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Research Article

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The Influence of Human Resource Quality and Work Environment on Employee Performance with Promotions as Intervening Variables Binjai City Public Works and Spatial Planning Office

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Abstract: *This study aims to analyze the effect of the quality of human resources and work environment on employee performance with promotion as an intervening variable. The type of research used is associative quantitative. This research was conducted at the Public Works and Spatial Planning Office of the City of Binjai. The population in this study was 79 employees and 79 employees would be sampled using the saturated sample technique. The data source used is primary data and data collection is done by distributing questionnaires. The research model used is path analysis and the measurement tool uses Smart PLS VERSION 3.3.3. The results of his research are that the quality of human resources has a negative and insignificant effect on employee performance. The quality of Human Resources has a negative and insignificant effect on Promotion. Work Environment has a positive and significant effect on Employee Performance. The work environment has a positive and significant effect on promotion. Promotion has a positive and significant effect on employee performance. The quality of human resources has no significant negative effect on employee performance through promotion. The work environment has a positive and significant effect on employee performance through promotion.*

Keywords*: Quality of Human Resources, Work Environment, Promotion, Employee Performance*

Introduction

Human resources have a central role in developing and achieving organizational goals within the company. The existence of great and superior human resources is recognized as an important factor for the organization. In order to compete, the organization/company must have strong resources. The resources needed to run a company cannot be seen as a stand-alone part but must be seen as a solid unit forming a synergy. To create a good and comfortable work environment, it is necessary to have social relations between fellow employees. The quality of human resources (HR) is one of the main factors required in carrying out national development. This is reflected in the main goal of national development, namely improving the quality of human resources in a sustainable manner (Irianto, 2007). Factors that affect the quality of human resources (HR), include health factors and nutritional factors, these two factors are important because a person is not able to develop his capacity to the fullest if the person concerned does not have optimal health and nutritional status.

Tambunan's research (2018) explains that a good work environment includes a comprehensive physical and social work environment that looks good or functions well. Attention and support is a form of someone's concern which is expressed in the form of action, namely in the form of giving enthusiasm and motivating, so far employees assess the leadership's concern and support is still lacking, this is due to the lack of familiarity between leaders and employees. Collaboration between groups is a form of cohesiveness between one with others within the scope of work, so far cooperation between groups has always been well established among fellow employees in the work environment, smooth communication between employees is also well established in the work environment, The work environment is the environment where

employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and is optimistic that employee performance is also high. The work environment includes working relationships that are formed between fellow employees and working relationships that are formed between fellow employees, working relationships between subordinates and superiors and the physical environment where employees work (Mardiana, 2005).

According to Hasibuan (2018) states that promotion is trust and recognition regarding the ability of an employee to be able to occupy a higher position. With a promotion, employees will definitely feel valued, cared for, needed, and recognized for their ability to work by management in the organization so that they will produce high output and will increase loyalty to the organization where they work. Good performance is a step towards achieving organizational goals. Therefore, performance is also a determining tool in achieving organizational goals, so efforts need to be made to improve employee performance. Every company in carrying out its activities must have goals to be achieved. To achieve or realize these goals, every company must be good at choosing strategies, especially human resource planning, which in essence is focused on certain steps taken by management. For the availability of permanent workers to occupy positions and at the right time in order to achieve the goals and various targets set. Employee performance can be measured through an evaluation of the completion of the main task and employee performance over a certain period of time as measured from the target set at the beginning of the period.

Literature Review

Quality of Human Resources

The quality of human resources consists of two syllables including the word quality which in general is the level of good or bad or level or 20 degrees of something. The definition of quality according to Sedarmayanti (2009), suggests that "Quality is a measure that states how far various requirements, specifications, and expectations have been met." While the definition of human resources in general is power that comes from humans. Power that comes from humans can also be called energy or strength (energy or power). In essence, HR is in the form of humans who are employed in an organization as a driving force to achieve the goals of that organization.

HR Quality Indicators

Sedarmayanti (2009) is as follows:

1. Physical ability (health)
2. Non-physical abilities, which include
   a. Intellectual Ability (intelligence)
   b. Psychological (mental) ability

Work environment

The work environment is a very important component part when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally. The following is the definition of the work environment according to experts: According to Danang (2015) the

work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned.

Work Environment Indicators

According to Robbins (2013), work environment indicators are:

1. Air Temperature Temperature is a variable where there are large individual differences. Thus to maximize productivity, it is important that employees work in an environment where the temperature is regulated so that it is within the acceptable working range of each individual.
2. Noise Evidence from sound studies shows that constant or predictable sounds generally do not cause a decrease in work performance, on the contrary the effects of unpredictable sounds have a negative effect and distract employees.
3. Lighting Working in a dark and dim room will cause eye strain. The right light intensity can help employees in expediting their work activities. The exact level of light intensity also depends on the age of the employee.
4. Air Quality It is a fact that cannot be ignored that breathing polluted air has a detrimental effect on personal health. Polluted air can interfere with the personal health of employees.
5. Safety at work. In order to keep the place and working environment in a safe condition, it is necessary to pay attention to security at work. Therefore, the security factor needs to be realized.

