

Performance Determinants

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Abstract

This study aims to analyze the Determinants of Performance in Village Government in Dolok Stillul District, Serdang Bedagai Regency. The form of this research is quantitative research. Data were obtained directly from filling out questionnaires distributed to 62 Village Officials. The data analysis technique used in this study used the Structural Equation Modeling (SEM) method using SmartPLS 3.0 Software. The results of the analysis show that Human Resource Quality has a positive and significant effect on Supervision, Human Resource Quality has a positive and significant effect on Performance, Supervision has a positive and insignificant effect on Performance, and Human Resource Quality has a positive and insignificant effect on Performance with Supervision as an Intervening variable.

Keywords: Human Resource Quality, Supervision, Performance.

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Introduction

The existence of human resources in an organization, whether government or private, is valuable assets and need to be maintained because human resources are one of the most important elements in organization for the sake of achieving goals. The goals of the organization will be achieved if the human resources it has have good quality human resources. As in the Village Government Office in Dolok Masihul District, Serdang Bedagai Regency.

According to Wirawan (2015) Human Resource Quality is a combination of physical abilities (health) and non-physical abilities (work ability, thinking, mental and other skills) possessed by an individual so that they are able to work, be creative and have potential in the organization. The quality of human resources is also the key to determining the achievement of the goals of an organization. One of the steps to maintain and improve the quality of human resources can be done by evaluating employee performance so that the organization can find out and decide whether employees need supervision or not to be able to produce better and optimal performance. According to Fahmi (2014) Supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the vision and mission of an organization, so that it can be interpreted that supervision plays an important role in performance. According to Edison (2016) Performance is the result of a process that refers to and is measured over a certain period of time based on previously determined provisions or agreements. Performance is also a work result produced by individuals through the process of the organization in order to achieve the goals of the organization. The goals of the organization will be achieved if the human resources are owned quality.

Formulation of the problem

1. Does HR Quality Have a Positive and Significant Influence on Supervision Village Government in Dolok Masihul District, Serdang Bedagai Regency?
2. Does HR Quality Have a Positive and Significant Influence on Performance Village Government in Dolok Masihul District, Serdang Bedagai Regency?
3. Does supervision have a positive and significant effect on performance Village Government in Dolok Masihul District, Serdang Bedagai Regency?
4. Does HR Quality Have a Positive and Significant Influence on Performance through Supervision Village Government in Dolok Masihul District, Serdang Bedagai Regency?

Quality of Human Resources

According to Winedar (2019) Human Resource Quality is not only having the ability to complete work, but also for self-development and encouraging the self-development of his co-workers. Human Resource Quality Indicators are as follows:

1. Have skills relevant to the field of work
2. Have adequate knowledge
3. Have a high tolerance attitude
4. Have high spirits
5. Have an honest attitude

Supervision

According to Handoko (2014), supervision is a systematic effort to determine implementation standards with planning objectives, design feedback information systems, compare actual activities with previously established standards, determine and measure deviations and take the necessary corrective actions to ensure that all company resources are used in an effective and efficient manner in achieving company objectives. The monitoring indicators are as follows:

1. Determination of implementation or planning standards
2. Work measurement
3. Performance assessment
4. Corrective action

Performance

According to Kasmir (2016), performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Performance Indicators are as follows:

