

The Effect of Human Resource Quality on Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency

Yen Happy Maulina Sagala, Husni Muharram Ritonga, Mesra B

Abstract

This study examined the effect of Human Resource Quality on Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency, Indonesia. In the context of public sector organizations, the quality of human resources plays a crucial role in supporting institutional performance. High-quality human resources, characterized by adequate knowledge, skills, and professional attitudes, are expected to enhance employees' ability to perform their duties effectively. Therefore, this research aimed to provide empirical evidence regarding the contribution of human resource quality to improving employee performance effectiveness within the institution. A quantitative approach was employed using survey data collected from 36 employees through a structured questionnaire. The validity and reliability of the research instrument were tested using Pearson's correlation and Cronbach's Alpha, confirming that all questionnaire items were valid and reliable. Descriptive analysis indicated that both Human Resource Quality and Employee Performance Effectiveness were positively perceived by respondents, as reflected in relatively favorable mean scores and consistent responses. Furthermore, simple linear regression analysis and a t-test were conducted to test the proposed hypothesis. The results demonstrated a positive and statistically significant effect of Human Resource Quality on Employee Performance Effectiveness (p-value = 0.000). The coefficient of determination ($R^2 = 0.811$) showed that 81.1% of the variance in Employee Performance Effectiveness can be explained by Human Resource Quality, while the remaining 18.9% is influenced by other factors not examined in this study. The findings conclude that improving the quality of human resources is a key determinant in enhancing employee performance effectiveness. Strengthening employee competence, professionalism, and capacity development can significantly contribute to better organizational performance.

Keywords: Employee Performance Effectiveness, Human Resource Quality, Organizational Performance

Yen Happy Maulina Sagala¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: yensagalas@gmail.com¹

Husni Muharram Ritonga², Mesra B³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: husnimuharram@dosen.pancabudi.ac.id², mesrab@dosen.pancabudi.ac.id³

2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

Introduction

Employee performance effectiveness is one of the primary indicators of the success of public organizations in carrying out their duties and functions (1). Within the context of government bureaucracy, effective employee performance not only influences the achievement of internal organizational targets but also directly affects the quality of public services delivered to the community (2). In regional legislative institutions, such as the Secretariat of the Regional House of Representatives (DPRD) of Dairi Regency, employee performance effectiveness becomes a strategic factor, as this institution plays a crucial role in supporting administrative, facilitative, and service functions for the activities of the regional legislative council.

However, various phenomena in the public sector indicate that employee performance effectiveness has not yet reached its optimal level. One of the factors presumed to influence this condition is the quality of human resources (HR) (3). Human resource quality encompasses aspects such as knowledge, skills, technical competence, and professional attitudes possessed by employees in carrying out their duties and responsibilities (2);(4). High-quality human resources are capable of working effectively, efficiently, and adaptively in response to organizational changes and evolving public demands.

Theoretically, human resource quality has a close relationship with employee performance effectiveness (2);(5). Employees who possess adequate competencies, appropriate educational backgrounds, and strong technical and conceptual abilities tend to complete tasks more quickly, accurately, and in accordance with established procedural standards. Conversely, low human resource quality may hinder work processes, reduce productivity, and result in inconsistent achievement of organizational targets (6).

In the context of the Secretariat of the Regional House of Representatives of Dairi Regency, demands for improved performance continue to increase alongside rising public expectations regarding transparency, accountability, and professionalism in public administration. Therefore, enhancing human resource quality has become a key priority in supporting the achievement of optimal employee performance effectiveness (7). Such improvement efforts may be implemented through education and training programs, competency development initiatives, and continuous professional development to ensure that employees possess capacities aligned with job demands.

Nevertheless, empirical studies specifically examining the influence of human resource quality on employee performance effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency remain limited. Accordingly, this study aims to analyze the extent to which human resource quality affects employee performance effectiveness within this institution. The findings of this research are expected to contribute theoretically to the development of public sector human resource management studies and to provide practical recommendations for improving the performance of local government organizations.

