1]*, Kiki Farida Ferine[2], Wilchan Robain[3]

The Influence of Human Resource Quality on Employee Performance with Competence as an Intervening Variable for Employees at RSU Mitra Sejati Medan

*Corresponding Author: **Maria Sirait**: Universitas Pembangunan Panca Budi, Indonesia; mnafratilova86@gmail.com
Kiki Farida Ferine: Universitas Pembangunan Panca Budi, Indonesia; kikifarida@dosen.pancabudi.ac.id
Wilchan Robain: Universitas Pembangunan Panca Budi, Indonesia; wilchanrobain@dosen.pancabudi.ac.id

Abstract: *The quality of Human Resources (HR) contributes to employee performance, with employee competency being an important factor that acts as an intermediary or intervening variable in this relationship. When companies pay attention to and improve the quality of human resources through developing skills, knowledge and experience, this not only directly influences employee performance but also through increasing competency which facilitates employees in making a better contribution to overall organizational performance. This research aims to determine the effect of human resource quality on employee performance with competency as an intervening variable for employees at RSU Mitra Sejati Medan. This type of research is quantitative. The number of samples in this study was 82 respondents, the data analysis techniques used in this research were validity and reliability tests, classical assumption tests (normality, multicollinearity and heteroscedasticity) and hypothesis tests (path analysis techniques (t test and coefficient of determination) and sobel). The results of this research partially show that the quality of human resources has a positive and significant effect on competence with a t-count value (24.621 > 1.99045) and a significance value (0.00 < 0.05), the quality of human resources has a positive and significant effect on employee performance with a value of tcount (8.157 > 1.99045) and significance value (0.00 < 0.05), then competency has no effect on employee performance with a tcount value (0.588 > 1.99045) and significance value (0.558 > 0.05) and the quality of human resources has a positive effect on employee performance through competency at RSU Mitra Sejati Medan employees with a tcount value greater than ttable (4.93924 > 1.99045).*

Keywords*: Human Resource Quality, Employee Performance, Competence*

Introduction

In the era of globalization and increasingly rapid technological progress, every company or organization has entered the 21st century where competition is increasingly fierce with other companies or organizations throughout the world. Organizations are faced with demands to focus more on meeting consumer needs and desires through better efforts to provide consumer satisfaction. This occurs as the number of competitors increases and the intensity of competition. The organization's attention is not only focused on the value or quality of the services or products offered, but also on the internal aspects of the organization, especially in terms of human resources (HR), to provide fast responses and optimal services to changing consumer needs and desires. In facing this challenge, good HR management is very necessary so that an organization can continue to carry out the latest innovation processes and remain advanced and successful (Oktaviani, Firdaus, & Bimo, 2020). Facing business competition and rapid technological developments today, companies are also required to have superior human resources and have competencies appropriate to the times. Companies must prepare for an even greater role in managing human resources, especially in terms of readiness for how the competency standards that human resources must have can be met. This will certainly support the smooth running of various company operational functions in the future

(Kunanti, Nasharuddin, Wulandari, & Hermawati, 2022). Good quality management of human resources can occur when an employee is able to work and contribute according to their main duties and functions.

Literature Review

Employee performance is the achievement of an employee that results in a process of carrying out their duties in accordance with the responsibilities given. Improving employee performance will have a positive impact on the company, so that employees have a good and optimal level of performance to help realize the company's goals (Silaen, 2021).

Company Employee Performance Indicators (Silaen, 2021) consists of:

1) Quantity

Quantity is the amount produced expressed in terms such as number of units, number of activity cycles completed. Quantity is measured from employee perceptions of the number of activities assigned and the results.

2) Quality

Quality is adherence to procedures, discipline, dedication. The level at which the desired activity results are close to perfect in the sense of conforming to some ideal way of performing the activity, as well as meeting the expected goals of an activity. Work quality is measured by employees' perceptions of the quality of work produced as well as task abilities and employee skills and abilities.

3) Reliability

Reliability is the ability to perform the required work with minimum supervision.

4) Punctuality

Complete activities on time and maximize available time.

