

ANALYSIS OF TEAMWORK AND HUMAN RESOURCE QUALITY ON EMPLOYEE PERFORMANCE WITH COMMUNICATION AS AN INTERVENING VARIABLE AT THE REGIONAL FINANCE AND ASSET AGENCY NORTH SUMATRA PROVINCE

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Abstract

This study aims to analyze the effect of teamwork and human resource quality on employee performance with communication as an intervening variable at the Regional Finance and Asset Agency of North Sumatra Province. This study uses a quantitative approach with a survey method by distributing 80 questionnaires to employees as respondents. The sample was determined using a purposive sampling technique so that the data obtained was in accordance with the research objectives. The data collected were analyzed using path analysis to determine the direct and indirect effects between variables. The results of the study showed that teamwork had a positive but insignificant effect on employee performance, but communication had a positive and significant effect. Human resource quality had a positive and significant effect on employee performance and through communication. Likewise, communication had a positive and significant effect on employee performance. In addition, teamwork and human resource quality were proven to have a positive and significant indirect effect on employee performance through communication. Thus, communication acts as an intervening variable that mediates the effect of teamwork and human resource quality on employee performance. The results of this study are expected to be input for leaders in improving employee performance through strengthening teamwork, improving human resource quality, and the effectiveness of communication in the work environment.

Keywords: *Teamwork, Human Resource Quality, Communication, Employee Performance.*

INTRODUCTION

Employee performance is a key factor in determining the success of an organization, including government agencies. In the public sector, employees are required to be able to provide effective, efficient, and accountable services to the public. Therefore, improving employee performance is the main focus in human resource management in various government agencies. One of them is the Regional Finance and Asset Agency (BKAD) of North Sumatra Province, which has a strategic role in managing regional finances and assets professionally and transparently. Some important factors that influence employee performance include teamwork and the quality of human resources. Teamwork is the foundation for completing work collectively, building effective communication, and creating a harmonious work atmosphere. According to Robbins and Judge (2017), good teamwork can increase motivation, work efficiency, and group cohesion which ultimately impacts individual and organizational performance. Research by Siregar and Sitinjak (2021) shows that teamwork has a positive and significant influence on employee performance in government agencies. In addition, the quality of human resources (HR) including knowledge, skills, and work attitudes also play a crucial role in improving performance. Competent HR can adapt to work dynamics and provide solutions to various organizational challenges. According to Hasibuan (2018), good HR quality will have a direct impact on work productivity and the achievement of organizational goals. The results of research by Wahyuni (2020) state that HR quality has a positive effect on employee performance, especially in terms of technical competence and ability to adapt to change. However, the influence of teamwork and HR quality on employee performance is not always direct. There are other variables that act as a link, one of which is organizational communication. Effective communication can strengthen working relationships between employees, clarify the division of tasks, and avoid conflicts and miscommunication that can reduce performance. According to Luthans (2021), communication is an important element in management that functions to convey information, motivate, and coordinate activities between

parts of the organization. Research by Ananda and Putra (2022) proves that communication acts as a significant intervening variable between organizational factors and employee performance. In the BKAD environment of North Sumatra Province, challenges in financial and asset management require solid synergy between employees, increased HR competency, and a good communication system. Therefore, it is important to conduct research that analyzes the extent to which teamwork and HR quality affect employee performance, by considering the role of communication as an intervening variable. This research is expected to provide theoretical and practical contributions to the development of HR management in government agencies, especially in strengthening the role of organizational communication as a link between important variables in improving employee performance.

LITERATURE REVIEW

1. Employee Performance

a) Understanding Employee Performance

According to Mangkunegara (2017) "employee performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

b) Employee Performance Indicators

According to Mangkunegara (2017), employee performance indicators include:

1) Quality of Work

Work quality measures how well an employee does what he or she is supposed to do, including accuracy, neatness, and precision in working according to established standards.

2) Quantity of Work

Work quantity measures how much work is produced by an employee in a certain time, which can be seen from the working speed of each employee.

3) Execution of Tasks

Task execution measures how accurate an employee is in performing his/her tasks and is error-free.

4) Responsibility

Responsibility refers to the awareness of the obligation to carry out work well and in accordance with the responsibilities given.

