The Effect Of Human Resource Quality On Performance With Supervision As An Intervening Variable In Government Villages In Dolok Masihul District Serdang Bedagai Regency

Marplusmi Sitepu[1], Kiki Farida Ferine[2]

Universitas Pembangunan Panca Budi

Email: kikifarida@dosen.pancabudi.ac.id

Abstract

This study aims to determine the influence of Human Resources Quality (X) on Performance (Y) with Supervision (Z) as an Intervening variable in Village Government in Dolok Masihul District, Serdang Bedagai Regency. The type of research used is quantitative research. Data was collected using a questionnaire method which was distributed to 62 respondents who were Village Officials in the Village Government in Dolok Masihul District. The data analysis technique in this study uses the *Structural Equation Modelling* (SEM) method using *SmartPLS 3.0 Software*. The results of the analysis showed that the quality of human resources had a positive and significant effect on supervision, the quality of human resources had a positive and significant effect on performance, supervision had a positive and insignificant effect on performance, and the quality of human resources had a positive and insignificant effect on performance with supervision as an intervening variable.

Keywords:

Human Resource Quality, Supervision, Performance

Background

Every organization, both government and private, is inseparable from the role of human resources (HR) in achieving the organization's goals, both short-term and long-term, which are to be achieved through the activities and activities carried out. Human Resources (HR) in general are productive individuals who work as the driving force of an organization, both in institutions and companies that have a function as an asset so that their abilities must be trained and developed (Ferine. 2023).

"*Human Resources (HR) in general are productive individuals who work as driving force of an organization, both with in institutions and companies that have the function of being an assets so that their abilities must be trained and developed* (Ferine. 2023)".

Therefore, organizations should pay attention to all aspects of human resources in order to minimize problems and be able to utilize existing human resources for the sake of achieving success. The existence of human resources in an organization is a valuable asset and needs to be maintained because human resources are one of the most important elements in an organization in order to achieve goals. The goals of the organization will be achieved if the human resources it has have good quality performance.

Improving employee performance in an organization is very important, because employees need to understand all problems related to employee performance so that employees can understand their respective duties and responsibilities and comply with the rules that have been set pre-determined and thus will certainly affect performance improvement. 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 the result of work achieved by employees in developing their duties and work that comes from the organization. Performance is also a result of work produced by individuals through the process of the organization that can be measured concretely and compared through standards that have been determined by the organization in order to achieve the goals of the organization. Organizational goals will be achieved if the human resources owned are of high quality.

The quality of human resources is an absolute requirement for achieving maximum performance. According to Wirawan (2015) Human Resource Quality is a combination of physical abilities (health) and non-physical abilities (the ability to work, think, mentally and other skills) possessed by an individual so that they are able to work, be creative and have potential in the organization. Every human being is required to improve his quality in order to spur in achieving organizational goals. Improving the quality of human resources is a long-term human investment, because to realize it, it is necessary to take an educational path that also does not automatically make itself qualified, so it is still necessary to have a process in the world of work or its application towards a more expert or quality level. The quality of human resources is also one of the very important factors that cannot even be separated from an organization. The quality of human resources is also the key that determines the achievement of the goals of an organization. Basically, human resources are a collection of people who are employed in an organization as drivers, thinkers, and planners to achieve the organization's goals.

One of the steps to maintain and improve employee performance 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 it can be

interpreted that supervision plays an important role in employee performance so that this will provide benefits both for the community and for the organization itself. If the performance of an employee is good, it will give satisfaction to the community. Meanwhile, for the organization, the performance of each employee in the organization determines the success or failure of achieving the goals of an organization without any problems. But in reality, what is always a problem for the community is the problem of performance, especially for public service employees, where this performance problem is a task for the government that must be improved.

As is the case at the Village Government Office in Dolok Masihul District, Serdang Bedagai Regency, where the main task of the village government is to carry out government activities that have been given by the local government, namely manmaning and carrying out general government duties. Judging from its position, the village government is a place that is very vulnerable to the performance of public services and the abuse of the quality function of its human resources. Such as the lack of optimality of the village apparatus in carrying out its duties and responsibilities, namely not in accordance with the applicable procedures or rules where one of the rules is to provide quality of service and community satisfaction with administrative services, the problem of the quality of its human resources which still does not meet the labor standards of employees where most of the last education of the village apparatus is only high school graduates of the equivalent and some of them are still minimal experience and knowledge of village government. There is still a lack of optimal village apparatus in carrying out their duties and responsibilities so that work is often piled up and even not well organized. This is due to the inefficient and effective use of working time, where the office entry time is at 08.00 but there are still many village officials who arrive late, even village officials are outside the office during working hours. Meanwhile, when returning to the office, the village apparatus usually leaves early before the office return time, which is at 16.00. As a result of all this, the implementation of the task did not go well. This is certainly very much needed for the role of leaders in responding to this phenomenon.

