

Research Article

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The Effect of Employee Development on Work Quality Mediated by Employee Work Effectiveness at Office of the Mayor of Binjai

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Received: August 25, 2023; Accepted: August 30, 2023; Online: Sept 7, 2023. | DOI: <https://doi.org/10.47353/ijema.v1i4.52>

Abstract: *The aims of this research were to analyze and investigate the role of employee performance effectiveness in mediating the relationship between employee development and employee performance quality at the mayor office of Binjai. The type of research in this study was quantitative associative. The research was conducted at the Mayor Office of Binjai. The population in this study consisted of 100 employees. The sampling technique used was saturated sampling, where the entire population was taken as the sample. The data collection technique used was through distributing questionnaires. The data analysis in this study was carried out using Smart PLS 3.0 with path analysis model. The results of this research indicated that (1) Employee development had a direct and significant effect on the quality of employee performance at the Major Office of Binjai; (2) Employee development has a direct and significant effect on employee effectiveness at the Mayor Office of Binjai; (3) Employee performance effectiveness had a direct and significant effect on the quality of employee performance at Mayor Office of Binjai; (4) The variable of work effectiveness could indirectly mediate the influence of employee development on the quality of employee performance at the Major Office of Binjai.*

Keywords: *Employee Development, Performance Effectiveness, Employee Performance Quality.*

Introduction

Organization and development are very important things in determining the success of a development. Organizations have various instruments to achieve their goals. These instruments include natural resources (raw materials), human resources (labor), technology and capital. However, the most important instrument is actually human resources, where humans are one of the resources in development that must receive serious attention. This is because humans are the most important driving factor of the organization and the most important factor besides natural resources, in this case related to the implementation of the development of a nation. This is reinforced by Synder inside (Swasto, 2003) which states that, "Humans are the most valuable resource". From Synder's statement, it can be concluded that humans are the most important resource in an organization, because if an organization has good natural resources and equipment without being supported by good human quality, then it is very possible that the productivity of an organization will be low.

To achieve organizational goals, one influencing and very important factor is needed, namely work quality, because it can maintain the survival of an organization. According to (Flippo, 2005). Work quality is a result that can be measured by the effectiveness and efficiency of work carried out by human resources or other resources in achieving the company's goals or objectives well and efficiently. Temporary (Matutina, 2006) explained that the quality of work refers to the quality of human resources such as knowledge, skills and abilities.

Quality work can be achieved if resource utilization can be managed effectively. According to (Siagian, Sondang. P, 2008). Effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a number of goods for the services of

the activities carried out. Effectiveness shows success in terms of whether or not the targets that have been set are achieved. If the results of the activity are closer to the target, it means the effectiveness is higher. Communication in which the process achieves the planned goals in accordance with the budgeted costs, the specified time and the specified number of personnel is one of the effectiveness of work (Efendi & Primary, 2020). Temporary (Tika. P, 2008) provides a definition of effectiveness as the level of achievement of the organization in the short and long term. The point is effectiveness is a measurement standard to describe the level of success of an organization in achieving predetermined targets.

The phenomenon that occurs in Binjai city civil servants is the lack of effective management of existing human resources, resulting in low quality of employee work which is not in accordance with the vision and mission of the city of Binjai because employee work development is uneven so that employee performance and quality is not good, lack of concern for work. lack of time and attention to work, lack of teamwork due to many problems between individuals. Based on this phenomenon, the author recommends a solution, namely by making efforts for employee work effectiveness in developing employee development programs which are expected to improve the quality of employee work.

Employee development is felt to be increasingly important because of the demands of work or position due to advances in science and technology. According to (Hasibuan, Malayu SP, 2005) states that employee development is an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job/position requirements through education and training.

The objectives of employee development essentially involve the following matters: 1) Work productivity; 2) Service and 3) Morals (Malayu, 2017). According to (Hardiyansyah, 2012) Education and training (Training) is the process of organizing teaching and learning to improve competence for prospective civil servants and civil servants. In addition to Education and Training Promotion of positions and transfers is one way to improve the quality of work (Malay 2007).