2. Communication

a) Definition of Communication

According to Bandriyah (2015:30), communication is the process of transferring understanding in the form of ideas, information from one person to another. Communication is needed to exchange information, give orders, and tell stories. As social beings, everyone exchanges information for their needs or tells stories about their lives. When on duty, managers need communication to give orders to subordinates. Therefore, communication plays an important role in human life in work or not.

b) Communication Indicators

According to Bandriyah (2015:38), communication indicators are as follows:

1) Understandable

2) Provide input

3) Quickly accepted

4) Coordination of tasks.

3. Human Resources Quality

a) Understanding Human Resource Quality

According to Winedar et.al (2019), the quality of human resources is the ability of an employee to carry out tasks, but not only has the ability to complete work, but also for self-development and encourage the self-development of his colleagues.

b) Human Resource Quality Indicators

According to Winedar et.al (2019), the indicators

The quality of human resources is as follows:

1. Have skills relevant to the field of work,

2. Have adequate knowledge,

3. Have a high level of tolerance,

4. Have high spirits, and

5. Have an honest attitude.

4. Teamwork

a) Understanding Teamwork

According to Mangkunegara (2019), teamwork is a joint effort by a group of people to achieve certain goals, where each team member has different responsibilities and roles to achieve better results than if they worked alone.

b) Teamwork Indicators

Teamwork indicators according to Mangkunegara (2017) are:

- 1) Shared responsibility, namely by giving responsibility for completing a job together, can create good cooperative relationships between employees.
 - 1) Mutual contribution means that good contributions from fellow employees, both in terms of thought and energy, can create cooperation within a company or organization.
 - 2) Maximizing capability direction, namely maximizing the capability of each employee in the team, will create stronger and higher quality cooperation.

B. Conceptual Framework

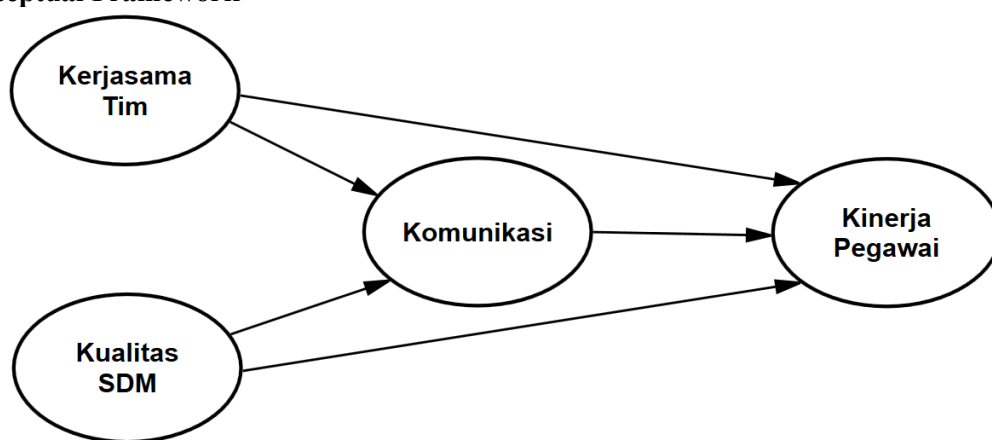


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Teamwork has a positive and significant effect on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H2: The quality of human resources has a positive and significant effect on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H3: Teamwork has a positive and significant effect on communication at the Regional Finance and Asset Agency of North Sumatra Province.
- H4: The quality of human resources has a positive and significant effect on communication at the Regional Finance and Asset Agency of North Sumatra Province.
- H5: Communication has a positive and significant effect on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
- H6: Teamwork has a positive and significant effect on employee performance through communication at the Regional Finance and Asset Agency of North Sumatra Province.
- H7: The quality of human resources has a positive and significant effect on employee performance through communication at the Regional Finance and Asset Agency of North Sumatra Province.

RESEARCH METHODS

Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze Teamwork and Human Resource Quality on Employee Performance with Communication as an Intervening Variable at the Financial and Regional Asset Agency of North Sumatra Province.

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Research Location and Research Time

The location of the research was conducted at the Regional Finance and Asset Agency of North Sumatra Province, located at Jl. Jl. Imam Bonjol No. 61, Suka Damai, Medan 20142. The research period was carried out for 3 months, starting from April to June 2025.

Population and Sample

The population and sample in this study were all permanent employees at the Financial and Regional Asset Agency of North Sumatra Province. The number of employees at the Financial and Regional Asset Agency of North Sumatra Province is 135 employees, with details: 80 ASN employees and 55 people as honorary workers. In this study, samples were taken only from ASN employees as many as 80 people.