Therefore, to maximize the implementation of operational activities, routine supervision actions from the leadership must be applied to subordinates. There are so many tasks that must be carried out by the village apparatus that it is necessary to directly control each room of the village apparatus carried out by the leadership in order to improve the performance of the existing village apparatus. Supervision can also cause waste of resources or employees and make it difficult to achieve the agency's goals if the supervision is not carried out regularly (Alfahmi. 2016).

With good supervision, it will control organizational activities so that there are no irregularities that can harm the organization. In addition, through supervision, it can be known if there are shortcomings and errors in the village apparatus. Therefore, based on the symptoms and problems that occurred, there were problems in the Quality of Human Resources and Supervision from leaders that were not optimal so

that it affected the Performance of Village Officials in the Village Government in Dolok Masihul District, Serdang Bedagai Regency.

Problem Formulation

1. Does the quality of human resources have a positive and significant effect on Supervision in Village Government in Dolok Masihul District, Serdang Bedagai Regency?
2. Does the quality of human resources have a positive and significant effect on the performance of the Village Government in Dolok Masihul District, Serdang Bedagai Regency?
3. Does Supervision have a positive and significant effect on the Performance of Village Government in Dolok Masihul District, Serdang Bedagai Regency?
4. Does the Quality of Human Resources have a positive and significant effect on Performance through Supervision of Village Government in Dolok Masihul District, Serdang Bedagai Regency?

Research Objectives

1. To find out and analyze the influence of Human Resource Quality on Supervision in Village Government in Dolok Masihul District, Serdang Bedagai Regency.
2. To find out and analyze the influence of Human Resource Quality on Performance in Village Government in Dolok Masihul District, Serdang Bedagai Regency.
3. To find out and analyze the influence of Supervision on Performance in Village Government in Dolok Masihul District, Serdang Bedagai Regency.
4. To find out and analyze the influence of Human Resource Quality on Performance through Supervision in Village Government in Dolok Masihul District, Serdang Bedagai Regency.

Theoretical Framework

Performance

Definition of Performance

Performance is the result or level of success of a person as a whole during a certain period of time in carrying out a task compared to various possibilities, such as work performance standards, targets, goals or criteria that have been determined in advance and have been mutually agreed.

According to Mangkunegara (2015) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Kasmir (2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.

Performance Indicators

According to Kasmir (2016) the Performance indicators are as follows:

1. Quality

Performance measurement can be done by looking at the quality of the work produced through a certain process.

2. Quantity

To measure performance, it can also be done by looking at the quantity (number) produced by a person.

3. Time

For certain types of work, a time limit is given to complete the work, if it violates or does not meet the time requirement, then it can be considered that the performance is not good, and vice versa.

HR Quality

Definition of Human Resource Quality

The quality of Human Resources is a resource that meets the criteria or competencies of high knowledge, skills and morals in order to achieve organizational goals and is a very vital organizational asset, so that its role and function cannot be replaced by other resources

According to Sedarmayanti (2014) Human Resource Quality is a measure that states how far various requirements, specifications, and expectations have been met. Meanwhile, according to Winedar (2019) The quality of Human Resources not only has the ability to complete work, but also for self-development and encourages the self-development of their colleagues.

HR Quality Indicators

According to Winedar (2019) the indicators of Human Resource Quality are as follows:

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

Supervision

Definition of Supervision

Supervision is one of the work carried out in managerial activities to ensure the realization of all previously determined plans and the taking of corrective actions if necessary. According to Effendi (2014) Supervision is the most essential management function, no matter how good the work activities are without the supervision of the work cannot be said to be successful.

According to Handoko (2014) Supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare real activities with pre-set standards, determine and measure deviations and take necessary corrective actions to ensure that all company resources are used in an effective and efficient way in achieving the company's goals.

Surveillance Indicators

According to Handoko (2014) the indicators of Supervision are as follows:

1. Establishment of implementation or planning standards

   In supervision is to establish implementation standards, standards contain the meaning of a unit of measurement that can be used as a benchmark for the assessment of results.

2. Work measurement

   The implementation of standard-setting activities will be useless if it is not accompanied by various ways to measure the implementation of real activities. There are several ways to carry out work measurements: observations, oral or written reports, automated methods, testing or by sampling.

3. Performance appraisal

   Performance appraisal is certainly inseparable from employee motivation as a support for satisfaction in carrying out tasks so that it is able to create good performance so that it is profitable for the company.

4. Corrective actions

   Return of necessary corrective actions if the implementation deviates from the standards carried out by the officials.