Literature Review

Human Resource Quality

Human Resource (HR) Quality refers to the level of individual capability reflected in knowledge, skills, professional attitudes, work ethics, physical capacity, and adaptive ability that enable employees to perform their duties effectively, efficiently, innovatively, and sustainably in achieving organizational goals. Contemporary perspectives emphasize job-based competencies, particularly the integration of knowledge, skills, and attitudes (KSA), as well as the ability to adapt to technological advancements and new work models (8)

In the context of public sector organizations, human resource quality plays a crucial role in ensuring that administrative processes, service delivery, and institutional functions are carried out in a professional and accountable manner (9). High-quality human resources contribute directly to organizational productivity and long-term sustainability (10).

This study adopts the indicators proposed by (8) to measure human resource quality, namely:

1. Mastery of job duties and responsibilities . The extent to which employees understand and are capable of performing tasks associated with their positions.
2. Specific job-related skills. Technical and practical competencies required to execute specific tasks effectively.
3. Ability to use relevant tools and technology. The capability to operate work-related equipment, digital systems, and administrative technologies necessary for job performance.

Employee Performance Effectiveness

In public sector organizations, employee performance effectiveness is closely associated with the ability of employees to deliver optimal, accountable, and community-oriented services (11). It reflects how well employees achieve organizational targets in terms of quality, quantity, and timeliness.

According to (12), employee performance effectiveness refers to an individual's ability to produce work outputs that align with organizational goals, measured through quality, quantity, and punctuality. Performance is considered effective when employees' contributions significantly support the achievement of institutional objectives.

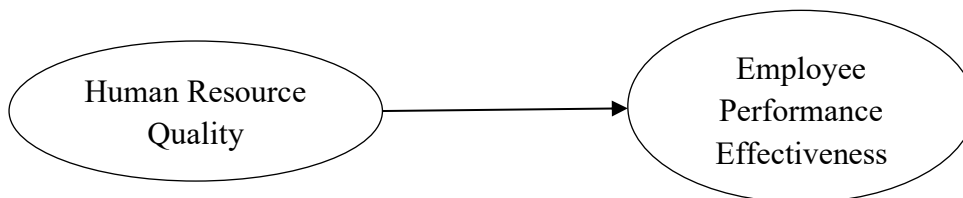
Thus, employee performance effectiveness represents the degree to which work outcomes meet predetermined standards and organizational expectations.

This study refers to the indicators proposed by (12) which include:

1. Quality of work results : The accuracy, neatness, and conformity of work outcomes with established standards and procedures.
2. Quantity of work results : The volume of tasks completed within a specific time frame according to work targets.
3. Timeliness : The ability to complete tasks within the predetermined deadlines without unnecessary delays.
4. Work responsibility : The level of accountability and awareness in carrying out duties and accepting consequences for work outcomes.
5. Effective use of working time : The ability to manage working hours efficiently and avoid time wastage.
6. Compliance with work procedures : The extent to which employees perform tasks in accordance with organizational regulations, policies, and standard operating procedures.

Conceptual Framework and Hypothesis

This study conceptualizes Human Resource Quality as the independent variable (X) and Employee Performance Effectiveness as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

- Ha :** Human resource quality has a positive and significant effect on employee performance effectiveness at the Secretariat of the Regional House of Representatives (DPRD) of Dairi Regency.
- Ho :** Human resource quality does not have a positive and significant effect on employee performance effectiveness at the Secretariat of the Regional House of Representatives (DPRD) of Dairi Regency.

Research Methodology

This study employed a quantitative associative research design, which aims to examine the relationship between two or more variables (13); (14). The quantitative approach was selected to statistically test the hypothesized relationships among the research variables. However, in the present study, the primary focus is on analyzing the influence of human resource quality on employee performance effectiveness.

The research was conducted at the Secretariat of the Regional House of Representatives (DPRD) of Dairi Regency, located at Jalan Sisingamangaraja No. 170, Sidikalang City, Sidikalang District, Dairi Regency, North Sumatra, Indonesia. The study was carried out over a three-month period, from December 2025 to February 2026.

