

The Effect Of Improving The Quality Of Human Resources On Performance With Work Motivation As An Intervening Variable In The Regional Finance And Assets Agency Of Dairi Regency

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Abstract

This study aims to analyze the influence of human resource quality (HR) on employee performance with work motivation as a mediating variable in the Dairi Regency Regional Finance and Assets Agency. Superior human resource quality and high work motivation are considered important to achieve optimal performance in government organizations. A causal associative quantitative approach was used in this study, with all employees of the Dairi Regency Regional Finance and Assets Agency totaling 45 people as a sample. The data analysis technique uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software. The results of the study show that: 1) The quality of human resources does not have a significant direct influence on employee performance, with a T-statistical value of 1.067 (<1.96) and a P-value of 0.291 (>0.05); 2) The quality of human resources has a positive and significant effect on work motivation with a T-statistical value of 35.954 (>1.96) and a P-value of 0.000 (<0.05); 3) Work motivation has a positive and significant effect on employee performance, with a T-statistical value of 3.549 (>1.96) and a P-value of 0.001 (<0.05); 4) Work motivation mediates the influence between human resource quality and employee performance with a T-statistical value of 3.503 (>1.96) and a P-value of 0.001 (<0.05). These findings indicate that while the quality of HR does not directly affect performance, work motivation can be a significant mediator for strengthening those relationships. The implication of this result is that it is important for the Dairi Regency Regional Finance and Assets Agency to not only improve the quality of human resources through training and development, but also to ensure that employees remain motivated so that optimal performance can be achieved.

Keywords:

Human resource quality; Work Motivation; Employee Performance

1. INTRODUCTION

Human Resources (HR) is the most valuable asset for an organization, including the Dairi Regency Regional Finance and Assets Agency. Superior human resource quality will greatly determine the success of the organization in achieving its goals (Pratiwi & Syahidah, 2018). Improving the quality of human resources through various efforts such as training, competency development, and motivation is expected to improve employee performance. Employee performance is the result of work achieved by individuals or groups in an organization (Erawati et al., 2017). Good performance will make a positive contribution to the organization, such as increased efficiency, effectiveness, and productivity (Surijadi & Musa, 2020). Work motivation is an internal or external impulse that causes a person to be willing to make efforts and expend energy to achieve certain goals (Efendi & Hardiyanto, 2021). High work motivation will encourage employees to work better and achieve optimal performance (Nurhalizah & Oktiani, 2024).

Improving the quality of human resources is also closely related to the concept of continuous learning and career development (Douw & Aedah, 2021). Organizations that are committed to improving the quality of their human resources typically provide a variety of learning opportunities for their employees, including formal training programs, workshops, seminars, and mentoring. In addition, they also encourage employees to take responsibility for their own career development through career planning and continuous performance evaluation. Thus, improving the quality of HR is not only about meeting current needs, but also about preparing employees to face future challenges and reach their maximum potential within the organization.

The Regional Finance and Assets Agency has a very strategic role in regional financial management. The performance of employees in this agency has a great influence on effective and efficient regional financial management. Therefore, it is important to conduct research on the effect of improving the quality of human resources on employee performance with work motivation as an intervening variable.

This research is motivated by the importance of the role of human resources in improving organizational performance. The Dairi Regency Regional Finance and Assets Agency as one of the important institutions in the local government, is required to have optimal performance in managing regional finances. However, there have not been many studies that specifically examine the effect of improving the quality of human resources on employee performance in this agency, especially by considering the role of work motivation as an intervening variable.

Several previous studies have shown that improving the quality of human resources through training and competency development can improve employee performance. In addition, work motivation has also been proven to have a significant influence on performance. However, further research is still needed to test whether work motivation is able to mediate the influence of improving the quality of human



resources on employee performance in the context of the Dairi Regency Regional Finance and Assets Agency. Thus, this research is expected to make a scientific contribution to the development of human resource management theory, as well as provide recommendations for the Dairi Regency Regional Finance and Assets Agency in an effort to improve the quality of human resources and employee performance.