Conceptual Framework

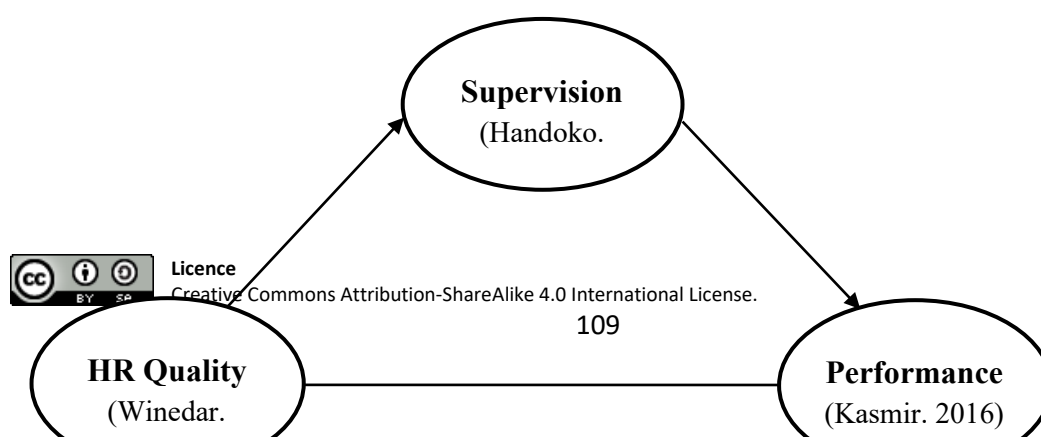The conceptual framework in this study is as follows:

Figure 1. Conceptual Framework

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 the performance of the Village Government in Dolok Masihul District, Serdang Bedagai Regency.

H3: Supervision has a positive and significant effect on the Performance of Village Government in Dolok Masihul District, Serdang Bedagai Regency.

H4: The quality of human resources has a positive and significant effect on Performance through Supervision of Village Government in Dolok Masihul District, Serdang Bedagai Regency.

Research Methods

Type of Research

In this study, the author uses a type of quantitative research. According to Sugiyono (2018) The quantitative method can be interpreted as: "Research methods based on the philosophy of positivism are used to research on certain populations or samples, data collection using research instruments, quantitative or statistical data analysis with the aim of testing hypotheses that have been determined". This type of research uses quantitative research because the data to be processed is ordinal data, and the research formulation uses the influence between the variables studied which aims to adjust a study and to see how much the influence of HR quality on performance with supervision as an intervening variable.

Research Location and Research Time

The location of the research was conducted in the Village Government in Dolok Masihul District, Serdang Bedagai Regency, North Sumatra Province, 20991. The

research was carried out for approximately 3 months from September to November 2024.

Sample Number

The sample that became respondents in this study was as many as 62 Village Apparatus in Village Government Agencies in Dolok Masihul District, Serdang Bedagai Regency.

Research Data Sources

The data source used in this study is by using primary data, namely data obtained directly from research respondents, where the respondent in this study is the village apparatus in the Village Government of Dolok Masihul District, Serdang Bedagai Regency using a questionnaire.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Types of Variables	Definition	Indicators
Performance (Y)	According to Kasmir (2016) Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period.	According to Kasmir (2016) Performance indicators are: 1) Quality 2) Quantity 3) Time

Types of Variables	Definition	Indicators
HR Quality (X)	According to Winedar (2019) The quality of Human Resources not only has the ability to complete work, but also for self-development and encourages the self-development of their colleagues.	According to Winedar (2019) the indicators of Human Resource Quality are: Have skills relevant to the field of work Have adequate knowledge Have a high tolerance attitude Have a high spirit, and Have an honest attitude
Surveillance (Z)	According to Handoko (2014) Supervision is a systematic effort to set implementation standards with the purpose of planning, designing a feedback information system, comparing real activities with pre-set standards, determining and measuring deviations and taking corrective actions necessary to ensure that all company resources are used in an effective and efficient way in achieving the company's goals.	According to Handoko (2014) the Supervision indicators are: Establishment of implementation or planning standards Work measurement Performance appraisal Corrective actions

Source: Research 2024

Data Analysis Techniques

Because this study is a quantitative research, 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. According to Ghozali and Latan (2015), the PLS measurement model consists of an *outer model*, a *Goodness of Fit* (GoF)

criterion, and an *inner model*. PLS aims to test the predictive relationship between constructs by seeing if there is an influence or relationship between the constructs.

Measurement Model (Outer Model)

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

1. Validity Test

According to Ghozali and Latan (2015), validity tests are used to measure the validity or validity of questionnaires. This validity test needs to be carried out to find out whether the measurement tool prepared really measures what needs to be measured with 2 criteria to test the validity in the outer model, namely *Convergent Validity* and *Discriminant Validity.*

2. Reliability Test

According to Ghozali and Latan (2015), the construct is said *to be reliable* if the *Composite Reliability* and *Cronbach Alpha* values are more than 0.7 for *confirmatory* research and the value of 0.6 – 0.7 is still acceptable for exploratory research.

Structural Model (Inner Model)

According to Ghozali and Latan (2015), structural model testing is carried out by looking at the relationship between constructs. The relationship between constructs is by looking at the significant value and the R-Square value for each independent latent variable as the predictive power of the structural model. Changes in the R-Square value can be used to assess the influence of the latent oxogen variable on the independent variable whether it has a substantial influence.