According to (Mangkunegara, 2020), factors that need to be considered in employee training and development, namely: 1) Individual differences in employees; 2) Relationship with job analysis; 3) Motivation; 4) Active participation; 5) Selection of participants; 6) Instructor selection; 7) Training and development methods.

Meanwhile, the indicators used in this study to measure the success rate of employee development are according to (Richardson, 2016), namely:

- 1) Effectiveness of Professional Development on Own Employment Needs, namely employee development programs have an impact on meeting employee needs for technical and conceptual abilities that will be used in work.
- 2) Development Effectiveness on Personal Goals (Effectiveness of Professional Development on Personal Goals): namely employee development programs have an influence on employees' personal goals at work such as promotion opportunities, promotions, salary increases and opportunities to continue their studies.
- 3) Development Effectiveness on Career Aspirations (Effectiveness of Professional Development on Career Aspirations), namely employee development programs have an influence on increasing the qualifications, competence and adequate capacity of employees in career aspirations in order to enhance their work career.

Work effectiveness is the degree to which an organization, which is a social system with all the specific resources and facilities available, fulfills its goals without waste and avoids unnecessary tension between its members (Tangkilisan & Nogi Hassel, 2005). According to (Hasibuan.SP, 2016) Work

effectiveness is a condition that shows the level of success of management activities in achieving goals including work quantity, work quality and timeliness in completing work. According to(Liang Lie, 1995), factors that influence work effectiveness include the following: Time, Tasks, Productivity, Motivation, Work Evaluation, Supervision, Work Environment, Equipment and Facilities. As for several indicators to measure work effectiveness according to (Hasibuan, Malayu SP, 2005) are 1) Quality of Work; 2) Work Quantity; 3) Time Utilization.

Work quality refers to the quality of human resources, while the quality of human resources itself refers to Knowledge, Skills and Abilities. According to (Hasibuan, Malayu SP, 2005) states that work quality is a measure of the extent to which a person meets the standards and expectations set by the organization in carrying out their duties and responsibilities. Work quality is not only related to the work results achieved, but also includes various other aspects such as speed, accuracy, innovation, work ethics and responsibility.

To measure the quality of employee work in this study the authors refer to the theory (Hasibuan, Malayu SP, 2005) who said there are four indicators of the quality of employee work, namely:

- 1) Self Potential, is the ability, strength, both unrealized and realized, that a person has, but has not been fully seen or used to its full potential.
- 2) Optimal Work Results, is the result that must be owned by an employee, employees must be able to provide the best work results, can be seen from the productivity of the organization, the quality and quantity of work.
- 3) Work Process, is the most important stage where employees carry out their duties and roles in an organization, through this work process.
- 4) Enthusiasm, is an attitude in which an employee cares about his work, this can be seen from attendance, execution of tasks, work motivation, work commitment.

Based on the explanation of the background to the problem above, it can be stated that employee development can increase employee work effectiveness which will ultimately improve the quality of employee work in order to achieve organizational goals.

Based on the results of research conducted by (M. Husni Thamrin Nasution, 2016) which states that employee development, in this case through education and training (training) and job promotions, really determines the work effectiveness of employees at the Sibolga City regional secretariat office. Other research was also carried out by (Choyimah, 2015) with the result that employee development has a positive effect on employee performance at the Semarang City Regional Civil Service Agency. The magnitude of the influence is 32.2%, while the remaining 67.8% is influenced by other factors.