1. Quality
2. Quantity
3. Time

Conceptual Framework

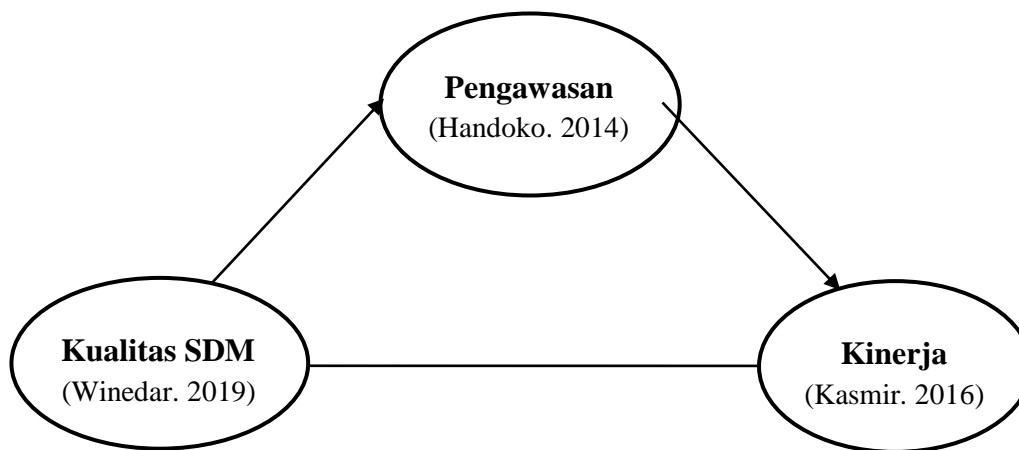


Figure 1. Conceptual Framework

Where:

- Human Resources Quality (X) : Independent Variable
- Supervision (Z) : Intervening Variable
- Performance (Y) : Dependent Variable

Source: Processed by Researchers, 2024

Research Hypothesis

- H₁: The quality of human resources has a positive and significant effect on supervision in village government in Dolok Masihul District, Serdang Bedagai Regency.
- H₂: The quality of human resources has a positive and significant effect on performance in village government in Dolok Masihul District, Serdang Bedagai Regency.
- H₃: Supervision has a positive and significant effect on Performance in Village Government in Dolok Masihul District, Serdang Bedagai Regency.
- H₄: Human resource quality has a positive and significant effect on performance through supervision. in the Village Government in Dolok Masihul District, Serdang Bedagai Regency.

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Research methods

In this study, the author uses quantitative research. The location of the study was conducted at the Village Government in Dolok Masihul District, Serdang Bedagai Regency, North Sumatra Province, 20991. The population of this study was the Village Government agencies in Dolok Masihul District, Serdang Bedagai Regency, totaling 27 agencies. Because this study is a quantitative study, the data analysis technique of this study uses the *structural equation modeling* (SEM) method using *Smart PLS 3.0* software. SEM aims to test the relationship between one or more endogenous variables and one or more exogenous variables.

Research result

Measurement Model (Outer Model)

In this study, hypothesis testing uses the *Partial Least Square* (PLS) analysis technique with the *SmartPLS 3.0* program. The following is a schematic of the proposed PLS program model:

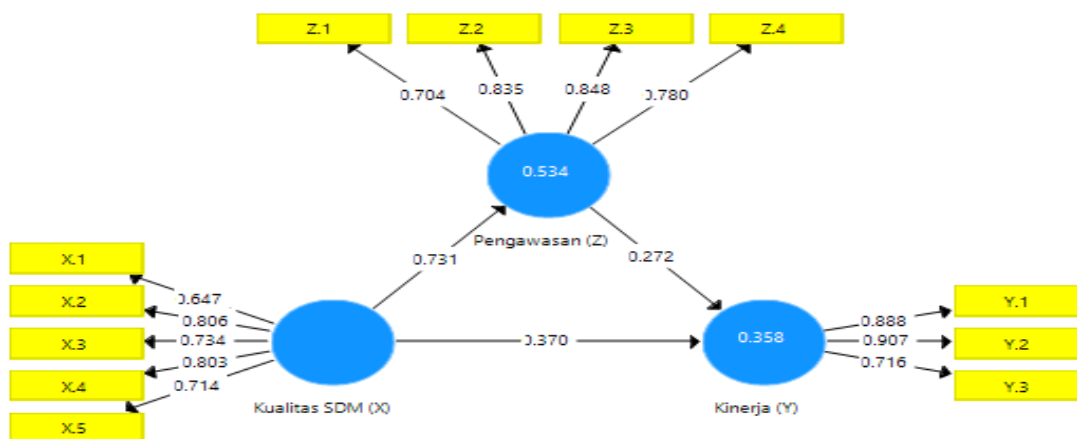


Figure 2. Outer Model

Source: Smart PLS 3.0

Validity Test Results

1. Convergent Validity

To test *convergent validity*, the *outer loading* or *loading factor* value is used. An indicator is declared to meet *convergent validity* in the good category if the *outer loading value* is > 0.7 . The following are the *outer loading values* of each indicator in the research variables.