To generate the inner model test values, the steps in the *Smart* PLS are carried out by *bootstrapping* method. The structural model was evaluated using R-square for the dependent variable, *Stone-Geisser Q-square test* for *predictive elevation* and t-test as well as the significance of the structural path parameter coefficient with the following explanation:

1. *Coeficient of Determination / R Square* (R2)

In assessing the model with PLS it starts by looking at the *R-square* for each dependent latent variable. The interpretation is the same as the interpretation on regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali and Latan. 2014). The R2 value is generally between 0 to 1.

2. *Predictive Relevance* (Q2)

Predictive Relevance (Q2) is a test that is carried out to show how well the observation value produced using the procedure by looking at the *Q square value*. According to Ghozali and Latan (2014), this test is used to measure how well the observation value is produced by the model and also the estimation of its parameters. If the value of Q2 is greater than 0, it indicates that the model has *predictive relevance*, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have *predictive relevance*.

3. t-Statistic

The t-statistical test was carried out to test the research hypothesis regarding the influence of each partially independent variable on the bound variable. At this stage, it is used for hypothesis testing, namely to find out the significance of the relationship between variables in the study using the *bootstrapping* method. In *the full* model, *Structural Equation Modeling*, in addition to confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali and Latan. 2014). A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali and Latan. 2014) the criteria for the t-value of the table with a value of 1.96 with a significance level of 5%.

4. Path Coefficient (*Path Coeficient*)

Path coefficient or often referred to as *path coefficient* is a statistical parameter used in path analysis or *structural equation modeling* (SEM) to measure the strength and direction of the linear relationship between variables in a model. 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 the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative (Ghozali and Latan. 2014).

Overview of Research Objects

Village Government

A village is a legal community unit that has territorial boundaries that have the authority to regulate and manage the interests of the local community based on local origins and customs that are recognized and respected in the Unitary State Government system of the Republic of Indonesia (NKRI). Based on this, after the issuance of Law Number 6 of 2014 concerning villages, villages have a fairly broad authority and are the most appropriate place for the community to actualize their interests to answer the collective needs of the community. Villages have the right to carry out social development as a system of regional development planning for city districts.

Characteristics of Respondents

The description of respondents is generally obtained from the demographic section contained in the questionnaire. In the demographic section, there are respondent identities consisting of gender, age, education, and work unit/field of work. The general overview of the research respondents is as follows:

1. By Gender

Table 2. Characteristics by Gender

It	Gender	Sum	Percentage
1	Man	32	52 %
2	Woman	30	48 %
	Sum	62	100 %

Source: Research 2024

From the table above, 32 respondents or 52% were male, while 30 or 48% were female. So the most respondents were male genders totaling 32 people or 48%.

2. By Age

Table 3. Characteristics By Age

It	Age	Sum	Percentage
1	< 20 Years	0	0 %
2	20 – 30 Years	20	32 %
3	31 – 40 Years	26	42 %
4	41 – 50 Years	11	18 %
5	> 50 Years	5	8 %
	Sum	62	100 %

Source: Research 2024

From the table above, it was obtained that there were no respondents based on age under 20 years, with 20 – 30 years old as many as 20 people or 32%, while the age of 31 – 40 years was 26 people or 42%, for the age of 41 – 50 years as many as 11 people or 18% while for the age over 50 years as many as 5 people or 8%, so it can be concluded that the characteristics of respondents based on age are dominated by respondents aged 31 – 40 years as many as 26 people or 42%.

3. By Education

Table 4. Characteristics Based on Education

It	Education	Sum	Percentage
1	SMA	40	64 %

2	D3	6	10 %
3	S1	16	26 %
4	S2	0	0 %
Sum		62	100 %

Source: Research 2024

From the table above, it was obtained that respondents based on high school education were 40 people or 64%, for D3 education as many as 6 people or 10%, while for S1 as many as 16 people or 26% while for S2 education there was none, so it can be concluded that the characteristics of respondents based on education are dominated by respondents with high school education equivalent as many as 40 people or 64%.

4. **By Job Unit**

Table 5. Characteristics By Unit of Work

It	Work Unit/Field of Work	Sum	Percentage
1	Village Secretary	15	24 %
2	Head of Administrative and General Affairs	1	2 %
3	Head of Planning Affairs	5	8 %
4	Head of Financial Affairs	14	22 %
5	Head of Government and Services Section	21	34 %
6	Head of Welfare Section	6	10 %
Sum		62	100 %

Source: Research 2024

From the table above, respondents based on work units/fields of work were obtained for Village Secretaries as many as 15 people or 24%, for the Head of Administrative and General Affairs 1 person or 2%, for the Head of Planning Affairs as many as 5 people or 8%, for the Head of Financial Affairs as many as 14 people or 22%, for the Head of the Government and Service Section as many as 21 people or 34%, for the Head of the Welfare Section as many as 6 people or 10%, so it can be concluded that the characteristics of respondents based on Work Unit/Field of Work are dominated by respondents who work as Head of the Government and Service Section as many as 21 people or 34%.