Research Data Sources

The data sources used in this study are primary data.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis muse *PLS Algorithm*, produce:

1) Validity Test

Table 1. Values Outer Loadings

	Teamwork	Employee Performance	Communication	Quality of Human Resources
X1.1	0.908			
X1.2	0.946			
X1.3	0.866			
X2.1				0.810
X2.2				0.818
X2.3				0.742
X2.4				0.780
X2.5				0.767
Y.1		0.876		
Y.2		0.853		
Y.3		0.864		
Y.4		0.814		
Z.1			0.884	
Z.2			0.871	
Z.3			0.878	
Z.4			0.832	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value ≥ 0.70 . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.

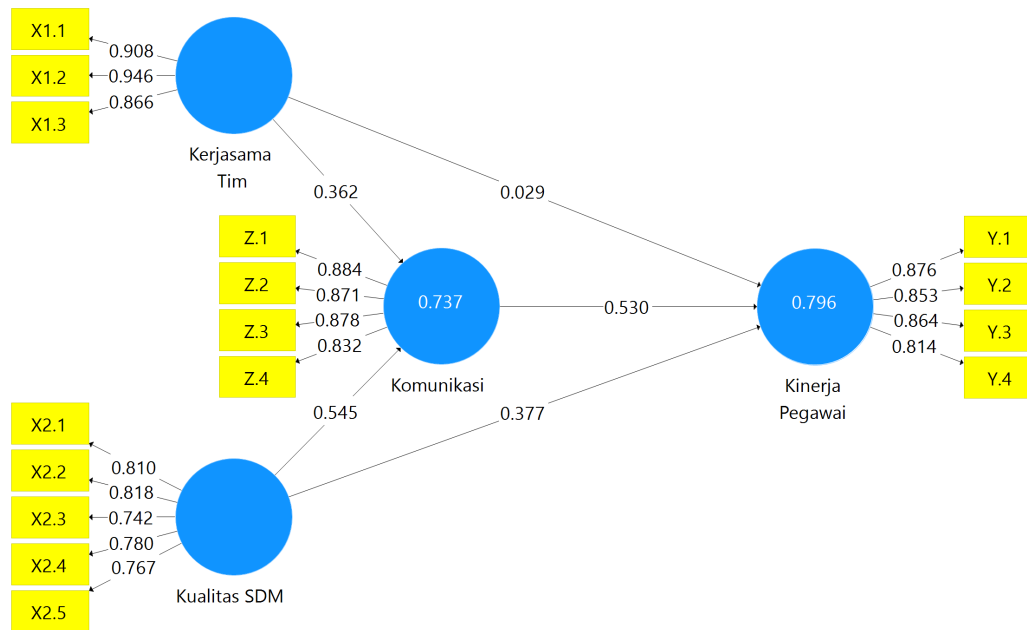


Figure 1. Outer Loadings

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.362 X_1 + 0.545 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.029 X_1 + 0.377 X_2 + 0.530 Z + e_2$$

2) Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Teamwork	0.892	0.894	0.933	0.823
Employee Performance	0.874	0.875	0.914	0.726
Communication	0.889	0.890	0.923	0.751
Quality of Human Resources	0.843	0.846	0.888	0.615

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. Thus, the research instrument is declared reliable and suitable for use in testing the structural model.

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

1) Coefficient of Determination (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of R-square estimation using SmartPLS.

Table 3. R Square Results

	R Square	R Square Adjusted
Employee Performance	0.796	0.788
Communication	0.737	0.730

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the communication variable there is an R square value of 0.737 meaning that the influence of teamwork and HR quality is 0.737 or 73.7% the rest is on other variables outside the model. The R square value of employee performance is 0.796 meaning that the influence of teamwork, HR quality and communication is 0.796 or 79.6% the rest is on other variables outside the model.

