International Journal of Economics, Management and Accounting

ISSN: 2988-7615 | 2023(3)
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Research Article

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The Influence of Human Resource Quality on Job Satisfaction with Competence as an Intervening Variable (Case Study at Dr. RM. Djoelham Hospital, Binjai City)

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Received: August 12, 2023; **Accepted:** August 18, 2023; **Online:** August 23, 2023. | DOI: https://doi.org/10.47353/ijema.v1i3.44

Abstract: *This study aims to analyze the effect of the quality of human resources on job satisfaction with competence as an intervening variable. This research was conducted in one of the general hospitals of RSUD Dr. Rom. Djoelham City of Binjai. The population in this study was 70 employees and the sample used was a saturated sample. The research model is a path analysis measuring tool using Smrat PLS 3.3.3. The results of this study are that competence has a positive and significant effect on job satisfaction. HR quality has a positive and significant effect on job satisfaction. HR quality has a positive and significant effect on competence. HR quality has a positive and significant effect on job satisfaction through competence.*

Keywords*: HR Quality, Competence, Job Satisfaction*

Introduction

Human Resources (HR) is the most important asset in developing and maintaining the survival of an organization. One of the keys to success in achieving organizational goals is employee performance. An organization must be able to display the best performance in order to compete in the business world. According to Dessler (1997) in Irma Novia (2009), performance appraisal is providing feedback to employees with the aim of motivating the person to eliminate performance degradation or perform even better. In other words, performance appraisal is carried out by evaluating human behavior in carrying out its roles and obligations in achieving organizational goals. For that aspect of human behavior in performance appraisal becomes dominant. In the effort to foster and develop human resources, elements of well-being need to be considered. Welfare elements can spur employee morale and productivity.

Improving the quality of human resources (HR) is an absolute requirement for development goals. Education is a very important and inseparable part of the process of preparing high quality human resources. This is in accordance with the opinion of MJ. Langevelt (in Notoatmodjo, 2019), that education is the process of bringing children to maturity. He further explained that the maturity in question is when the child is able to act on his own responsibility. Competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations.

Departing from this understanding, the competence of an individual is something inherent in him that can be used to predict his level of performance. Something in question can involve motives, self-concept, nature, knowledge and abilities/skills. Individual competencies in the form of abilities and knowledge can be developed through education and training. Meanwhile, competency motives can be obtained during the selection process. Job satisfaction is an individual's general attitude towards his work, someone with a high level of job satisfaction shows a positive attitude towards the job, someone who is dissatisfied with his job

shows a negative attitude towards the job (Robbins, 2017). The scope of human resource management in general discusses matters related to humanity including employee job satisfaction. Employee job satisfaction is a factor that is considered important, because it can affect the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments. Phenomena that occur in RSUD Dr. Rom. Djoelham City of Binjai is the quality of human resources that are still incompetent makes the organization have to find solutions to improve employees who are still incompetent with the presence of incompetent employees making good competent employees feel dissatisfied and feel burdened because of incompetent employees. Employee job satisfaction is a factor that is considered important, because it can affect the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments. Phenomena that occur in RSUD Dr. Rom. Djoelham City of Binjai is the quality of human resources that are still incompetent makes the organization have to find a solution to improve employees who are still incompetent with the presence of incompetent employees making good competent employees feel dissatisfied and feel burdened because of incompetent employees. Employee job satisfaction is a factor that is considered important, because it can affect the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments. Phenomena that occur in RSUD Dr. Rom. Djoelham City of Binjai is the quality of human resources that are still incompetent makes the organization have to find a solution to improve employees who are still incompetent with the presence of incompetent employees making good competent employees feel dissatisfied and feel burdened because of incompetent employees. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments. Phenomena that occur in RSUD Dr. Rom. Djoelham City of Binjai is the quality of human resources that are still incompetent makes the organization have to find solutions to improve employees who are still incompetent with the presence of incompetent employees making good competent employees feel dissatisfied and feel burdened because of incompetent employees. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out work assignments. Phenomena that occur in RSUD Dr. Rom. Djoelham City of Binjai is the quality of human resources that are still incompetent makes the organization have to find solutions to improve employees who are still incompetent with the presence of incompetent employees making good competent employees feel dissatisfied and feel burdened because of incompetent employees.

Literature Review

HR Quality

The same thing was conveyed by Soegoto (2014) who gave an understanding, namely: "Human Resources are individuals in the organization who make a valuable contribution to achieving organizational goals". Then explained by Rahardjo (2013) explains the definition of Quality of Human Resources, namely: "The quality of human resources is only determined by aspects of skills or physical strength, but also determined by education or levels of knowledge experience or maturity and attitudes and values which he has."

