Tips to Improve Work Performance

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Abstract
The type of research used in this research is quantitative research. The research location is at the Bank Indonesia Representative Office, North Sumatra Province, precisely on Jalan City Hall No. 4, Medan City. The research population used is all employees at the Bank Indonesia Representative Office, North Sumatra Province. as many as 70 employees. The sample to be used is the entire population in the Bank Indonesia Representative Office, North Sumatra Province, totaling 70 employees. The data collection technique used is a questionnaire, the research calculating tool is the Smart PLS version 3 application. The results of this research are as follows. as follows: Competence has a positive and significant effect on Job Performance with a value of 0.384 and a significant 0.000. Work Conflict has a negative and significant effect on Competency with a value of -0.289 and a significant 0.004. Work conflict has a negative and significant effect on work performance with a value of -0.278 and a significant value of 0.009. HR quality has a positive and significant effect on competency with a value of 0.622 and a significant value of 0.000. Human resource quality has a positive and significant effect on work performance with a value of 0.306 and a significant value of 0.005. Role Conflict has a negative and significant effect on Job Performance through Competency with a value of -0.111 and a significant value of 0.016. HR quality has a positive and significant effect on work performance through competency with a value of 0.239 and a significant value of 0.000.

Keywords: HR Quality, Work Conflict, Work Performance, Competence.

INTRODUCTION

Every business will strive to obtain superior human resources of the highest caliber to assist the organization's productive work in achieving its goals. Companies must give special consideration to their human resources because they understand how important human resources are for the growth of the company. The efforts and achievements of employees can be recognized by the company, so that it can motivate its human resources to work better for the sake of business progress. Human resources (HR) are closely related to the aspects of employee employment and organizational management. Ability, willingness, and high creative human resources are characteristics of quality human resources. Human resources are very important for the effectiveness of people in an organization. In addition, high human resource productivity is one type of capital that plays an important role in the strategy of achieving organizational goals and can make a significant contribution. The quality of human resources is characterized by creative HR, having high ability and willingness. Human Resource Management is very necessary for the effectiveness of human resources in an organization, the purpose of this is to provide the organization with an effective work unit to achieve the goals of company management so that it can develop, use and maintain employees in constant quality and quantity. In addition, good HR productivity is one of the main capitals in an organization which can make an invaluable contribution to the strategy of achieving organizational goals. Changes that occur in society and employee life cause conflict. The emergence of work conflicts between employees. Work conflicts between employees are caused by incompatibility or differences in terms of values, goals, status, and so on. Regardless of the factors underlying the occurrence of a work conflict, the symptoms

that emerge in an organization when a work conflict occurs are when individuals or groups show hostile attitudes towards other individuals or groups that affect performance in carrying out organizational activities. (Aldionita, 2014). A person's competence is formed from the knowledge and skills of an employee who has high competence in carrying out work will produce very good work quality or high work performance. Employee competence is an important factor and influences the implementation and completion of work in an organization. Employee competence is defined as the correct way or work procedure carried out by employees. Improving work performance can be done in various ways, one of which is by providing motivation to employees, which of course involves conveying information from superiors to subordinates. The process of measuring accurately and validly the level of efficiency and effectiveness of an activity that has been achieved and comparing it with the planned level of achievement is known as employee performance measurement. To prevent problems, a manager must track the work performance of his staff members.

Formulation of the problem
1. Does HR Quality have a positive and significant influence on Competence at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Conflict have a positive and significant effect on Competence at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does HR Quality have a positive and significant effect on Work Performance at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Conflict Have a Positive and Significant Influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Competence have a positive and significant influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does HR Quality have a positive and significant effect on Work Performance through Competence at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Conflict have a positive and significant effect on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes
1. To determine and analyze the influence of HR Quality on Competence at the Bank Indonesia Representative Office, North Sumatra Province.
2. To determine and analyze the influence of Work Conflict on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of HR Quality on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To determine and analyze the influence of Work Conflict on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Competence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
6. To determine and analyze the influence of HR Quality on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Work Conflict on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW
Work performance
Definition of Work Performance

According to Badriyah (2018), work performance is the work results achieved by a person in carrying out the tasks assigned to him, which are based on skills, experience, and sincerity and time. According to Mangkunegara (2017) work performance is The term performance comes from Job Performance or Actual Performance (work performance or actual achievement achieved by a person).

Work Performance Indicators

According to Mangkunegara (2017) indicators of work performance are:
1) Quantity of Work The amount of work results that are in accordance with the time available, what needs to be considered is not routine results but how quickly the work can be completed.
2) Work Quality The quality of work results based on established standards. Usually measured through accuracy, precision, skill, and cleanliness of work results.
3) Cooperation The ability of an employee to participate and cooperate with other people in completing tasks.
4) Initiative Passionate or diligent in completing tasks, as well as the ability to make good decisions without prior guidance.

Quality of Human Resources
Understanding Human Resource Quality

According to Rahardjo (2015), the quality of human resources is not only determined by the aspect of skills or physical strength, but also by education or level of knowledge, experience or maturity and attitude and values that they have. According to Matindas (2015), the quality of human resources is the ability of each employee to complete their work, develop themselves and encourage the development of their colleagues.