Job Promotion

One of the motivations for someone to work in an organization or company is the opportunity to advance. It is human nature in general to be better, more advanced than the current position. that's why they want an advancement in their lives Opportunities to advance in the organization is often referred to as a promotion (rise to rank). A promotion means a move from one position to another that has status and responsibility and is higher. According to Hasibuan (2013), promotion means a transfer that increases authority and responsibility to a higher level within an organization followed by greater obligations, rights, status and income.

Position Promotion Indicator

Hasibuan (2013) formulates the indicators in the promotion process as follows:

1. Honesty Employees must be honest especially with themselves, their subordinates,
   The agreements in carrying out or managing the position must be in accordance with the words and deeds.
2. Discipline Employees must be disciplined in themselves, their duties, and comply with applicable regulations, both written and customary.
3. Work Performance Employees are able to achieve work results that can be accounted for both quality and quantity and work effectively and efficiently.
4. Collaboration Employees can work together in harmony with fellow employees, both horizontally and vertically in achieving company goals.
5. Skills Employees are competent, creative, and innovative in completing the tasks in the position properly.
6. Loyalty Employees must be loyal in defending the company or corps from actions that harm the company or corps.

7. Leadership He must be able to foster and motivate his subordinates to cooperate and work effectively in achieving company goals.
8. Communicative Employees can communicate effectively and are able to receive or perceive information from superiors and subordinates properly, so that miscommunication does not occur.
9. Education Employees must have a diploma from formal education in accordance with the job specifications.

Employee Performance

According to Sedarmayanti (2014) performance is defined as the result of the work of a worker, a management process or an organization as a whole, where the work results must be shown concretely and can be measured (compared to predetermined standards). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016). Basically, performance management is a process that is carried out in synergy between managers, individuals and groups towards a job in the organization. This process refers more to the principle of management based on objectives rather than management based on orders.

Employee Performance Indicators

According to Sedarmayanti (2014) performance indicators, namely as follows:

1. Specifications and clear, so that it can be understood and there is no possibility of misinterpretation.
2. It can be measured objectively, both quantitatively and qualitatively, namely: two or more measuring performance indicators have the same conclusion.
3. Relevant, must go through relevant objective aspects.
4. Achievable, important and must be useful to demonstrate the success of inputs, outputs, results, benefits, and impacts and processes.
5. Must be flexible and sensitive to changes/adjustments, implementation and results of activity implementation.

Method

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variables were HR quality (X1) and work environment (X2). Meanwhile, the endogenous variable is Employee Performance (Y) and the Intervening Variable is Promotion (Z). This research was conducted at the PUPR Service Office, Jl. MT Haryono No. 8 Kelurahan Pepper Gardens, North Binjai District, Binjai City. The time of this research was carried out from March 2023 to July 2023. According to the opinion of several experts, one of them according to (Sugiyono, 2013).

The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 79 employees.

Data analysis technique

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software run on computer media. PLS is a method of solving Structural Equation Modeling (SEM) which has advantages over other SEM techniques. SEM has a higher degree of flexibility in research that

links theory and data, and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is a component- or variant-based structural equation model (SEM).

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test
   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.
2. Reliability Test
   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)
   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.
2. Predictive Relevance (Q2)
   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics
   at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value are as follows: Value 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit
   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in Figure 1 below:

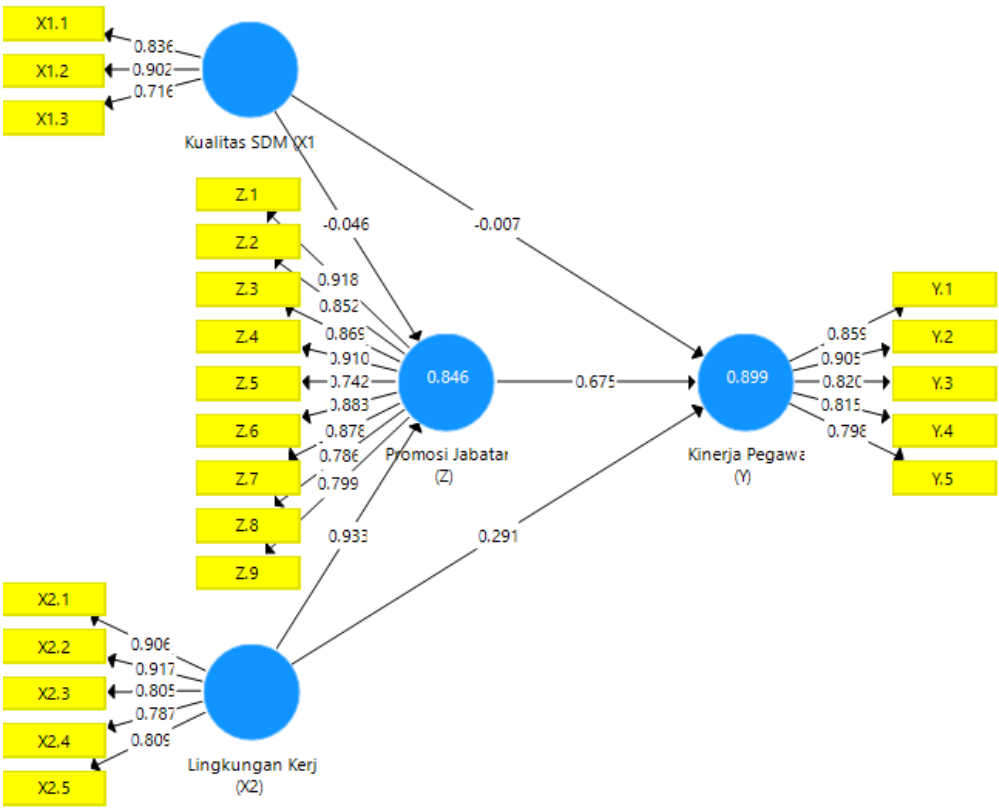

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings

Table 1. Outer Loadings

	Employee Performance (Y)	HR Quality (X1)	Work Environment (X2)	Job Promotion (Z)
X1.1		0.836		
X1.2		0.902		
X1.3		0.716		
X2.1			0.906	
X2.2			0.917	
X2.3			0.805	
X2.4			0.787	
X2.5			0.809	
Y. 1	0.859			
Y.2	0.905			
Y.3	0.820			
Y.4	0.815			
Y.5	0.798			
Z. 1				0.918
Z. 2				0.852
Z. 3				0.869
Z. 4				0.910
Z. 5				0.742
Z. 6				0.883
Z. 7				0.878
Z. 8				0.786
Z. 9				0.799

Source: Smart PLS 3.3.3

Based on table 1 above, there is an outer laodings value for each variable and indicator that has a value greater than 0.7, meaning that in this study the loading factor for each indicator gets valid results so that it can carry out the next stage of research. In this study there are equations, and the equation consists of two substructures for substructure 1.

$Z = b1X1 + b2X2 + e1$

$Z = 0.933 – 0.046 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$

$Y = 0.291 – 0.007 + 0.675 + e2$

2. Discriminatory Validity

The next test is to test discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Employee Performance (Y)	HR Quality (X1)	Work Environment (X2)	Job Promotion (Z)
X1.1	0.164	0.836	0.237	0.189
X1.2	0.242	**0.902**	0.314	0.236
X1.3	0.161	0.716	0.150	0.124
X2.1	0.872	0.234	0.906	0.876
X2.2	0.808	0.284	**0.917**	0.830
X2.3	0.747	0.306	0.805	0.732
X2.4	0.692	0.297	0.787	0.704
X2.5	0.716	0.139	0.809	0.732
Y. 1	0.859	0.208	0.814	0.842
Y.2	**0.905**	0.203	0.829	0.892
Y.3	0.820	0.155	0.698	0.739
Y.4	0.815	0.261	0.745	0.745
Y.5	0.798	0.160	0.727	0.719
Z. 1	0.872	0.134	0.830	**0.918**
Z. 2	0.766	0.275	0.768	0.852
Z. 3	0.779	0.211	0.802	0.869
Z. 4	0.852	0.147	0.808	0.910
Z. 5	0.727	0.211	0.712	0.742
Z. 6	0.848	0.070	0.794	0.883
Z. 7	0.846	0.215	0.823	0.878
Z. 8	0.761	0.147	0.719	0.786
Z. 9	0.738	0.382	0.768	0.799

Source: Smart PLS 3.3.3

Based on table 2 above, it can be seen that the cross loading in each indicator and variable is greater than other variables and indicators, the cross loading of the Employee Performance variable is greater than the cross loading of other variables. The cross loading of the HR quality variable is greater than the cross loading of other variables. For cross loading the Work Environment variable is greater than the cross loading of other variables. For the cross loading of the Promotional Variable, it is greater than the cross loading of the other variables, meaning that all construct indicators and variables are considered valid by Discriminant Validity.