Table 1. Outer Loading Values

Variables	Indicator	Outer Loading	Information
Human Resources Quality (X)	X.1	0.647	Invalid
	X.2	0.806	Valid
	X.3	0.734	Valid
	X.4	0.803	Valid
	X.5	0.714	Valid
Supervision (Z)	Z.1	0.704	Valid
	Z.2	0.835	Valid
	Z.3	0.848	Valid
	Z.4	0.780	Valid

	Y.1	0.888	<i>Valid</i>
Performance (Y)	Y.2	0.907	<i>Valid</i>
	Y.3	0.716	<i>Valid</i>

Source: Processed Primary Data, 2024

Based on the data from table 1 above, it is known that each indicator of the research variable has an *outer loading value* > 0.7 . However, it is seen that there is still 1 indicator that has an *outer loading value* < 0.7 . According to experts, an *outer loading value* between 0.5 - 0.6 is considered sufficient to meet the requirements of *convergent validity*. The data above shows that there are no variable indicators whose *outer loading value* is below 0.5, so that all indicators are declared suitable or valid for use in research and can be used for further analysis.

2. Discriminant Validity

An indicator is said to meet *discriminant validity* if the indicator's *cross loading* value on its variable is the largest compared to other variables.

Table 2. Cross Loading Values

Validitas Diskriminan				
	Kriteria Fornel...	Cross Loadings	Rasio Heterotra...	>> 1
		Kinerja (Y)	Kualitas SDM (X)	Pengawasan (Z)
X.1		0.444	0.647	0.469
X.2		0.362	0.806	0.515
X.3		0.450	0.734	0.529
X.4		0.498	0.803	0.660
X.5		0.334	0.714	0.513
Y.1		0.888	0.445	0.423
Y.2		0.907	0.570	0.499
Y.3		0.716	0.401	0.441
Z.1		0.251	0.492	0.704
Z.2		0.395	0.587	0.835
Z.3		0.413	0.681	0.848
Z.4		0.611	0.545	0.780

Source: *Smart PLS 3.0*

Based on the data from table 2 above, it can be seen that the indicators used in this study have good *discriminant validity* in compiling their respective variables. In addition to observing the *cross loading value*, *discriminant validity* can also be known through other methods, namely by looking at the *average variant extracted (AVE)* value for each indicator, the required value must be > 0.5 for a good model.

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Table 3. Average Variant Extracted (AVE) Value

Validitas dan Reliabilitas Konstruk

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Kinerja (Y)	0.788	0.811	0.878	0.708
Kualitas SDM (X)	0.796	0.804	0.860	0.552
Pengawasan (Z)	0.804	0.819	0.871	0.630

Source: *Smart PLS 3.0*

Based on the data in table 3 above, it can be seen that the AVE value of the Performance variable (Y) > 0.5 with a value of 0.708, for the HR Quality variable (X) > 0.5 with a value of 0.552 and for the Supervision variable (Z) > 0.5 with a value of 0.630. This shows that each variable has good *discriminant validity*.

Inner Model

Evaluation of this model is carried out using *the Coefficient Determination/R Square (R²)*, *Predictive Relevance/Q Square (Q²)*, *t-Statistic /hypothesis test (Direct Effect and Indirect Effect)*, *Path Coefficient*

1. Coefficient Determination/R Square (R₂)

Based on the data processing that has been carried out using *SmartPLS 3.0*, the *R-Square value is obtained as follows*.

Table 4. Coefficient Determination/R Square (R₂) values

R Square

	R Square	Adjusted R Square
Kinerja (Y)	0.358	0.337
Pengawasan (Z)	0.534	0.527

Source: *Smart PLS 3.0*

Based on the data processing that has been carried out using *SmartPLS 3.0*, *the R-Square value* for the influence of the HR Quality variable (X) on Performance (Y) was obtained with a value of 0.358, then *the R-square* for the influence of the HR Quality variable (X) on Supervision (Z) with a value of 0.534.

2. Predictive Relevance (Q²)

Q-Square Predictive Relevance is a test to evaluate the PLS model, with the formula: $Q^2 = 1 - [(1 - R_2 1) \times (1 - R_2 2)]$. The test conditions are if $Q^2 > 0$ indicates the model has *predictive relevance*. Q^2 values of 0.02, 0.15 and 0.35 indicate that the model is weak, moderate and strong. The results of the calculation of Q-Square are as follows:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R_2 1) \times (1 - R_2 2)] \\
 &= 1 - [(1 - 0.534) \times (1 - 0.358)] \\
 &= 1 - (0.466 \times 0.642) \\
 &= 1 - 0.299 \\
 &= 0.701
 \end{aligned}$$

Q -Square value obtained is 0.701 or 70.1% greater than the value of 0, indicating that the model has a Q -Square Predictive Relevance value, which means it has a good observation value, so this research model can be stated to have good *goodness of fit too*.