The aim of this research is to analyze and investigate the role of employee performance effectiveness in mediating the relationship between employee development and the quality of employee performance at the Binjai Mayor's Office. The concept of this research is as illustrated in the following conceptual framework:

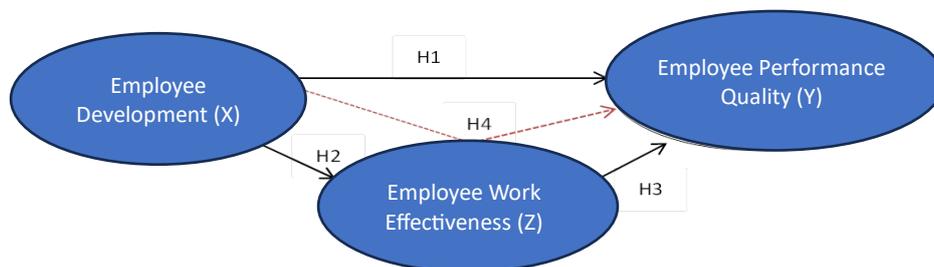


Figure 1. Research Conceptual Framework

Method

This type of research is casual associative quantitative research. According to (Sugiyono, 2018) that quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing the hypotheses that have been set. This research was conducted at the Binjai Mayor's Office which is located at Jl. Jendral Sudirman No. 6, Kartini, Kec. Binjai City, Binjai City, North Sumatra, 20741. The time of this research was carried out from May 2023 to July 2023.

The population in this study were all ASN employees in the Binjai mayor's office, totaling 4,617 employees. The sampling technique in this research is a purposive sample where the author only takes all ASN in one agency, namely the Regional Financial, Revenue and Asset Management Agency, numbering 100 people (Sugiyono, 2018).

The data to be used from this research is data from questionnaires distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this research is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

While the feasibility test that will be used in this study is the outer model test in order to obtain an outer loading value that meets the validity and reliability requirements. Structural model testing (Inner model) which includes the coefficient of determination test (R^2) to measure how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination/is in the range of zero (0) and one (1) R^2 (Kuncooro, Munajad, 2013).

Goodness fit test to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and hypothesis testing (T-Statistic Test) which consists of a path coefficients test to test how the direct effect of each independent variable on the dependent variable as well as the indirect effect of intervening variables in influencing the independent variable on the dependent variable.

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 declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Ghozali & Latan, 2015) criteria value t table 1.96 with a significance level of 5%

Results and Discussion

Outer Model Analysis

Testing the outer model in this research uses algorithm analysis SmartPLS software version 3.0, in order to obtain an outer loading value that meets the validity and reliability requirements.

1. Convergent Validity Test Results

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Indicators that have an individual correlation value greater than 0.7 are considered valid, but in 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 the indicator has a loading below 0.60 and is not significant. The following shows the results of the outer loading value

in the following table:

Table 1. Outer Loading

Indicator	Outer Loading	Information
Employee Development (X)		
PP1	0.928	Valid
PP2	0.960	Valid
PP3	0.803	Valid
Employee Performance Effectiveness (Z)		
EKP1	0.968	Valid
EKP2	0.902	Valid
EKP3	0.895	Valid
Quality of Employee Performance		
KKP1	0.723	Valid
KKP2	0.912	Valid
KKP3	0.917	Valid
KKP4	0.959	Valid

Source: Smart PLS 3.0

Based on table 1, it can be seen that all indicators have a loading factor value of > 0.60. According to (Ghozali & Latan, 2015) states that an indicator is declared valid if it has a loading factor value > 0.60. Thus it can be stated that all indicators in this study are declared valid and further research can be carried out. The following is displayed in the form of a structural model as shown in the following figure:

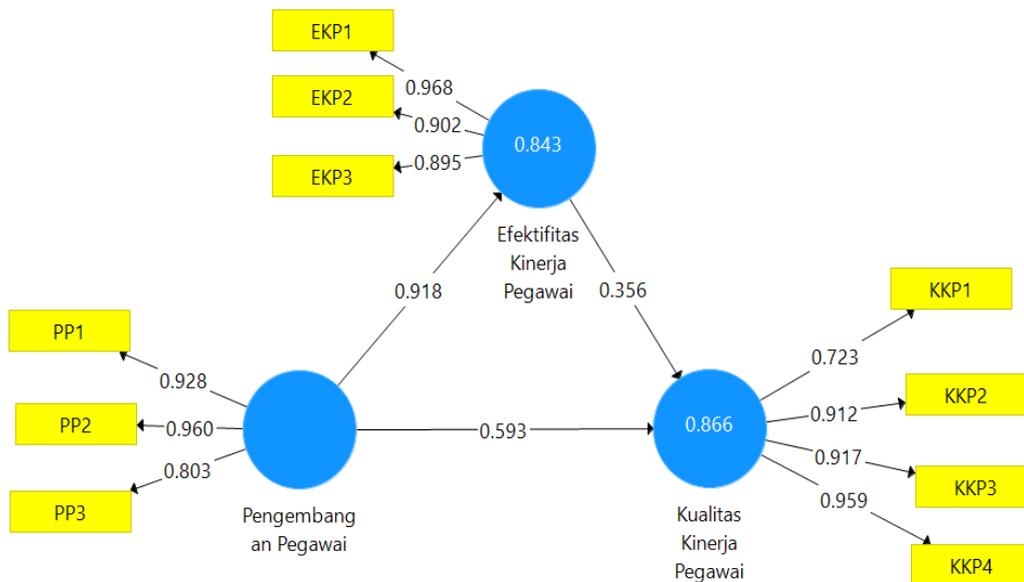


Figure 1. Outer Model Test Results

2. Discriminate Validity Test Results

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 is highly correlated with

the construct. The following are the results of cross loading results from discriminant validity testing as follows:

Table 2. Discriminant Validity

Indicators/ Variables	Employee Performance Effectiveness (Z)	Employee Performance Quality (Y)	Employee Development (X)
EKP1	0.968	0.822	0.841
EKP2	0.902	0.913	0.909
EKP3	0.895	0.739	0.775
KKP1	0.725	0.723	0.596
KKP2	0.828	0.912	0.828
KKP3	0.776	0.917	0.920
KKP4	0.853	0.959	0.868
PP1	0.862	0.891	0.928
PP2	0.796	0.880	0.960
PP3	0.819	0.699	0.803

Source: Smart PLS 3.0

Based on table 2, it can be seen that the cross loading value in each indicator and variable is greater than other variables and indicators. The cross loading is greater than other latent variables, the cross loading of Employee Performance Effectiveness also shows a greater value of the cross loading indicator than the cross loading of the late variable. Based on this data, it can be discriminantly stated that the cross loading results are considered valid.

3. Composite reliability test results

The next test determines the reliable value with the composite reliability of 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 Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in table 3 below:

Table 3. Construct Reliability and Validity

Indicator	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance Effectiveness (Z)	0.912	0.944	0.850
Employee Work Quality (Y)	0.902	0.933	0.779
Employee Development (X)	0.879	0.927	0.809

Source: Smart PLS 3.0

Based on Table 3, it can be seen that the AVE value for each variable tested has a value of > 0.5 , indicating that all variables in this study meet the discriminant validity criteria. To determine reliability in

this research, composite reliability values were used. The accepted value for the level of reliability is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a value of > 0.70 so that it can be stated that all the variables tested meet construct reliability.

Structural Model Evaluation (Inner Model)

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 Test Results (R2)

The coefficient of determination test (R2) is used to see the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table:

Table 4. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance Effectiveness (Z)	0.843	0.841
Employee Performance Quality (Y)	0.866	0.864

Source: Smart PLS 3.0

Based on table 3 it is known that the R square value of the Employee Work Effectiveness variable is 0.843 or 84.30%, which means that the influence of employee development on the effectiveness of employee performance is 84.30% and the remaining 15.70% is influenced by other variables that have not been studied. While the R Square value for the quality variable of employee performance is 0.866 or 86.60%, which means that the effect of employee development on the quality of employee performance is 86.60% and the remaining 13.30% is influenced by other variables that have not been studied.

2. Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the model or statistical distribution being tested fits the observed data. The Goodness of Fit test aims to determine the extent to which the observed data conforms to the theoretical distribution assumed by the model or hypothesis (Ghozali, 2018). The goodness of fit model test can be seen by looking at the NFI value in the program. If the NFI value $> SRMR$ and the closer to 1, the better the model (good fit). Based on data processing that has been carried out using the SmartPLS 3.0 program, the Model Fit values are obtained as follows:

Table 5. Fit models

	Saturated Model	Estimated Model
SRMR	0.119	0.119
d_ ULS	0.781	0.781
d_ G	3,806	3,806
Chi-Square	1063,350	1063,350
NFI	0.497	0.497

Based on table 6, it can be seen that the NFI value is $0.497 > 0.119$ so it can be stated that the model

in this research has sufficient goodness of fit and is suitable for use to test the research hypothesis.

Hypothesis Testing Results

After doing the inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis 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 (Ghozali & Latan, 2015). Following are the results of Path Coefficients of direct influence between variables as in the following table:

Table 6. Path Coefficients (Direct Effects)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Employee Performance Effectiveness -> Employee Performance Quality	0.356	0.368	0.134	2,654	0.009	Accepted
Employee Development -> Employee Performance Effectiveness	0.918	0.914	0.027	34,596	0,000	Accepted
Employee Development -> Employee Performance Quality	0.593	0.580	0.133	4,450	0,000	Accepted

Based on table 6 data, it can be stated that the effectiveness of employee performance has a significant direct influence on the quality of employee performance, as evidenced by the T-statistic value of $2.654 > 1.96$ with a P-Value of $0.009 < 0.05$. This means that if the effectiveness of employee work increases, the quality of employee work will also increase and vice versa if it decreases, the quality of employee work will also decrease. These results answer the third hypothesis, namely employee work effectiveness has a direct and significant effect on the quality of employee performance at the Binjai Mayor's Office.

Furthermore, the influence of employee development on employee effectiveness was obtained by data that the T-Statistics value was $34.596 > 1.96$ with a P-Value value of $0.000, 0.05$ so it can be stated that Employee Development has a direct and significant effect on employee work effectiveness at the Binjai Mayor's Office as stated in the hypothesis. The second. This can be interpreted that if employee development is increased then employee effectiveness will increase.

To answer the first hypothesis whether there is a direct and significant effect of employee development on the quality of employee performance, it is obtained data that the T-Statistic value is $4,450 > 1.96$ with a P-Value of $0.000 < 0.05$, which means that there is a direct and significant influence of employee development on quality employee performance which can also be interpreted that if employee development increases, the quality of employee performance also increases.

To see the indirect effect between variables and answer the fourth hypothesis, it can be seen in the

following table:

Table 7. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Employee Development -> Employee Performance Effectiveness -> Employee Performance Quality	0.327	0.335	0.123	2,660	0.009	Accepted

Based on table 7 it can be explained that the T-Statistics value is $2.660 > 1.96$ with a P-Value of $0.009 < 0.05$ which means that the variable of work effectiveness can indirectly influence employee development on the quality of employee performance at the Binjai Mayor's Office.

Conclusion

From the results of the research and discussion described above, it can be concluded that employee development has a direct and significant effect on the quality of employee performance at the Binjai Mayor's office as evidenced by a T-Statistic value greater than 1.96 with a P-Value value smaller than 0, 05. This result can be interpreted that if employee development increases, the quality of employee performance also increases.

Furthermore, employee development also has a direct and significant effect on employee effectiveness at the Binjai Mayor's Office as evidenced by the results of a T-Statistic value greater than 1.96 with a P-Value value smaller than 0.05 so it can be stated that if employee development is improved then employee effectiveness will increase.

The effectiveness of employee performance has a significant direct influence on the quality of employee performance at the Binjai Mayor's Office, as evidenced by the T-statistic value being greater than 1.96 with the P-Value being less than 0.05. This means that if employee work effectiveness increases, the employee's work quality will also increase and conversely, if it decreases, the employee's work quality will also decrease.

Meanwhile, for the indirect influence, the work effectiveness variable can indirectly mediate the influence of employee development on the quality of employee performance at the Binjai Mayor's Office. Efforts to increase employee development will have a very significant impact and influence on increasing work effectiveness and the quality of employee performance.

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