The population of this study consisted of all employees working at the Secretariat of the DPRD of Dairi Regency. According to (15); (16), a population refers to the entire group of subjects or objects that possess specific characteristics relevant to the research problem and serve as the basis for data collection and generalization of findings. In this study, the total population comprised 36 employees, all of whom were civil servants (ASN).

Given the relatively small size of the population, this research applied a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. As defined by (16), a sample represents a subset of the population selected to reflect the characteristics of the entire population. However, since the population in this study was limited to 36 employees, all individuals were involved as respondents. Therefore, the total sample size was 36 employees.

The study relied on primary data collected through a structured questionnaire distributed to all respondents. The questionnaire items were developed based on established theoretical indicators of service speed and service optimization. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from institutional documents, official reports, and relevant administrative records to complement and support the primary data.

The collected data were analyzed using quantitative statistical methods with the assistance of SPSS version 26.0. The analysis was conducted in several stages. First, a validity test was performed to assess whether each questionnaire item accurately measured the intended variable (17). An item was considered valid if the calculated correlation coefficient (r -count) exceeded the r -table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument was reliable.

The regression model applied in this study is formulated as follows: $Y = a + bX$, Where:

Y = Employee performance effectiveness

X = Human resource quality

a = Constant

b = Regression Coefficient

The t -test is used to determine whether service speed has a significant effect on service optimization. The hypothesis is accepted if the t -count value is greater than the t -table value or if the significance level (p -value) is less than 0.05. Additionally, the coefficient of determination (R^2) is calculated to measure the proportion of variance in service optimization explained by service speed. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

Results

Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r -value) by correlating each individual item score with the total composite score of its respective variable. With a sample size of $N = 36$ and a significance level of 5% (two-tailed), the critical r -table value was 0,3291. An item was considered valid if its r -value exceeded the r -table value.

Based on the results of the validity test using Pearson Correlation, the correlation coefficients obtained were 0.953, 0.937, and 0.908, with a significance value (Sig. 2-tailed) of 0.000 for all indicators of the Human Resource Quality variable.

Since all correlation coefficients are very high and the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Human Resource Quality variable.

The results of the validity test using Pearson Correlation of Employee Performance Effectiveness variable, obtained were 0.809, 0.764, 0.621, 0.693, 0.873, and 0.901, with a significance value (Sig. 2-tailed) of 0.000 for all indicators of the Employee Performance Effectiveness variable.

According to (14) since all correlation coefficients are above the commonly accepted minimum threshold ($r > 0.30$) and fall within the moderate to very strong correlation range, and because the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Employee Performance Effectiveness variable.

Reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each variable. A research instrument is generally considered reliable if its Cronbach's Alpha value exceeds 0.60 (18).

Table 1. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Human Resource Quality	0.925	> 0.60	Reliable
Employee Performance Effectiveness	0.949	> 0.60	Reliable

The Human Resource Quality variable achieved a Cronbach's Alpha value of 0.925, while the Employee Performance Effectiveness variable obtained a value of 0.949. Both values were well above the 0.60 benchmark, indicating strong internal consistency. These findings confirmed that the measurement instruments were both valid and reliable.

Descriptive Analysis

The first step in the descriptive analysis was to examine the summary statistics of the two main variables (Human Resource Quality and Employee Performance Effectiveness). The analysis was conducted to provide an overview of respondents' perceptions based on the composite scores obtained from the questionnaire items. Each variable score represents the total accumulation of responses across its respective indicators.

Table 2. Descriptive Statistics

Variable	Mean	Std. Deviation	N
Human Resource Quality	12.5000	1.97846	36
Employee Performance Effectiveness	24.3333	4.52296	36

As shown in Table 2, the mean score for Human Resource Quality was 12.5000, with a standard deviation of 1.97846, based on 36 respondents. This result indicates that, on average, employees perceived the quality of human resources at a relatively favorable level. The standard deviation, which is lower than the mean, shows that the responses were fairly homogeneous, meaning that most respondents had relatively similar perceptions regarding the quality of human resources. Although slight differences in responses existed, the variation was not substantial.