To measure the quality of human resources in this study, refer to the indicators set by Kasanuddin (2011:18) in (Atika & Mafra, 2020) said that the indicators of the quality of human resources are as follows:

1. Intellectual qualities include knowledge and skills
2. Education
3. Understand the field,
4. Ability
5. Morale
6. Organizational planning skills.

The research is theoretically rooted in the concept of human resource management which emphasizes the importance of investing in employee development. Human capital theory states that improving the quality of human resources is an investment that will provide long-term benefits for the organization. Additionally, work motivation theories, such as Herzberg's two-factor theory and Vroom's theory of hope, provide a useful conceptual framework for understanding how work motivation can be a mediator between HR quality and performance. Work motivation refers to internal and external encouragement that encourages individuals to perform tasks or work with enthusiasm, dedication, and effectiveness (Nur Azizah, 2019).

Work Motivation Indicators according to Anwar Prabu Mangkunegara (2009:93) in (Nur Azizah, 2019) are as follows:

1. Responsibility
Have a high level of personal responsibility for their work
2. Job Performance
Doing something/work as well as possible
3. Opportunities to Advance
The desire to get a fair wage according to the job
4. Recognition of Performance
The desire to get a wage is higher than usual.
5. Challenging work
The desire to learn to master his work in his field.

The factors that affect employee performance are very diverse, including motivation, skills, and work experience (Usman et al., 2023). Employee motivation is often influenced by the incentives received, the work environment, and relationships

with superiors and co-workers. Technical and interpersonal skills also play an important role in performance, as employees who have the right skills and the ability to interact well will be better able to complete tasks effectively. Previous work experience can enrich employees' skills and knowledge, which in turn improves their performance. There are nine indicators used to evaluate employee performance, which serve to measure the extent to which employees carry out their duties and responsibilities effectively (Afandi 2018) and are indicators in this study, namely:

1. Quantity of Work
2. Quality of Work
3. Efficiency in Carrying Out Tasks
4. Work Discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty
9. Creativeness

By referring to these theories, this study aims to empirically test whether improving the quality of human resources through various relevant development programs can increase employee work motivation. Furthermore, this study will also test whether the increase in work motivation has a significant impact on improving employee performance in achieving organizational goals. The concept of this research is as illustrated in the following conceptual framework drawing:

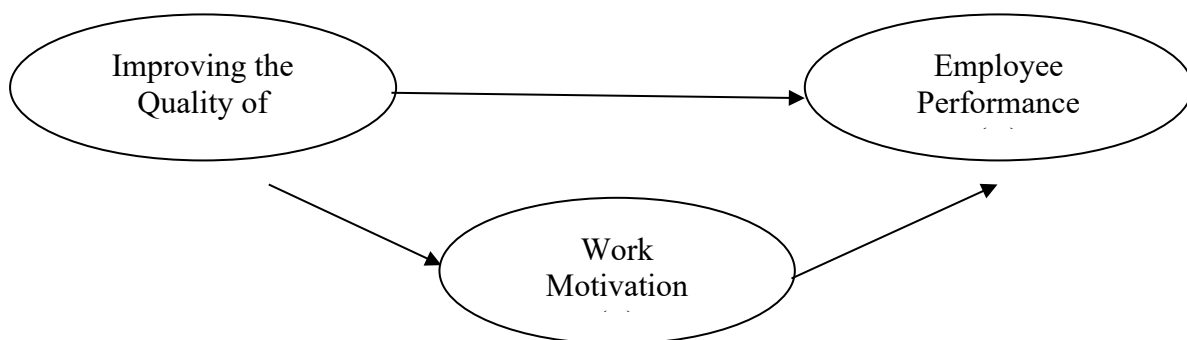


Figure 1. Conceptual Framework

2. RESEARCH METHODS

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2018). This research was carried out at the Dairi Regency Regional Finance and Assets Agency. The time of this research was carried out from March