Research Results and Data Analysis

This study uses SEM-PLS analysis with the calculation process assisted by *the SmartPLS 3.0 software* application program. *Partial Least Square* (PLS) analysis is a *multivariate* statistical technique that compares multiple *dependent* variables and multiple *independent* variables such as small research sample size, missing values and multicollinearity. The evaluation of *the Partial Least Square* (PLS) model is carried out by evaluating *the outer model* and evaluating the *inner model.*

Measurement *Model Schematic (Outer Model)*

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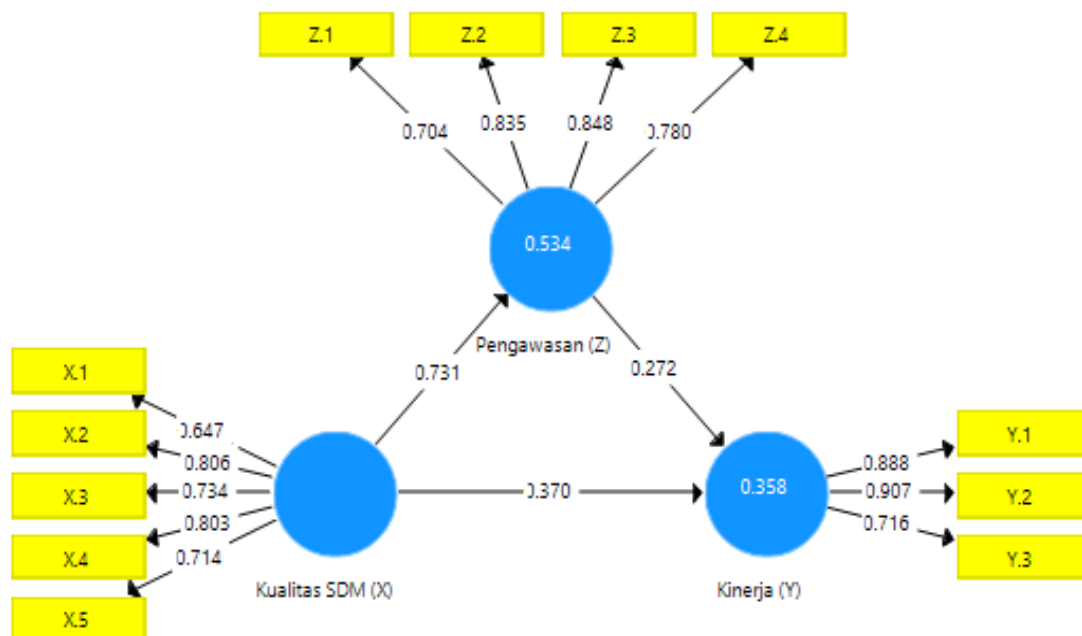

Figure 2. Outer *Model Scheme*

Validity Test Results

1. *Convergen Validity*

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

Table 6. Outer *Loading Value*

Variable	Indicators	Outer Loading	Information
Human Resource 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*
Surveillance (Z)	Z.1	0,704	*Valid*
	Z.2	0,835	*Valid*
	Z.3	0,848	*Valid*
	Z.4	0,780	*Valid*
Performance (Y)	Y.1	0,888	*Valid*
	Y.2	0,907	*Valid*
	Y.3	0,716	*Valid*

Source: Primary Data Processed, 2024

Based on the data from the table above, it is known that each of the research variable indicators has an *outer loading value* of > 0.7. However, it can be seen that there is still 1 indicator that has *an outer loading* value < 0.7. According to Ghozali and Latan (2015), *the outer loading value* between 0.5 – 0.6 is considered sufficient to meet the convergent *validity requirements*. The data above shows that there are no variable indicators whose *outer loading* value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

2. *Discriminant Validity*

In this section, the results of *the discriminant validity* test will be described.The *discriminant validity* test uses a *cross loading* value. An indicator is declared to meet *the discriminant validity* if the *cross loading* value of the indicator on the variable is the largest compared to other variables. The following are the *cross loading* values of each indicator.

Table 7. Cross *Loading Values*

Indicators	Performance (Y)	Human Resource Quality (X)	Surveillance (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	0401	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: Primary Data Processed, 2024

Based on the data from the table above, it can be seen that each indicator in the research variable has the largest *cross loading* value in the variable it forms compared to the *cross loading* value in other variables. Based on the results obtained, it can be stated 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 value must be > 0.5 for a good model (Ghozali and Latan. 2015). The following is the value of *the average variant extracted* (AVE) value of each indicator.