3. T – Statistics

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study by looking at the direct and indirect influences, the results of which can be seen through *the Path Coefficient Bootstrapping Technique* as follows:

Table 5. Results of Direct Influence Testing

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O /...	P Values
Kualitas SDM (X) -> Kinerja (Y)	0.370	0.373	0.183	2.027	0.043
Kualitas SDM (X) -> Pengawasan (Z)	0.731	0.729	0.100	7.341	0.000
Pengawasan (Z) -> Kinerja (Y)	0.272	0.261	0.183	1.489	0.137

Source: *Smart PLS 3.0*

Based on the data processing that has been done using *SmartPLS 3.0*, it can be seen that the T-Statistic value of the influence of HR Quality (X) on Performance (Y) is greater than the T-Table (1.96) which is 2.027 with a large influence of 0.370 and P -Value <0.05 of 0.043. So it can be concluded that the direct influence of HR Quality on Performance has a positive and significant effect.

The T-Statistic value of the influence of HR Quality (X) on Supervision (Z) is greater than the T-Table (1.96) which is 7.341 with a large influence of 0.731 and P -Value <0.05 of 0.000. So it can be concluded that the direct influence of HR Quality (X) on Supervision (Z) has a positive and significant effect.

The T-Statistic value of the influence of Supervision (Z) on Performance (Y) is smaller than the T-Table (1.96) which is 1.489. With a large influence of 0.272 and P -Value > 0.05 of 0.137. So it can be concluded that the direct influence of Supervision on Performance has a positive but not significant effect.

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Table 6. Results of Indirect Effect Testing

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O/...	P Values
Kualitas SDM (X) -> Pengawasan (Z) -> Kinerja (Y)	0.199	0.192	0.140	1.418	0.157

Source: *Smart PLS 3.0*

Based on the data processing that has been done using *SmartPLS 3.0*, it can be seen that the T-Statistic value of the influence of HR Quality (X) on Performance (Y) through Supervision (Z) as an intervening variable is smaller than the T-Table (1.96) which is 1.418. With a large influence of 0.199 and *P-Value* > 0.05 of 0.157. So it can be concluded that the indirect influence of HR Quality on Performance through Supervision has a positive but not significant effect.

4. Path Coefficients

Based on the data processing that has been carried out using *SmartPLS 3.0*, the following Path Coefficients *values* were obtained:

Table 7. Path Coefficients Results

Koefisien Jalur

	Kinerja (Y)	Kualitas SDM (X)	Pengawasan (Z)
Kinerja (Y)			
Kualitas SDM (X)	0.370		0.731
Pengawasan (Z)	0.272		

Source: *Smart PLS 3.0*

From the table above, it can be seen that the Human Resource Quality Variable to the Performance Variable has a value of 0.370, the Human Resource Quality Variable to Supervision has a value of 0.731 and the Supervision Variable to the Performance Variable has a value of 0.272. Because all values are between 0 and 1, the direction of the relationship in each variable is positive.

Conclusion

This study aims to determine, analyze, and test the influence of HR Quality on Performance. and with Supervision as an Intervening variable. So based on the results of the research conducted, several conclusions were produced, namely:

1. H_1 is accepted where the HR Quality variable has a positive and significant effect on Supervision.
2. H_2 is accepted where the HR Quality variable has a positive and significant effect on Performance.
3. H_3 is rejected where the Supervision variable has a positive but not significant effect on Performance.

4. H4 is rejected where the HR Quality variable has a positive but not significant effect on Performance through Supervision.

Suggestion

Based on the results of research conducted by researchers regarding the influence of HR quality on performance with Supervision as an Intervening variable, the researcher's suggestions are as follows:

1. The researcher suggests that subsequent similar research can develop research using other Independent variables or Intervening variables.
2. Researchers suggest expanding the research area, not only in Village Government Agencies but also even wider.

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