2024 to August 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used is the entire number of employees in the Dairi Regency Regional Finance and Assets Agency which amounted to 45 people with the following details:

Table 3.1 Details of Employee Diversity in Financial and Asset Agencies

Dairi Regency Area		
No.	Status	Number (Person)
1.	ASN	35
2.	Honorary	10
Sum		45

Source : Dairi Regency Regional Finance and Assets Agency

This study uses a saturated sampling technique, where all members of the population are used as research samples. According to Sugiyono (2019), the saturated sample technique is used when the entire population is included in the study. In this case, the total number of employees sampled was 45 people from various divisions. The data collected came from a questionnaire that was distributed to all respondents. For data analysis, this study applies a quantitative analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) which is processed through SmartPLS 3.0 software.

Meanwhile, 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 requirements of *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R^2) to measure how far the model is able to explain the variation of bound variables. R^2

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of a *path coefficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound 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 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. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According

to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model Analysis

The outer model test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. Outer Loading

Indicators	Outer Loading	Information
Human Resource Quality (X)		
KSDM1	0,809	Valid
KSDM2	0,847	Valid
KSDM3	0,831	Valid
KSDM4	0,868	Valid
KSDM5	0,887	Valid
KSDM6	0,767	Valid
Work Motivation (Z)		
MO1	0,792	Valid
MO2	0,902	Valid
MO3	0,873	Valid
MO4	0,760	Valid
MO5	0,863	Valid
Employee Performance (Y)		
KP1	0,872	Valid
KP2	0,841	Valid
KP3	0,745	Valid
KP4	0,715	Valid
KP5	0,733	Valid
KP6	0,782	Valid
KP7	0,734	Valid



Indicators	Outer Loading	Information
KP8	0,789	Valid
KP9	0,889	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Ghozali & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

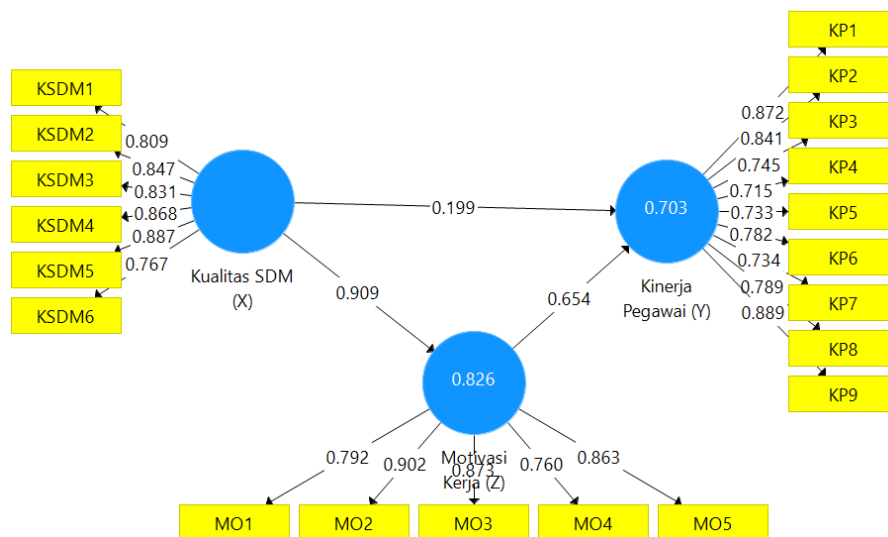


Figure 1. Outer Model Test Results

2) Discriminate Validity Test Results

The next step in the study is to test the validity of the discrimination, which aims to assess whether reflective indicators can effectively measure its construct. This test is based on the principle that each indicator should have a high correlation with the construct it is measuring. The results of the cross-loading discrimination validity test are presented in the following table:

Table 3. Discriminant Validity

Variable Indicators	Human Resource Quality (X)	Work Motivation (Z)	Employee Performanc e (Y)
KSDM1	0,809	0,807	0,671
KSDM2	0,847	0,767	0,699
KSDM3	0,831	0,763	0,689
KSDM4	0,868	0,696	0,636
KSDM5	0,887	0,753	0,681
KSDM6	0,767	0,714	0,587
MO1	0,742	0,792	0,622
MO2	0,895	0,902	0,728
MO3	0,766	0,873	0,715
MO4	0,677	0,760	0,768
MO5	0,717	0,863	0,661
KP1	0,665	0,698	0,872
KP2	0,669	0,683	0,841
KP3	0,544	0,489	0,745
KP4	0,766	0,813	0,815
KP5	0,534	0,473	0,733
KP6	0,449	0,471	0,782
KP7	0,521	0,598	0,734
KP8	0,624	0,702	0,789
KP9	0,718	0,734	0,889

Source: Output Smart PLS, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable HR Quality variable shows that the cross loading variable indicator is greater than the cross loading of other latent variables, the cross loading indicator of the work motivation variable shows that the cross loading indicator value is greater than other latent variables, *Cross loading of* employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively that the cross loading results are considered valid.

3) Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at the



composite reliability value, the reliable value can be seen in the variable construct value with the *alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Employee Performance (Y)	0,925	0,937	0,626
Human Resource Quality (X)	0,913	0,933	0,699
Work Motivation (Z)	0,894	0,922	0,705

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5 , which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, the *composite reliability* value is used. The accepted value for the reliability level 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 variables tested meet the reliability of the construct.

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) Determination Coefficient Test Results (R2)

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

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0,703	0,689
Work Motivation (Z)	0,826	0,822

Source: Smart PLS Output, 2024

Based on table 5, it is known that the R square Adjusted value of the employee performance variable is 0.689 or 68.90%, which means that the influence of HR Quality on Employee Performance is in the high category, meaning that the more HR Quality increases, the more Employee Performance will increase. Meanwhile, the R Square value in the employee performance variable is 0.703 or 70.30%, which means that the influence of HR Quality on Employee Performance is 70.30.% and the remaining 29.70% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the Work Motivation variable is 0.822 or 82.20%, which means that the Quality of Human Resources affects Work Motivation by 82.20% or in the high category, meaning that the Quality of Human Resources is significant in increasing Employee Work Motivation. Furthermore, the R square value of the Work Motivation variable is 0.826 or 82.60%, which means that the Quality of Human Resources affects Work Motivation by 82.60%, while the remaining 17.40% 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 tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0,116	0,116
d_ULS	2,847	2,847
d_G	2.144	2.144
Chi-Square	439.517	439.517
NFI	0.607	0.607

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is $0.607 > 0.116$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.



Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s	Result
Human Resource Quality (X) -> Employee Performance (Y)	0,199	0,242	0,186	1,067	0,291	Rejected
Human Resource Quality (X) -> Work Motivation (Z)	0,909	0,918	0,025	35,984	0,000	Accepted
Work Motivation (Z) -> Employee Performance (Y)	0,654	0,622	0,184	3,549	0,001	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that there is no influence of HR Quality on Employee Performance. This can be seen from the T-statistical value of $1.067 < 1.96$ with a P-Value of $0.291 > 0.05$. This means that even though the quality of human resources is improved, Employee Performance will not increase. This result answers the first hypothesis in this study, namely accepting H_0 and Rejecting H_a or Human Resource Quality has no effect on Employee Performance at the Dairi Regency Regional Finance and Assets Agency.

Furthermore, on the influence of human resource quality on Work Motivation, data on T-Statistics values of $35.954 > 1.96$ with P-Value values of $0.000 < 0.05$ so that it can be stated that Human Resource Quality has a positive and significant effect on Work Motivation at the Dairi Regency Regional Finance and Assets Agency. This can be interpreted that if the quality of human resources is improved, the work motivation



of employees will increase. This statement answers the second hypothesis, which is to reject H_0 and accept H_a .