HR Quality Indicators

According to Rahardjo (2013) said that indicators of the quality of human resources are as follows:

1. Intellectual Qualities (Knowledge and Skills) Include:

a) Have knowledge and skills in the field of science and technology in accordance with the demands of industrialization.
b) Have knowledge of languages, including national languages, regional languages and at least one foreign language.

2. Education
   a) Have educational ability at a higher level.
   b) Have the level of variety and quality of education and relevant skills by taking into account the dynamics of employment both at the local, national and international levels.

Competence

According to Rosidah (2013) competency is a basic characteristic of a person that allows employees to issue superior performance in their work. Competence according to Mulyadi (2013) says that: "Competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity.

Competency Indicator

Competency indicators according to Mulyadi (2013):

1. Communication skills (orally, in writing, report writing and presentation)
2. Able to identify problems and the ability to provide solutions
3. Follow the development of the problem and follow the development of the rules

Job satisfaction

Job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through evaluating one job as a sense of respect in achieving one of the important values of work (Afandi, 2018). According to Nuraini, (2013), job satisfaction is job satisfaction enjoyed in work that gets praise, work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important.

Job Satisfaction Indicator.

According to (Afandi, 2018), indicators of job satisfaction are as follows:

a. Work. The content of the work done by a person does it have satisfying elements.
b. Wages. The amount of payment received by someone as a result of carrying out work is in accordance with the needs that are felt to be fair.
c. Promotion. It is possible for a person to develop through promotion. This relates to whether there is an opportunity to gain career advancement while working.
d. Supervisor. Someone who always gives orders or instructions in the implementation of work.
e. Work colleague. Someone always interacts in the implementation of work. One can find co-workers very pleasant or unpleasant.

Methods

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, 2017). This research was carried out

at RSUD Dr. Rom. Djoelham Jl. Gotot Sobroto no 9 Satria Binjai Kota. This research was conducted from March 2023 to December 2023.

According to Sugiyono (2017), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion is drawn that the population used is 70 employees. According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. In this study, the population size was relatively small, so the sampling technique used was a saturated sample, which involved all respondents to become the sample, namely 70 employees. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 PLS software.

Measurement Model

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

1. Validity test
   There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.
   a. Convergent Validity
      The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct you want to measure. However, for research at the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). In addition, at this stage it is seen how much value each variable has. So that it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2012).
   b. Discriminant Validity
      The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Besides that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how much is the correlation value between indicators that measure variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).
2. Reliability Test
   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 a t table value of 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. Fit models
   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

There are three steps in utilizing the information checking method with SmartPLS to survey external models, namely Focused Legitimacy, Discriminant Legitimacy, and Composite Dependence.

Convergent validity

Convergent validity of the estimation model with reflexive markers was evaluated by looking at the relationship between the item score/part score assessed by PLS programming. A single reflexive measure should be high assuming a relationship of more than 0.70 to the estimated building.

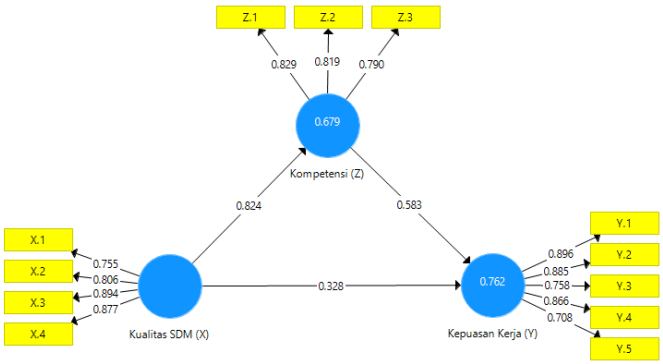

Figure 1. Outer Model
Source: Smart PLS 3.3.3

In this study there are equations and the equation consists of two substructures for substructure 1

$Z = b1X + e1$

$Z = 0.824 + e1$

For substructure 2

$Y = b2X + b3Z + e2$

$Y = 0.328 + 0.583 + e2$

Table 1. Outer Loadings

	Job Satisfaction (Y)	Competency (Z)	HR Quality (X)
X.1			0.755
X.2			0.806
X.3			0.894
X.4			0.877
Y.1	0.896		
Y.2	0.885		
Y.3	0.758		
Y.4	0.866		
Y.5	0.708		
Z.1		0.829	
Z.2		0.819	
Z.3		0.790	

Source: Smart PLS 3.3.3

The consequences of using SmartPLS should be seen in the table above. External model values or the relationship between builds and factors satisfies joint legitimacy because all markers have values greater than 0.70, and that implies this exploration is substantial.