Meanwhile, the mean score for Employee Performance Effectiveness was 24.3333, with a standard deviation of 4.52296, also based on 36 respondents. This finding suggests that employee performance effectiveness was generally perceived to be at a good level. However, compared to Human Resource Quality, the higher standard deviation indicates a greater variation in respondents' perceptions. This means that while the overall assessment was positive, there were more noticeable differences in how employees evaluated performance effectiveness.

Overall, the descriptive statistics demonstrate that both Human Resource Quality and Employee Performance Effectiveness were positively assessed by respondents. The relatively consistent perception of human resource quality, along with the generally good level of performance effectiveness, provides an initial indication that the existing human resource conditions may contribute to effective employee performance. These results serve as a foundation for further inferential analysis to examine the relationship and influence between the two variables.

These findings are consistent with previous studies (19);(9);(20) which indicate that the quality of human resources has a significant relationship with employee performance effectiveness. The findings highlighted that competency development, skills enhancement, and human resource quality significantly contribute to improved employee performance outcomes. Similarly, a study in the Journal of Human Resources Management Research found that higher human resource capability positively influences organizational performance through improved individual effectiveness. These studies support the present findings, confirming that strong human resource quality is closely associated with higher employee performance effectiveness (21).

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Human Resource Quality on Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives (DPRD) of Dairi Regency. The analysis used composite scores derived from the three indicators of each variable based on the questionnaire data from 36 respondents.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	2.916	.807		3.612	.001
Employee Performance Effectiveness	.394	.033	.900	12.067	.000

a. Dependent Variable: Human Resource Quality

A simple linear regression analysis was conducted to examine the effect of Employee Performance Effectiveness on Human Resource Quality at the Secretariat of the Regional House of Representatives of Dairi Regency. The analysis was based on questionnaire data collected from respondents, with Human Resource Quality as the dependent variable and Employee Performance Effectiveness as the independent variable.

Based on the regression output presented in Table 3, the regression equation can be formulated as:

$$Y = 2.916 + 0.394X$$

The constant value (B = 2.916) indicates that when Employee Performance Effectiveness is assumed to be zero, the Human Resource Quality score is predicted to be 2.916. The regression coefficient (B = 0.394) for Employee Performance Effectiveness showed that for every one-point increase in the Employee Performance Effectiveness score, the Human Resource Quality score is expected to increase by 0.394 points, assuming other factors remain constant. The significance value (p = 0.000), which is lower than the 0.05 threshold, confirms that Employee Performance Effectiveness has a statistically significant and positive effect on Human Resource Quality.

Furthermore, the standardized beta coefficient (Beta = 0.900) indicates a very strong positive relationship between the two variables. The t-value of 12.067, which is much higher than the critical t-table value (1.69092), further strengthens the evidence that the effect is statistically significant.

These findings demonstrate that improvements in Human Resource Quality substantially contribute to enhancing Employee Performance Effectiveness at the Secretariat of

the Regional House of Representatives of Dairi Regency. Therefore, the research hypothesis stating that Human Resource Quality has a positive and significant effect on Employee Performance Effectiveness is supported.

Coefficient of Determination (R²)

The coefficient of determination (R²) was calculated to measure the proportion of variance in Employee Performance effectiveness that could be explained by Human Resource Quality Effect at the Secretariat of the Regional House of Representatives of Dairi Regency.

Table 4. Coefficient of Determination

Model	R	R ²	Adjusted R ²
1	.900a	.811	.805

Based on Table 4, the analysis results showed that the R² value was 0.811. This means that 81.1% of the variance in Employee Performance Effectiveness can be explained by Human Resource Quality. The remaining 18.9% of the variance is influenced by other factors not included in this research model, such as training programs, leadership style, organizational culture, work environment, compensation systems, or other managerial and organizational aspects within the Secretariat.

Furthermore, the correlation coefficient (R = 0.900) indicates a very strong positive relationship between Human Resource Quality and Employee Performance Effectiveness. The Adjusted R² value of 0.805 also shows that the model remains highly stable even after adjusting for the number of predictors in the model.