2) Hypothesis Testing

a) Direct Influence Between Variables

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

Table 4. Path Coefficients (Direct Effect)

	Original Sample	T Statistics	P Values	Conclusion
Teamwork -> Employee Performance	0.029	0.205	0.838	Rejected
Teamwork -> Communication	0.362	3,114	0.002	Accepted
Human Resources Quality -> Employee Performance	0.377	2,772	0.006	Accepted
Human Resources Quality -> Communication	0.545	5,017	0,000	Accepted
Communication -> Employee Performance	0.530	3,948	0,000	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Teamwork has a positive but not significant effect on employee performance with a t-statistic value of 0.205 below 1.96 and a significance of 0.838 above 0.05 means that teamwork has a positive but not significant effect on employee performance because the significance value is above 0.05. The results of this study are not in line with the results of previous studies, namely that teamwork has a positive and significant effect on employee performance at BPJS Ketenagakerjaan throughout Medan Raya (Deliana & Ferine, 2024).
2. Teamwork has a positive and significant effect on communication with a t-statistic value of 3.114 above 1.96 and a significance of 0.002 below 0.05 means that teamwork has a positive and significant effect on communication because the significance value is below 0.05.
This study is in accordance with research which states that teamwork has a positive and significant effect on communication at the Tanjung Morawa Branch of BPJS Ketenagakerjaan (Tirta & Ferine, 2023).
3. The quality of human resources has a positive and significant effect on employee performance with a t-statistic value of 2,772 above 1.96 and a significance of 0.006 below 0.05 means that the quality of human resources has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with previous studies, namely that the quality of human resources has a positive and significant effect on employee performance at the Medan Ministry of Religion office (Saputra & Mesra, 2023).
4. The quality of human resources has a positive and significant influence on communication with a t-statistic value of 5.017 above 1.96 and a significance of 0.000 below 0.05 means that the quality of human resources

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has a positive and significant effect on communication because the significance value is below 0.05. The results of this study are also in accordance with research conducted by Putra (2024) which states that the quality of human resources has a positive and significant effect on communication.

5. Communication has a positive and significant influence on employee performance with a t-statistic value of 3.948 above 1.96 and a significance of 0.000 below 0.05 means that communication has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely Sugiono's research (2021) which states that communication has a positive and significant effect on employee performance.

b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Teamwork -> Communication -> Employee Performance	0.192	2,277	0.023	Accepted
Human Resources Quality -> Communication -> Employee Performance	0.289	3,629	0,000	Accepted

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Teamwork has a positive and significant effect on employee performance through communication with a t-statistic value of 2.277 and a significance value of 0.023, meaning that communication acts as an intervening variable between teamwork and employee performance. Here, communication acts as an intervening variable. Research Tailan (2021) stated that Teamwork has a positive and significant effect on performance through communication at Warung Mina Renon Branch.
2. The quality of human resources has a positive and significant influence on employee performance through communication with a t-statistic value of 3.629 and a significance value of 0.000 means that communication acts as an intervening variable between HR quality and employee performance. Gerhana's research (2021) states that HR quality has a positive and significant effect on employee performance through communication among employees of the Hulu Sungai Selatan Education Office.

CONCLUSION

1. Teamwork has a positive but insignificant effect on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
2. The quality of human resources has a positive and significant effect on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
3. Teamwork has a positive and significant impact on communication at the Regional Finance and Asset Agency of North Sumatra Province.
4. The quality of human resources has a positive and significant effect on communication at the Regional Finance and Asset Agency of North Sumatra Province.
5. Communication has a positive and significant influence on employee performance at the Regional Finance and Asset Agency of North Sumatra Province.
6. Teamwork has a positive and significant effect on employee performance through communication at the Regional Finance and Asset Agency of North Sumatra Province.
7. The quality of human resources has a positive and significant effect on employee performance through communication at the Regional Finance and Asset Agency of North Sumatra Province.

SUGGESTION

1. In the teamwork variable, it turns out that the indicator with the lowest value is the statement "My abilities are directed maximally to support team performance". It turns out that the statement shows that the abilities that have been directed still do not support the team. So it is expected to provide support on how a superior or team member can direct their team in working together so that they can strengthen their team.

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2. Quality of human resources with the statement "I respect the differences of opinion and background of my coworkers.". Here, employees face employees who do not show an attitude of respecting differences (opinions, culture, ethnicity, religion, work style) so that the agency needs to conduct training on diversity and inclusivity, facilitate open discussion forums.
3. For the communication variable with the statement "I always coordinate with coworkers in carrying out tasks". This means that coordination between employees is still weak, inconsistent, or even not done so that the solution is to implement a structured coordination system and can also be done by improving employee soft skills.
4. Employee performance with the statement "I take full responsibility for the work that is my job". This means that employees tend to avoid responsibility, procrastinate and blame others when mistakes occur. The suggestion is to uphold a culture of accountability and increase ownership and involvement.

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