Furthermore, on the influence of Work Motivation on Employee Performance, data was obtained that the T-Statistic value was $3.549 > 1.96$ with a P-Value of $0.001 < 0.05$ which means rejecting H_0 and accepting H_a or Work Motivation has a positive and significant effect on Employee Performance. This indicates that if Work Motivation is increased, employee performance tends to increase significantly. To answer the fourth hypothesis, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standar d Deviasi on (STDEV)	T Statistics (O/STDEV)	P Values	Result
Human Resource Quality (X) -> Work Motivation (Z) -> Employee Performance (Y)	0,594	0,570	0,170	3,503	0,001	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that Work Motivation (Z) is able to intervene the influence between the Quality of Human Resources (X) on Employee Performance (Y). This can be seen from the results of the T-Statistical value of $3.503 > 1.96$ with a P-Value of $0.001 < 0.05$. This shows that there is an indirect influence between HR Quality and Employee Performance through Work Motivation. These results provide insight into how the intermediate variable of Work Motivation can intervene the relationship between Human Resources Quality and Employee Performance at the Dairi Regency Regional Finance and Assets Agency.

3.2. Discussion

The discussion in this study focuses on the influence of the quality of human resources (HR) on employee performance with work motivation as a mediating variable. The results show that the quality of human resources does not have a significant direct influence on employee performance, as shown by the T-statistical value of $1.067 (< 1.96)$ and the P-value of $0.291 (> 0.05)$. This shows that improving the quality of human resources, while important, does not automatically improve



employee performance without other supporting factors, such as work motivation. These findings indicate that investment in human resource development alone does not necessarily result in optimal performance if it is not accompanied by the right motivational strategy.

However, this study also shows that the quality of human resources has a positive and significant effect on work motivation, with a T-statistical value of 35.954 (>1.96) and a P-value of 0.000 (<0.05). This means that improving the quality of human resources, such as through training and competency development, can directly increase employee work motivation. Higher motivation allows employees to have a strong internal drive to work well and achieve organizational goals. This finding is in line with the theory of human capital which emphasizes the importance of investment in human resource development as an effort to increase employee motivation and morale.

This research is consistent with previous research conducted by (Efendi & Hardiyanto, 2021) which shows that human resource development through quality improvement and job training does not always have a direct impact on performance if it is not supported by motivational factors. They found that while improving employee skills and competencies is essential, work motivation acts as a mediating variable that strengthens the relationship between HR quality and employee performance outcomes. These findings are in line with the results in this study which show that the quality of human resources has a significant influence on work motivation, which in turn has a positive impact on employee performance.

Furthermore, work motivation is proven to have a positive and significant influence on employee performance, shown by a T-statistical value of 3.549 (>1.96) and a P-value of 0.001 (<0.05). This means that higher work motivation encourages employees to work more effectively and efficiently, resulting in better performance. Work motivation plays an important role in increasing productivity, the desire to achieve achievements, and the quality of employee work results. These results support the theory of motivation which states that motivation is a key factor in motivating employees to give their best performance.

Similarly, research by (Surijadi & Musa, 2020) also shows the importance of work motivation as a driving factor that directs employees to apply their skills to the maximum in achieving organizational goals. As with this study, they stated that high work motivation increases employees' desire to work better and achieve optimal results. Thus, this study not only supports but also strengthens the results of previous research on the importance of synergy between human resource development and motivation in an effort to improve organizational performance.

Further testing shows that work motivation plays a significant mediating variable between human resource quality and employee performance, with a T-statistical value of 3.503 (>1.96) and a P-value of 0.001 (<0.05). This means that the



quality of human resources can indirectly improve employee performance through increasing work motivation. This shows that while improving the quality of human resources alone is not enough to improve performance, the addition of work motivation as an intermediary can strengthen the relationship. In other words, work motivation is a factor that connects the quality of human resources and employee performance.