5) Commitment

The level to which an employee can carry out his work functions and responsibilities towards the agency or company is called commitment.

According to(Ferine, 2019)stated that the aspects assessed for performance include the following:

1) Faithfulness
2) Work result
3) Honesty
4) Discipline
5) Creativity
6) Cooperation
7) Leadership
8) Personality
9) Initiative
10) Proficiency
11) Responsibility

According to Wibowo (Wibowo, 2014) "Competency is the ability to carry out a job that is based on skills and knowledge and supported by the work attitude required by the job". According to Wibowo (in Efendi, Hamdun, & Pramesthi, 2023) there are 7 competency indicators, namely as follows:

1. Beliefs and Values

The beliefs of individuals and other people have a significant influence on their behavior. Low self-confidence or negative beliefs about creativity and innovation abilities can prevent someone from trying to find new or different ways of doing things. On the other hand, having positive beliefs and thinking forward can encourage someone to develop creativity and innovation.

2. Skills

Public speaking is a skill that can be learned, practiced and improved. Apart from that, the training you have attended will also increase your abilities.

3. Experience

Skills in competency require experience organizing people, speaking in front of groups, solving problems and so on. Experience can be developed based on the length of time working in a company or organization.

4. Personality Characteristics

Responding and interacting with the surrounding environment which includes physical, social, psychological and organizational factors.

5. Motivation

Motivation plays an important role in developing one's competence in the workplace. Providing encouragement, appreciation, recognition and individual attention to subordinates has a positive influence on their motivation.

6. Intellectual Ability

Skills in working together and the ability to provide encouragement, appreciation to subordinates, provide recognition and also individual attention from superiors not only improve the performance and motivation of subordinates, but also create an inclusive, mutually supportive and productive work environment.

7. Organizational culture

Organizational culture includes the work environment that can influence human resource competence

8. The quality of human resources is the ability of an employee who is assigned to fulfill his obligations in carrying out a job given to him with adequate education, training and experience to achieve organizational goals (Nur, Meigawati, & Sampurna, 2020).

According to Matutina, (in Nur, Meigawati, & Sampurna, 2020) states that the quality of human resources refers to three dimensions of quality, namely as follows:

1) Knowledge (Knowledge)

Knowledge is the ability possessed by employees which is more oriented towards intelligence and thinking power as well as broad knowledge mastery possessed by employees.

2) Skills (Skills)

Skills are the operational technical abilities and mastery in a particular field that an employee has.

3) Abilities

Ability is an ability that is formed from a number of competencies possessed by an employee which include loyalty, discipline, cooperation and responsibility.

Conceptual Framework

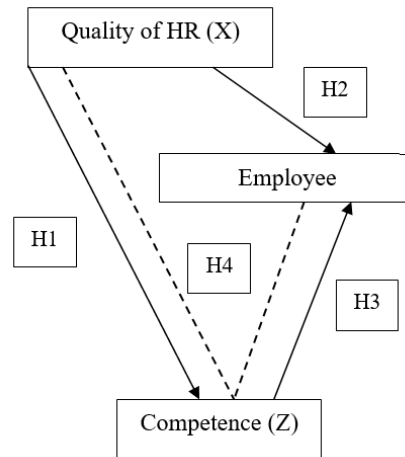The Conceptual Framework in this research is as follows:

Figure 1: Conceptual Framework

Method

The research approach used in this research is quantitative research. The population in this study was 448 employees of RSU Mitra Sejati Medan. This research was conducted at RSU Mitra Sejati Medan on Jl. Major General AH Nasution No.7, Pangkalan Masyhur, Kec. Medan Johor, Medan City, North Sumatra 2019.