This finding is consistent with the statistically significant regression results, confirming that Human Resource Quality makes a substantial and meaningful contribution to improving Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency. Although Human Resource Quality plays a dominant role, employee performance effectiveness is also influenced by other complementary organizational factors beyond the scope of this study (22).

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable, Human Resource Quality had a positive and significant effect on the dependent variable, Employee Performance Effectiveness.

Table 5. t- Test Result

Model	B	Std. Error	Beta	t
(Constant)	2.916	.807		3.612
Employee Performance Effectiveness	.394	.033	.900	12.067

a. Dependent Variable: Human Resource Quality

Based on Table 5, the calculated t-value (t_{calculated}) for the Human Resource Quality variable was 12.067. This value was compared with the critical t-value (t_{table}) based on the degrees of freedom (df), calculated as N – k – 1. With N = 36 respondents and k = 1 independent variable, the degrees of freedom were 36 – 1 – 1 = 34. At a significance level of α = 0.05 (one-tailed), the critical t-value was approximately 1.69092. Since the calculated t-value (12.067) was much greater than the critical t-value (1.69092), the null hypothesis (H₀) was rejected and the alternative hypothesis (H_a) was accepted.

Furthermore, referring to the regression output, the significance value (p-value) for Human Resource Quality was 0.000, which is lower than the significance level of 0.05. This further confirms that the null hypothesis (H₀) is rejected. Based on the t-test results, it can be concluded that Human Resource Quality has a positive and significant influence on Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency.

The positive regression coefficient ($B = 0.394$) indicates that improvements in human resource quality significantly contribute to enhancing employee performance effectiveness within the institution. Therefore, strengthening human resource quality is proven to be an important determinant in improving overall employee performance effectiveness (23).

Conclusion

Based on the results of the study, it can be concluded that Human Resource Quality has a positive and significant effect on Employee Performance Effectiveness at the Secretariat of the Regional House of Representatives of Dairi Regency. The validity and reliability tests confirmed that all research instruments were statistically valid and reliable, indicating that the questionnaire items were appropriate for measuring the research variables.

The descriptive analysis showed that both Human Resource Quality and Employee Performance Effectiveness were perceived positively by respondents, with relatively consistent responses among employees. Furthermore, the regression analysis revealed a positive regression coefficient ($B = 0.394$) with a significance value of 0.000, indicating a significant influence of Human Resource Quality on Employee Performance Effectiveness.

The coefficient of determination ($R^2 = 0.811$) demonstrated that 81.1% of the variance in Employee Performance Effectiveness could be explained by Human Resource Quality, while the remaining 18.9% was influenced by other factors outside the research model. The t-test results also confirmed the hypothesis, as the calculated t-value (12.067) was greater than the critical t-table value (1.690), indicating a statistically significant effect. Therefore, improving Human Resource Quality plays a crucial role in enhancing the overall Employee Performance Effectiveness within the institution.

References

- [1] Hosciuc Rendi CD, Poluru NV, Pappachan R. The impact of performance management systems on employee work attitudes: empirical evidence. *Cogent Business & Management*. 2025;12(1):2538717. doi:10.1080/23311975.2025.2538717
- [2] Alam MJ, Shariat Ullah M, Islam M, Chowdhury TA. Human resource management practices and employee engagement: the moderating effect of supervisory role. *Cogent Business & Management*. 2024;11(1):2318802. doi:10.1080/23311975.2024.2318802
- [3] Meijerink JG, Beijer SE, Bos-Nehles AC. A meta-analysis of mediating mechanisms between employee reports of human resource management and employee performance: different pathways for descriptive and evaluative reports? *The International Journal of Human Resource Management*. 2021;32(2):394–442. doi:10.1080/09585192.2020.1810737
- [4] Gabriel D, Ismail IJ, Jaffu R. Linking human resource recruitment and cost performance of force account construction projects: the mediating effect of quality performance. *Cogent Engineering*. 2024;11(1):2422445. doi:10.1080/23311916.2024.2422445
- [5] Zinatifar Z, Zamani A, Asgharpour R. Indicators and Components of Human Resource Management with a Public Management Approach. *Annals of Process Engineering and Management*. 2025;2(2):112–22. doi:10.48314/apem.v2i2.34
- [6] Armstrong M. *Armstrong's handbook of human resource management practice* (16th ed.). London: Kogan Page; 2023.
- [7] Mabele TM, Kinyua JM, Bengat JK. Quality of work life and employee efficiency in public and private hospitals in Kenya. *Cogent Business & Management*. 2025;12(1):2492380. doi:10.1080/23311975.2025.2492380
- [8] Basu Roy A, Ray sumiati. *Competency Based Human Resource Management*. 1st Edition. London: Routledge India; 2025. 212 p.
- [9] Ferine KF. The Influence of Human Resource Quality on Employee Performance with Job Satisfaction as an Intervening Variable at Bank Sumut Binjai Branch. *international Journal of Economic and accounting*. 2023;83–92.