Discriminant Validity

Discriminant legitimacy is carried out to guarantee that each idea of each idle variable is not the same as a different factor. The model has great discriminant legitimacy if each stack value of each sign of the inert variable has the largest stack value with other stack values for other idle factors. The side effects of discriminant legitimacy testing are obtained as follows:

Table 2. Discriminant Validity

	Job Satisfaction (Y)	Competency (Z)	HR Quality (X)
X.1	0.552	0.655	0.755

X.2	0.639	0.619	0.806
X.3	0.728	0.730	**0.894**
X.4	0.761	0.741	0.877
Y. 1	**0.896**	0.730	0.715
Y.2	0.885	0.816	0.760
Y.3	0.758	0.558	0.588
Y.4	0.866	0.819	0.755
Y.5	0.708	0.532	0.457
Z. 1	0.712	**0.829**	0.682
Z. 2	0.738	0.819	0.669
Z. 3	0.625	0.790	0.658

Source: Smart PLS 3.3.3

In table 2 above there are the results of the loading factor variable Job Satisfaction with the largest indicator value compared to other latent variables, there is a loading factor value for the Competency variable that is greater than the loading factor value for other latent variables, there is a loading factor value for the HR Quality variable the value is greater than the loading factor of other latent variables, so this research is discriminantly valid.

Evaluating Reliability and Average Variance Extracted (AVE)

The validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50. Table 3 will present the Composite Reliability and AVE values for all variables.

Table 3. Composite Reliability and Average Variance Extracted

	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Y)	**0.914**	**0.683**
Competency (Z)	**0.854**	**0.660**
HR Quality (X)	**0.902**	**0.697**

Source: Smart PLS 3.3.3

Based on the table above it can be concluded that all constructs meet the criteria of being reliable. This is indicated by the composite reliability value above 0.70 and AVE above 0.50 as the recommended criteria.

Structural Model Testing (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between the constructs, the significance value and the R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

Coefficient of Determination (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

Table 4..Results of R Square

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.762	0.755
Competency (Z)	0.679	0.675

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R-square value for the Job Satisfaction variable of 0.762 with a percentage of 76.2%, meaning that the HR Quality and Competency variables have an effect of 76.2% and the rest on other variables. For the Rsquare value of the Competency variable of 0.679 with a percentage of 67.9%, it means that the influence of the HR Quality variable is 67.9% and the rest is in other variables.

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	0.081	0.081
d_ULS	0.510	0.510
d_G	0.386	0.386
Chi-Square	143,749	143,749
NFIs	0.775	0.775

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show an NFI value of 0.775 and this value is still greater than 0.697, so this research is considered fit and can continue the hypothesis research.

Hypothesis test

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
Competence (Z) -> Job Satisfaction (Y)	0.583	4,473	**0.000**	**Accepted**
HR Quality (X) -> Job Satisfaction (Y)	0.328	2,581	**0.010**	**Accepted**
HR Quality (X) -> Competency (Z)	0.824	22,289	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

In table 4 above, there are hypothesis values with p values that have a significant effect and the three hypotheses are accepted. The explanation is as follows:

1. Competence has a positive and significant effect on job satisfaction with an original sample value of 0.583 and a P value of 0.000 <0.05 meaning that if competence increases, job satisfaction also increases; if it decreases, job satisfaction also decreases.
2. HR quality has a positive and significant effect on job satisfaction with an original sample value of 0.328 and P values 0.010 <0.05 meaning that if the quality of human resources increases, job satisfaction will also increase; if it decreases, job satisfaction also decreases.
3. HR quality has a positive and significant effect on competence with an original sample value of 0.824 and a P value of 0.000 <0.05 meaning that if the quality of human resources increases, competence will increase; if it decreases, competence will also decrease.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
HR Quality (X) -> Competence (Z) -> Job Satisfaction (Y)	0.480	4,137	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

In the table above, there is a P value of 0.000 <0.05, meaning that competence can influence X and Y variables indirectly, which means that variable Z is an intervening variable for the following explanation: HR quality has a positive and significant effect on job satisfaction through competence with sample values original 0.408 means that the quality of human resources will improve better if there is a role of competence in employees so that performance and satisfaction will come by themselves.

Closing

Conclusion

1. Competence has a positive and significant effect on job satisfaction in RSUD Dr. Rom. Djoelham Binjai

2. The quality of human resources has a positive and significant effect on job satisfaction in RSUD Dr. Rom. Djoelham Binjai
3. The quality of human resources has a positive and significant effect on competence in RSUD Dr. Rom. Djoelham Binjai
4. The quality of human resources has a positive and significant effect on job satisfaction through competency at RSUD Dr. Rom. Djoelham Binjai

Suggestion

1. Organizations must look for quality human resources with the aim of increasing employee competence and increasing organizational results in the future.
2. Organizations must improve the competence of their employees and pay attention to employees who already have competence to achieve organizational goals properly.
3. Organizations must carry out good activities to increase employee satisfaction in working in the organization.

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