To determine the sample in this study, the Slovin formula was used as follows: (Sugiyono, 2019).

$$n = \frac{N}{1 + Ne^2}$$

Where :
n   = Sample Size
N   = Population Size
e   =Error Rate as 0.1(10%)

$$\frac{448}{1 + 448\,(0,1)^2}$$

$$\frac{448}{1 + 4,48}$$

$$n = 81,75$$

Table 1. Population

No.	Division	Number of employees
1.	HR	24
2.	GENERAL	81
3.	SERVICE	343
	TOTAL	**448**

Results and Discussion

Data Validity and Reliability Test

Table 2: Validity Test Results for Employee Performance Variables

Statement Items	r Count	r Table	Information
1	0.877	0.217	Valid
2	0.856	0.217	Valid
3	0.846	0.217	Valid
4	0.844	0.217	Valid
5	0.844	0.217	Valid
6	0.875	0.217	Valid
7	0.866	0.217	Valid
8	0.866	0.217	Valid
9	0.858	0.217	Valid
10	0.861	0.217	Valid

Source: SPSS Output Results, 2023.

The results of the validity test on the employee performance variable (Y) show that each statement item in this study has an rcount value greater than rtable, namely 0.217 (rcount > rtable). So it can be concluded that in the employee performance variable (Y) all statement items used in this research are declared valid.

Table 3. Validity Test Results for HR Quality Variables

Statement Items	r Count	r Table	Information
1	0.867	0.217	Valid
2	0.846	0.217	Valid
3	0.847	0.217	Valid
4	0.858	0.217	Valid
5	0.853	0.217	Valid
6	0.852	0.217	Valid
7	0.853	0.217	Valid
8	0.841	0.217	Valid
9	0.839	0.217	Valid

Source: SPSS Output Results, 2023.

The results of the validity test on the HR quality variable (X) show that each statement item in this study has a rcount value greater than rtable, namely 0.217 (rcount > rtable). So it can be concluded that in the HR quality variable (X) all statement items used in this research are declared valid.

Table 4. Competency Variable Validity Test Results

Statement Items	r Count	r Table	Information
1	0.907	0.217	Valid
2	0.902	0.217	Valid
3	0.902	0.217	Valid
4	0.902	0.217	Valid

5	0.904	0.217	Valid
6	0.916	0.217	Valid
7	0.903	0.217	Valid
8	0.899	0.217	Valid
9	0.903	0.217	Valid
10	0.899	0.217	Valid
11	0.901	0.217	Valid
12	0.902	0.217	Valid
13	0.909	0.217	Valid
14	0.910	0.217	Valid

Source: SPSS Output Results, 2023.

The results of the validity test on the competency variable (Z) show that each statement item in this study has an rcount value greater than rtable, namely 0.217 (rcount > rtable). So it can be concluded that in the competency variable (Z) all statement items used in this research are declared valid.

Table 5. Reliability Test Results for HR Quality Variables (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
,865	9

Source: SPSS Output Results, 2023.

The results of the reliability test on the HR quality variable (X) obtained Cronbach's alpha value of 0.865. So, it can be concluded that the statement item on the HR quality variable (X) is declared reliable.

Table 6. Employee Performance Variable Reliability Test Results (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,872	10

Source: SPSS Output Results, 2023.

The results of the reliability test on the employee performance variable (Y) obtained a Cronbach's alpha value of 0.872. So, it can be concluded that the statement item on the employee performance variable (Y) is declared reliable.

Table 7. Competency Variable Reliability Test Results (Z)

Reliability Statistics	
Cronbach's Alpha	N of Items
,911	14

Source: SPSS Output Results, 2023.

The results of the reliability test on the competency variable (Z) obtained a Cronbach's alpha value of 0.911. So, it can be concluded that the statement items on the competency variable (Z) are declared reliable.

Classic assumption tests in research include the normality test, multiconeararity test and heteroscedasticity test. The results of the classical assumption test can be seen in the description below:

Normality test

Table 8. Normality Test Results for Employee Performance Variables (Y)

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		82
Normal Parameters, b	Mean	,0000000
	Std. Deviation	2.75114269
Most Extreme Differences	Absolute	,088
	Positive	,088
	Negative	-,067
Statistical Tests		,088
Asymp. Sig. (2-tailed)		,178c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Output Results, 2023

The results of the normality test on the employee performance variable (Y) obtained the Asymp value. Sig. (2-tailed) of 0.178. This shows that the employee performance variable (Y) value Asymp. Sig. (2-tailed) greater than 0.05 (0.178 > 0.05). So, it can be concluded that in the employee performance variable (Y) the data used is normally distributed.