This study shows that there is a direct and indirect influence between the quality of human resources, work motivation, and employee performance. Directly, the quality of human resources does not have a significant influence on employee performance, as shown by low T-statistical values ($1.067 < 1.96$) and high P-values ($0.291 > 0.05$). This means that improving the quality of human resources such as training and competency development alone is not enough to improve employee performance at the Dairi Regency Regional Finance and Assets Agency. On the other hand, the quality of human resources is proven to have a significant direct influence on work motivation, with a T-statistical value of 35.954 and a P-value of 0.000, which indicates that improving the quality of human resources can directly increase employee motivation.

Indirectly, work motivation acts as a mediating variable that connects the quality of human resources and employee performance. The test shows that the quality of human resources can improve employee performance through increased work motivation, indicated by a T-statistical value of 3.503 (>1.96) and a P-value of 0.001 (<0.05). This means that even though the quality of human resources itself does not directly affect performance, the existence of work motivation as an intermediary factor makes the quality of human resources can have a positive impact on employee performance. Thus, work motivation plays an important role in strengthening the relationship between human resource quality and employee performance, emphasizing the importance of human resource development accompanied by strategies to increase work motivation.

This finding has important implications for the Dairi Regency Regional Finance and Assets Agency in their efforts to improve employee performance. Organizations are advised not only to focus on improving the quality of human resources through training or competency development but also to pay attention to the aspect of work motivation. The combination of improving the quality of human resources and work motivation will provide more optimal results in improving employee performance. Improving the quality of human resources without the support of work motivation may not be effective enough to produce a positive impact on performance.

In addition, it is important for organizations to develop strategies that can increase employee work motivation. These strategies can be in the form of providing incentives, career development opportunities, recognition of achievements, and creating a conducive work environment. With motivational support, employees will



feel more motivated to achieve optimal work results. In the context of Regional Finance and Assets Agencies, effective and efficient financial management can be achieved with a combination of quality human resources and high motivation.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

Based on the results of the data analysis and discussion that has been described earlier, it can be concluded that:

1. The quality of human resources does not have a significant direct influence on the performance of employees in the Dairi Regency Regional Finance and Assets Agency. This result is supported by a T-statistical value of 1.067 (<1.96) and a P-value of 0.291 (>0.05), which indicates that improving the quality of human resources does not necessarily improve employee performance without other supporting factors, such as work motivation.
2. The quality of human resources has a positive and significant influence on work motivation, with a T-value of 35.954 (>1.96) and a P-value of 0.000 (<0.05). This shows that improving the quality of human resources, such as through training and competency development, can directly increase employees' work motivation, which encourages them to work more effectively in achieving organizational goals.
3. Work motivation has a positive and significant effect on employee performance, as shown by the T-statistical value of 3.549 (>1.96) and the P-value of 0.001 (<0.05). This means that higher motivation encourages employees to work more productively, thus having a positive impact on their performance.
4. Work motivation plays a mediating variable between human resource quality and employee performance, with a T-statistical value of 3.503 (>1.96) and a P-value of 0.001 (<0.05). This shows that the quality of human resources can improve employee performance indirectly through increasing work motivation, so that motivation is a key factor that connects the quality of human resources and employee performance.

4.2 Advice

Based on the findings of this study, it is recommended to the Dairi Regency Regional Finance and Assets Agency as follows:

1. Management needs to continue to develop the quality of human resources through training and competency development programs to ensure employees have the necessary skills to achieve organizational goals.



2. In addition to human resource development, it is important for institutions to focus on increasing work motivation. This can be done through the provision of incentives, recognition of work achievements, and clear career development opportunities, which will help employees feel motivated to contribute to the maximum.
3. To improve employee performance, synergy is needed between the development of human resource quality and work motivation. By paying attention to these two aspects, management can create a work environment that supports the professional growth of employees while encouraging the achievement of optimal performance.

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Octo Pantas Mulianto Gultom, Muhammad Isa Indrawan:
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