- [10] Gehrels S, Suleri J. Diversity and inclusion as indicators of sustainable human resources management in the international hospitality industry. *Research in Hospitality Management*. 2016;6(1):61–7. doi:10.2989/RHM.2016.6.1.8.1296
- [11] Mahmudi. *Manajemen kinerja sektor publik (Edisi ke-3)*. Yogyakarta: UPP STIM YKPN.; 2019.
- [12] Wibowo. *Manajemen kinerja (Edisi ke-6)*. Jakarta: Rajawali Press; 2023.
- [13] Wahyuni N, Rindrayani SR. Metodologi penelitian Asosiasi. *Neraca Manajemen, Ekonomi*. 2025;14(9). doi:10.8734/musyitari.v1i2.365
- [14] Sugiarto A, Kamakaula Y, Susanty L, Periansya. *Metodologi Penelitian. Teori & Praktik*. Karawang: Saba Jaya Press; 2024.
- [15] Mushofa M, Hermina D, Huda N. Memahami Populasi dan Sampel: Pilar Utama dalam Penelitian Kuantitatif. *JSA*. 2024;5(12):5937–48. doi:10.46799/jsa.v5i12.1992
- [16] Candra Susanto P, Ulfah Arini D, Yuntina L, Panatap Soehaditama J, Nuraeni N. Konsep Penelitian Kuantitatif: Populasi, Sampel, dan Analisis Data (Sebuah Tinjauan Pustaka). *JIM*. 2024;3(1):1–12. doi:10.38035/jim.v3i1.504
- [17] Abdi Sugiarto, Yohanes Kamakaula LS, Periansya. *METODOLOGI PENELITIAN - TEORI & PRAKTIK (1)*. Pertama. Karawang: CV Saba Jaya Publisher; 2024. 254 p.
- [18] Sugiyono. *Metode penelitian kuantitatif, kualitatif dan R&D*. Bandung: Alfabeta; 2018.
- [19] Syafiah Y, Ritonga HM. *Workplace Facilities as a Determinant of Employee Performance: A Study in the Public Sector of Indonesia, Serdang Bedagai Regency*. 2nd International Conference on Islamic Community Studies (ICICS). 2025.
- [20] Pasaribu EA, Anwar Y. The Effect Of Human Resource Quality And Employee Loyalty On Employee Performance Through Employee Competence At The Batubara Regency Population And Civil Registration Office. *International Journal of Management, Economic and Accounting*. 2025;3(4).
- [21] Efendi M, Mesra B. The Role Of Work Discipline In Mediating Teamwork And Work Environment On Employee Performance (Study At The Property Office, Pt. Graha Kreasi Medan). Vol. 2. 2023;2(2).
- [22] Kareem MA, Hussein IJ. The Impact of Human Resource Development on Employee Performance and Organizational Effectiveness. *Management Dynamics in the Knowledge Economy*. 2019;7(3):307–22. doi:10.25019/mdke/7.3.02
- [23] Unus R. The Effect of Human Resource Management Quality on Employee Performance at the Banggai Islands Regency Transportation Office. Vol. 12. 2025;12.