Table 8. *Average Variant Extracted* **(AVE) Value**

Variable	AVE Scores	Information
Human Resource Quality (X)	0,552	*Valid*
Surveillance (Z)	0,630	*Valid*
Performance (Y)	0,708	*Valid*

Source: Primary Data Processed, 2024

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

Reliability Test Results

1. *Composite Reliability*

Composite Reliability is the part used to test the reliability of variable indicators. Variables can be said to meet *composite reliability* if the *composite reliability* value of each variable is > 0.70 (Ghozali and Latan. 2015). This is the *Composite Reliability* value of each variable.

Table 9. Composite *Reliability Value*

Variable	Composite *Reliability Value*	Information
Human Resource Quality (X)	0,860	*Realible*
Surveillance (Z)	0,871	*Realible*
Performance (Y)	0,878	*Realible*

Source: Primary Data Processed, 2024

Based on the data from the table above, it can be seen that the *Composite Reliability* value of the Human Resource Quality variable (X) > 0.7 with a value of 0.860, for the Supervision variable (Z) has a > value of 0.7 which is 0.871 and for the Performance variable (Y) also has a value greater than 0.7 which is 0.878. This shows that each variable has a *Composite Reliability* > 0.70, showing that the three variables are reliable.

2. *Cronbach's Alpha*

The *Composite Reliability* test above can be strengthened by using *Cronbach's Alpha value.* A variable can be said to be reliable if it has *Cronbach's Alpha* > 0.70 (Ghozali and Latan. 2015). Here are *the Cronbach's Alpha* values of each variable.

Table 10. *Cronbach's Alpha Values*

Variable	Cronbach's Alpha *Values*	Information
Human Resource Quality (X)	0,796	*Realible*
Surveillance (Z)	0,804	*Realible*
Performance (Y)	0,788	*Realible*

Source: Primary Data Processed, 2024

Based on the data from the table above, it can be seen that the *Cronbach's Alpha* value of the Human Resource Quality variable (X) > 0.7 with a value of 0.796, for the Supervisor variable (Z) has a > value of 0.7 which is 0.804 and for the Performance variable (Y) also has a value greater than 0.7 which is 0.78 8. This shows that each variable has a *Cronbach's Alpha* > 0.70, indicating that all three variables are reliable.

Inner Model *Evaluation*

The evaluation of this model was carried out using *Coefficient Determination/R Square* (R2), *Predictive Relevance/Q Square* (Q2), t-Statistic/hypothesis test (*Direct Effect* and *Indirect Effect*), Path Coefficient (*Path Coeficient*), the following is the proposed SmartPLS program model scheme :
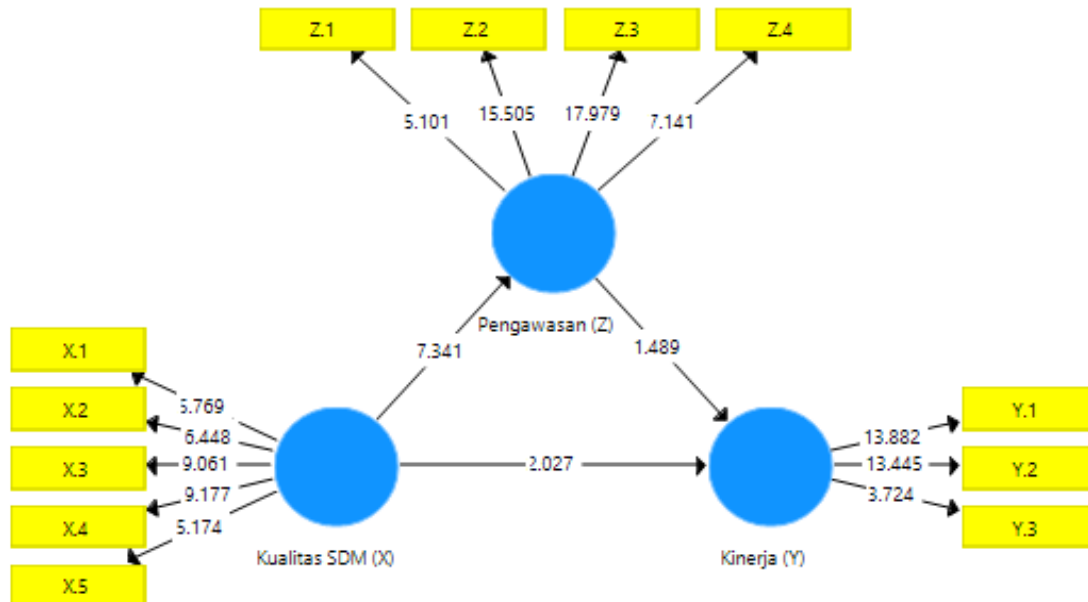

Figure 3. Inner *Model Evaluation*

1. *Coefficient Determination/R Square* **(R2)**

The magnitude of *Coefficient Determination* (*R-square)* is used to measure how much dependent variables are affected by other variables. Chin in Ghozali and Latan (2014) stated that the R2 result of 0.67 and above for the dependent latent variable in the *structural model* identifies the influence of the independent variable (which affects) on the dependent variable (which is influenced) is included in the good category. Meanwhile, if the result is 0.33 - 0.67, it is included in the medium category, and if the result is 0.19 - 0.33, it is included in the weak category. Based on the data processing that has been carried out using *SmartPLS* 3.0, the *R-Square values* are obtained as follows.