3. Composite Reliability

The next test determines the reliable value with composite reliability from the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	**0.896**	**0.923**	**0.706**
HR Quality (X1)	**0.761**	**0.861**	**0.676**
Work Environment (X2)	**0.900**	**0.926**	**0.717**
Job Promotion (Z)	**0.951**	**0.959**	**0.723**

Source: Smart PLS 3.3.3

It can be seen in table 3 above that the Cronbachs alpha calculation is considered reliable because the construct value is greater than 0.7 for each variable. In the composite reliability calculation, there is a construct value greater than 0.6. This is also considered reliable, meaning that all construct variables are considered reliable at composite reliability column. Another method for testing discriminant validity is by looking at the AVE value and the square root of the AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this study all values are considered reliable because all values are greater than the specified value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. Results of R Square

	R Square	Adjusted R Square
Employee Performance (Y)	0.899	0.895
Job Promotion (Z)	0.846	0.842

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R square value of the employee performance variable of 0.899 with a research percentage of Employee Performance of 89.9%, which means that the influence of HR Quality, Work Environment and Position Promotion has an effect on Employee Performance of 89.9% and the remaining 10.1% is in another variable. For the promotion variable, the R sqauare value is 0.846 with an R square percentage for position promotion of 84.6%, meaning that the influence of HR quality, work environment on employee performance is 84.6%, the remaining 15.4% is in other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5.Model Fit

	Saturated Model	Estimation Models
SRMR	0.069	0.069
d_ULS	1.217	1.217
d_G	1,374	1,374
Chi-Square	517,658	517,658
NFIs	0.734	0.734

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in table 5 below show that the NFI value of 0.734 means FIT. Thus, from these results it can be concluded that the model in this study already has a high goodness of fit and is suitable for testing the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
HR Quality (X1) -> Employee Performance (Y)	-0.007	0.180	**0.857**	**Rejected**
HR Quality (X1) -> Promotion (Z)	-0.046	1,064	**0.288**	**Rejected**
Work Environment (X2) -> Employee Performance (Y)	0.291	2,279	**0.023**	**Accepted**
Work Environment (X2) -> Promotion (Z)	0.933	52,640	**0.000**	**Accepted**
Promotion (Z) -> Employee Performance (Y)	0.675	5,440	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Based on the table above, it can be seen that the research hypothesis is:

1. The quality of human resources has a negative and insignificant effect on employee performance with an original sample value of -0.007 and a P value of 0.857, meaning that not all human resources have good quality but during this study the quality of human resources was very low so that employee performance was greatly disturbed.
2. HR quality has a negative and insignificant effect on promotion with an original sample of -0.046 and a P value of 0.288 meaning that promotion will not occur when HR is not qualified to be part of the organization, only qualified HR has the right to get a promotion.
3. Work environment has a positive and significant effect on employee performance with an original sample value of 0.291 and a P value of 0.023, meaning that the work environment in the organization is very good so that employee performance is very good and comfortable.
4. Work environment has a positive and significant effect on promotion with an original sample of 0.933 and a P value of 0.000, meaning that the work environment in the organization makes employee performance better and deserves to be promoted for promotion.
5. Position promotion has a positive and significant effect on employee performance with an original sample value of 0.675 and a P value of 0.000, meaning that the better the employee's performance, the better the promotion if the performance worsens, then there is no promotion.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
HR Quality (X1) -> Promotion (Z) -> Employee Performance (Y)	-0.031	1,048	**0.295**	**Rejected**
Work Environment (X2) -> Promotion (Z) -> Employee Performance (Y)	0.630	5,540	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Based on the table above, there are 2 hypotheses that have an indirect effect as follows

1. HR quality has no significant negative effect on employee performance through promotion with an original sample value of -0.031 and a P value of 0.295 > 0.05 meaning that promotion is not an intervening variable but an independent variable in other studies.
2. Work environment has a positive and significant effect on employee performance through promotion with an original sample value of 0.630 and a P value of 0.000 meaning that promotion is an intervening variable and is able to have a positive effect, if the work environment is good, healthy, safe and comfortable, employee performance will be better and Promotions will always be there for employees with excellent performance.

Conclusion

Based on the results of the research that has been done and the analysis of the data as described in the previous chapter, the following conclusions are drawn from the results of the research as follows:

1. The quality of human resources has a negative and insignificant effect on employee performance.
2. The quality of human resources has a negative and insignificant effect on promotion.

3. Work environment has a positive and significant effect on employee performance.
4. Work environment has a positive and significant effect on promotion.
5. Position promotions have a positive and significant effect on employee performance.
6. The quality of human resources has no significant negative effect on employee performance through promotion.
7. The work environment has a positive and significant effect on employee performance through promotion.

Suggestion

1. Organizations must be able to create good and quality human resources in every training conducted.
2. The organization must pay attention to the employee's work environment both internally and externally so that employees feel safe and comfortable.
3. The organization must see which employees deserve to be promoted and which are not.
4. Every employee's work must be supervised to form good performance.

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