Table 9. Competency Variable Normality Test Results (Z)

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		82
Normal Parameters, b	Mean	,0000000
	Std. Deviation	4.19568396
Most Extreme Differences	Absolute	,052
	Positive	,047
	Negative	-,052
Statistical Tests		,052
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		

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c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS Output Results, 2023

The results of the normality test on the competency variable (Z) obtained the Asymp value. Sig. (2-tailed) of 0.200. This shows that the competency variable (Z) value Asymp. Sig. (2-tailed) greater than 0.05 (0.200 > 0.05). So it can be concluded that in the competency variable (Z) the data used is normally distributed.

Multicollinearity Test

Table 10. Multilinearity Test Results for Employee Performance Variables (Y)

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	37,353	4,635			
	Quality of HR	-.343	,168	-.225	,953	1,049
	Competence	-.104	,076	-.150	,953	1,049
a. Dependent Variable: Employee Performance						

Source: SPSS Output Results, 2023

The results of the multilinearity test on the employee performance variable (Y) can be explained as follows:
a. The HR quality variable (X) obtained a tolerance value of 0.953 and a VIF value of 1.049. This shows that if the tolerance value is greater than 0.10 (0.953 > 0.10) and the VIF value is smaller than 10 (1.049 < 10). So, it can be concluded that in the HR quality variable there are no symptoms of multiconearity.
b. The competency variable (Z) obtained a tolerance value of 0.953 and a VIF value of 1.049. This shows that if the tolerance value is greater than 0.10 (0.953 > 0.10) and the VIF value is smaller than 10 (1.049 < 10). So, it can be concluded that in the competency variable there are no symptoms of multilinearity.

Table 11. Competency Variable Multilinearity Test Results

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	33,586	8,301			
	Quality of HR	,390	,247	,178	,934	1,071
	Employee performance	-.221	,162	-.153	,934	1,071
a. Dependent Variable: Competence						

Source: SPSS Output Results, 2023

The results of the multiconlinearity test on the competency variable (Z) can be explained as follows: The HR quality variable (X) obtained a tolerance value of 0.934 and a VIF value of 1.071. This shows that if the tolerance value is greater than 0.10 (0.934 > 0.10) and the VIF value is smaller than 10 (1.071 < 10). So, it can be concluded that in the HR quality variable there are no symptoms of multiconearity. The employee performance variable (Y) obtained a tolerance value of 0.934 and a VIF value of 1.071. This shows that if the tolerance value is greater than 0.10 (0.934 > 0.10) and the VIF value is smaller than 10 (1.071 < 10). So, it can be concluded that in the employee performance variable there are no symptoms of multilinearity.

Heterodasticity Test

The heteroscedasticity test aims to find out whether in the regression model there is an inequality of variance from the residuals of one observation to another (Ghozali, 2018). The heteroscedacity test in this study was seen on the scatterplot graph.
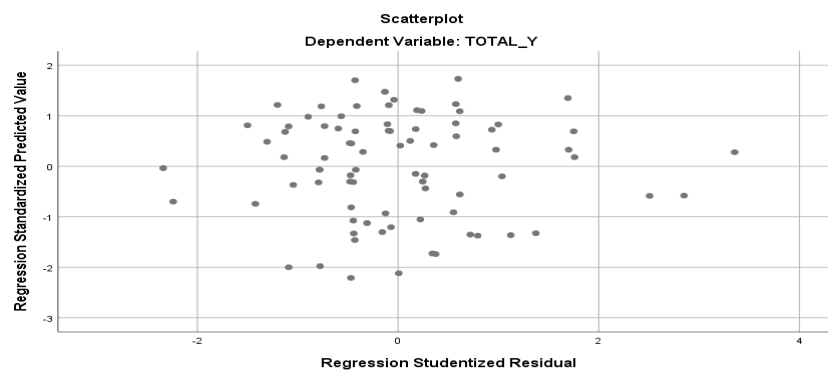

Figure 2. Scatterplot Test Results for Employee Performance Variables (Y)
Source: SPSS Output Results, 2023.