Table 11. Coefficient *Determination/R Square* (R2) Value

Variable	R Square (R2)	Adjusted R Square (R2)
Surveillance (Z)	0,534	0,527
Performance (Y)	0,358	0,337

Source: Primary Data Processed, 2024

The R-Square *table* was used to see the magnitude of the influence of the HR Quality (X) variable on Supervision (Z) with a value of 0.534 and was declared to have a moderate value. Then *the R-square* is used to see the influence of the HR Quality variable (X) on Performance (Y) with a value of 0.358 and is stated to have a moderate value.

2. *Predictive Relavance (Q2)*

According to Ghozali and Latan (2014) *Q-Square Predictive Relevance* is a test to evaluate the PLS model, with the formula: Q2 = 1 – [(1 - R21) x (1 - R22)]. The test condition is if Q2 > 0 indicates that the model has *predictive relevance*. Q2 values of 0.02, 0.15 and 0.35 indicate that the model is weak, moderate and strong (Ghozali and Latan. 2014). The calculation results from Q-Square are as follows.

$$
\begin{aligned}
\text{Q-Square} \quad &= 1 - [(1 - R21) \times (1 - R22)] \\
&= 1 - [(1 - 0.534) \times (1 - 0.358)] \\
&= 1 - (0.466 \times 0.642) \\
&= 1 - 0.299 \\
&= 0.701
\end{aligned}
$$

Based on the results of the calculation above, the value of *Q-Square* by 0.701 or 70.1% greater than a value of 0 indicates that the model has a value of *Q-Square Predictive Relevance* which means it has a good observation value. This also shows the large diversity of research data that can be proposed by the research model of 70.1%, while the remaining 29.1% is explained by other factors outside this study. Thus, from these results, this research model can be stated to have *Goodness of Fit* which is good too.

3. t – *Statistic*

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at *the T - Statistics* value and *the P-Values* value. The research hypothesis can be declared acceptable if the *P-Values* value < 0.05 (Ghozali and Latan. 2014). In this study, there are direct and indirect influences because there are Independent variables, Dependent variables, and Intervening variables. In the *SmartPLS program* , the results of the hypothesis test can be seen through *the Path Coefficient* Boostrapping *Technique* as follows:

Table 12. Hypothesis Test Results
via *Path Coefficient* Boostrapping *Technique*

	Origin al	Sampl e	Standar d	T	P	Informatio n

	Sample (O)	Mean (M)	Deviation (STDEV)	Statistics	Values	
Human Resource Quality (X) → Supervision (Z)	0,731	0,729	0,100	7,341	0,000	Positive and Significant
Human Resource Quality (X) → Performance (Y)	0,370	0,373	0,183	2,027	0,043	Positive and Significant
Supervision (Z) → Performance (Y)	0,272	0,261	0,183	1,489	0,137	Positive and Insignificant
Human Resource Quality (X) → Supervision (Z) → Performance (Y)	0,199	0,192	0,140	1,418	0,157	Positive and Insignificant

Source: Primary Data Processed, 2024

Direct Impact Testing

This study proposes 3 hypotheses. Hypothesis testing uses the *Bootstrapping Analysis Technique*. Through the results of the t-statistics obtained, the influence of the level of significance between independent variables to dependent variables can be obtained. When the statistical value > 1.96. (=TINV (0.05) (t-table significance 5%) then the effect is significant. Furthermore, through the results of *the P-Value* value obtained by the *P-Value* value on each variable < 0.05, H0 is rejected. The positive influence can be seen through *Original Semple*. The summary results of the direct impact test are as follows:

Table 13. Direct Influence Test Results

	Hypothesis	Direction	Great Influence	t-Statistics	t-Table	*P Values*	Information
Human Resource Quality (X) → Supervision (Z)	H1	+	0,731	7,341	1,96	0,000	Positive and Significant

Continued Table 13. Direct Influence Test Results

	Hypothesis	Direction	Great Influence	t-Statistics	t-Table	*P Values*	Information
Human Resource Quality (X) → Performance (Y)	H2	+	0,370	2,027	1,96	0,043	Positive and Significant
Supervision (Z) → Performance (Y)	H3	+	0,272	1,489	1,96	0,137	Positive and Insignificant

Source: Primary Data Processed, 2024

Based on the table above, it can be concluded that the t-Statistical value of the direct influence of Human Resource Quality (X) on Supervision (Z) is greater than that of T-Table (1.96) which is 7.341 with an influence of 0.731 and *P-Value* < 0.05 of 0.000. So it can be concluded that the direct influence of Human Resources Quality (X) on Supervision (Z) has a positive and significant effect. So in accordance with the hypothesis proposed, namely: **Human Resource Quality Has a Positive and Significant Effect on Supervision.** Then **H1 is accepted**.

The t-Statistical value of the influence of Human Resource Quality on Performance is greater than that of the T-Table (1.96), which is 2.027 with an influence of 0.370 and *the 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. So in accordance with the hypothesis proposed, namely: **Human Resource Quality Has a Positive and Significant Effect on Performance.** Then **H2 is accepted.**

The t-Statistical value of the influence of Supervision (Z) on Performance (Y) is smaller than that of the T-Table (1.96) which is 1.489. With an influence of 0.272 and *a 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. So it is not in accordance with the hypothesis proposed, namely: **Supervision Has a Positive and Significant Effect on Performance.** So **H3 was rejected**.

Indirect Influence Testing

Testing the indirect influence of the HR Quality variable on Performance with Supervision as an Intervening variable. The results of the analysis can be seen from *the Indirects Effects* Boostrrapping *Technique*. The summary results can be seen as follows:

Table 14. Indirect Influence Test Results

	Hypothesis	Direction	Great Influence	t-Statistics	t-Table	*P Values*	Informa
Human Resource Quality (X) → Supervision (Z) → Performance (Y)	H4	+	0,199	1,418	1,96	0,157	Positive Insignif

Source: Primary Data Processed, 2024

Based on the table above, it can be concluded that the t-Statistics of the t-Statistics value of the influence of Human Resources 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 an influence of 0.199 and a P-value > 0.05 of 0.157. So it can be concluded that the indirect influence of Human Resources Quality on Performance through Supervision has a positive but not significant effect. Therefore, it is not in accordance with the hypothesis proposed, namely: **Supervision Has a Positive and Significant Effect on Performance Through Supervision.** So **H4 was rejected**.

4. *Path Coefficients*

Path coefficients are a useful value in showing the direction of the relationship in a variable, whether a hypothesis has a positive or negative direction. *Path Coefficients* have values that range from -1 to 1. If the value is in the range of 0 to 1, it can be declared positive, while if the value is in the range of -1 to 0, it can be declared negative (Ghozali and Latan. 2014). For example, the following is the value of *path*

coefficients in each independent variable (exogenous) to the dependent variable (endogenous) in the study, which can be seen in the following table:

Table 15. Path *Coefficients* Results

	Performance (Y)	HR Quality (X)	Supervision (Z)
Performance (Y)			
Human Resource Quality (X)	0,370		0,731
Surveillance (Z)	0,272		

Source: Primary Data Processed, 2024

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

Conclusion and Advice

Conclusion

This study aims to know, analyze, and test the influence of Human Resources Quality on Performance and with Supervision as an Intervening variable. The sample used was the Village Government Village Apparatus in Dolok Masihul District, Serdang Bedagai Regency. The data used were 62 respondents from 162 populations, from the results of the research conducted produced several conclusions, namely:

1. The Human Resource Quality variable has a positive and significant effect on Supervision with a value of 7.341 > 1.96 and a significant value of 0.000 < 0.05, so it can be concluded that Human Resource Quality has an effect on Supervision. This result is in accordance with the hypothesis proposed in the study, then **H1 IS ACCEPTED.**

2. The Human Resource Quality variable has a positive and significant effect on Performance with a value of 2.027 > 1.96 and a significant value of 0.043 < 0.05, so it can be concluded that Human Resource Quality has an effect on Performance. This result is in accordance with the hypothesis proposed in the study, then **H2 IS ACCEPTED.**

3. The Supervision variable had a positive and insignificant effect on Performance with a value of 1.489 < 1.96 and a significant value of 0.137 > 0.05, so it can be concluded

that Supervision has no effect on Performance. This result is not in accordance with the hypothesis proposed in the study, so **H3 is REJECTED.**

4. The Human Resources Quality variable has a positive and insignificant effect on Performance through Supervision with a value of 1.418 < 1.96 and a significant value of 0.157 > 0.05, so that Human Resource Quality has no effect on Performance through Supervision. This result does not match the hypothesis proposed in the study, so **H4 is REJECTED.**

Suggestion

Based on the results of research conducted by the researcher regarding the influence of Human Resources Quality on Performance with Supervision as an Intervening variable, the suggestions from the researcher are as follows:

1. The researcher suggested that the next similar research can develop research using Independent variables or other Intervening variables that also have an influence on the performance of the Village Apparatus. In addition, it is also possible to develop research objects in accordance with problems and phenomena that are rampant and developing.

2. The researcher suggested to expand the research area, not only in the Village Government Agency but can be wider in the District Government Agency or the Regency/City Government so that the research can be further developed and obtain more accurate data.

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