The results of the heteroscedasticity test for the employee performance variable (Y) in Figure 4.1 show that the points are spread above and below the number 0 on the Y axis so that they do not form a clear pattern in the regression model. This shows that in the employee performance variable there are no symptoms of heteroscedasticity.
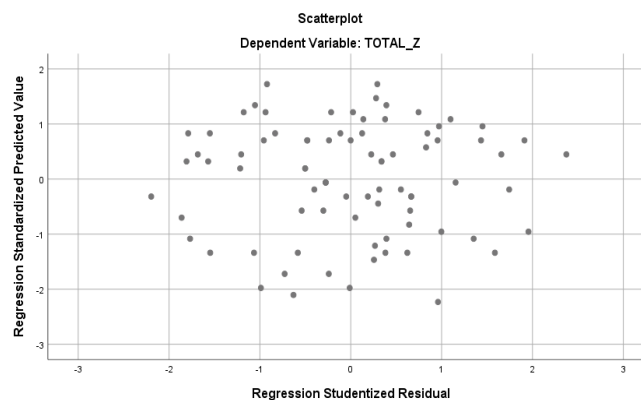

Figure 3. Scatterplot Test Results for Competency Variables (Z)
Source: SPSS Output Results, 2023.

The results of the heteroscedasticity test for the competency variable (Z) in Figure 4.2 show that the points are spread above and below the number 0 on the Y axis so that they do not form a clear pattern in the regression model. This shows that in the competency variable there are no symptoms of heteroscedasticity.

Path Analysis

The path analysis test in this research can be seen as follows:

1. **Direct Influence**

   The direct influence produced on the independent variable (X), intervening variable (Z), and dependent variable (Y) in this research can be seen in the following explanation:

   a. The direct influence of the HR quality variable (X) on the Employee Competency variable (Z) is 0.940.

   b. The direct influence of the HR quality variable (X) on the employee performance variable (Y) is 0.884.

   c. The direct effect of the Employee Competency variable (Z) on the Employee Performance variable (Y) is 0.064.

2. **Indirect Influence**

   Indirect influence of HR quality variable (X) on employee performance variable (Y) through competency (Z). So the HR Quality variable (X) through the Competency variable (Z) on the Employee Performance variable (Y) is Y= 0.940 x 0.064 = 0.060

   So, it can be concluded that the direct influence in this study is greater than the indirect influence.

3. **Total Influence (Total Effect)**

   The total influence is the sum of the calculations resulting from the direct influence plus the number of indirect influences.

Closing

Conclusion

Based on the research results and discussions that have been described, the conclusions in this research are as follows:

1. HR quality has a positive and significant effect on employee competency at RSU Mitra Sejati with a t value greater than t table (24.621 > 1.99045) and a significance value smaller than 0.05 (0.00 < 0.05).

2. HR quality has a positive and significant effect on employee performance at RSU Mitra Sejati with a t value greater than t table (8.157 > 1.99045) and a significance value smaller than 0.05 (0.00 < 0.05).

3. Employee Competency has no effect on Employee Performance at RSU Mitra Sejati with a tcount value smaller than ttable (0.588 > 1.99045) and a significance value greater than 0.05 (0.558 > 0.05).

4. HR quality has a positive effect on employee performance through employee competency at RSU Mitra Sejati withtcount value of4.93924 >greater than1.99045.

Suggestion

Based on the conclusions above, there are suggestions in this research, namely as follows:

1. It is hoped that this research can provide additional insight and knowledge regarding the results of research on HR Quality on Employee Performance which is influenced by Employee Competency so that this research can be used as additional reference material for future research.

It is hoped that hospitals can improve the quality of Human Resources (HR) by conducting a comprehensive evaluation of the recruitment, training and performance management processes. Improvements in the recruitment process will ensure the recruitment of qualified workers that suit the hospital's needs. Along with that, a clear performance measurement system and structured feedback will help monitor employee performance regularly and provide direction for improvement.

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