Human Resources Quality Indicators

According to Rahardjo (2015), the indicators of human resource quality are as follows:
1. Intellectual Quality (Knowledge and Skills), including:
   a. Have knowledge and skills in the field of science and technology that are in accordance with the demands of industrialization.
   b. Have knowledge of languages, including national languages, regional languages and at least one foreign language.
   c. Have planning/organizing skills.
   d. Have high work enthusiasm in doing the job.
2. Education
   a. Have educational abilities at a higher level.
   b. Have a variety of levels and quality of education and relevant skills by taking into account the dynamics of the job market at local, national and international levels.
   c. Having honesty based on equality between thoughts, words and actions as well as the responsibility that is borne.

Work Conflict
Understanding Work Conflict

According to Hasibuan (2016) work conflict is unhealthy competition based on ambition and emotional attitudes in achieving victory. According to Rivai (2015) work conflict is a mismatch between two or more members or groups (in an organization/company) who must share limited resources or work activities and/or because of the fact that they have different statuses, goals, values, or perceptions.

Work Conflict Indicators

Work Conflict Indicators according to Rivai (2015) are as follows:

a. Conflict within a person A person can experience internal conflict within himself because he has to choose conflicting goals. He feels confused about which one to choose or do. Conflict within a person can also occur because of demands on tasks that exceed his abilities.

b. Conflict between individuals Conflict between individuals is often caused by differences regarding certain issues, actions, and goals, where the shared outcome is very important.

c. Conflict between members A group can experience substantive conflict or affective conflict. Substantive conflict is a conflict that occurs due to different expertise backgrounds. While affective conflict is a conflict that occurs based on emotional responses to a particular situation.

d. Inter-group conflict Inter-group conflict occurs because each group wants to pursue their own interests or group goals.

Competence
Understanding Competence

Competence is what outstanding performers do more often in more situations with better results, than what average performers do. (Zainal, et.al., 2015). According to Sutrisno, (2016) competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements.

Competency Indicators

According to Sutrisno (2016) the competency indicators are as follows:

1. Knowledge Awareness in the cognitive field. For example, an employee knows how to identify learning, and how to conduct good learning according to the needs of the company.

2. Understanding the depth of cognitive and effective owned by the individual. For example, an employee in carrying out learning must have a good understanding of the characteristics and working conditions effectively and efficiently.

3. Ability Something that is owned by an individual to carry out the tasks or work assigned to him. For example, the ability of employees to choose work methods that are considered effective and efficient.

4. Value A standard of behavior that has been believed and psychologically integrated into a person. For example, employee behavioral standards in carrying out tasks (honesty, openness, democracy, etc.)

5. Attitude Attitude is a feeling (happy-unhappy, like-dislike) or reaction to a stimulus that comes from outside. For example, reaction to economic crisis, feelings towards salary increase, and so on.

6. Interest A person's tendency to do something. For example, doing a work activity.
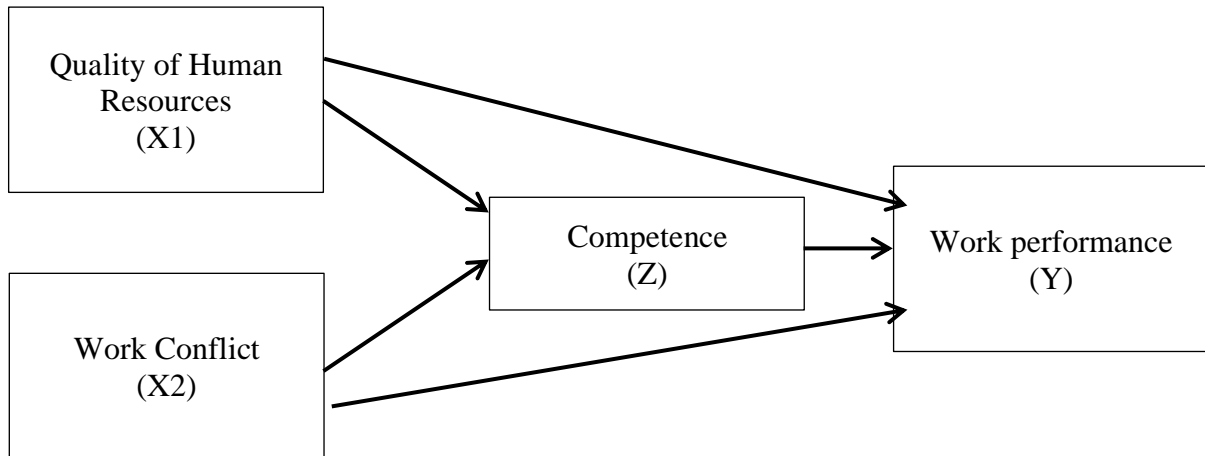
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis
H1 The quality of human resources has a positive and significant effect on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
H2 Work Conflict has a positive and significant effect on Competence at the Representative Office of Bank Indonesia, North Sumatra Province.
H3 The quality of human resources has a positive and significant effect on work performance at the Bank Indonesia Representative Office in North Sumatra Province.
H4 Work Conflict has a positive and significant effect on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
H5 Competence has a positive and significant influence on Work Performance at the Representative Office of Bank Indonesia, North Sumatra Province.
H6 The quality of human resources has a positive and significant effect on work performance through competence at the Bank Indonesia Representative Office in North Sumatra Province.
H7 Work Conflict has a positive and significant effect on Work Performance through Competence at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD
Types of research
According to Kuncoro (2021), quantitative data is data that can be measured and calculated directly, regarding information or explanations in the form of numbers or statistics.

Location and Time of Research
The location of the research is at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota No. 4, Medan City. The research was conducted from September to October 2024.

Research Population

The research population used was all employees at the Bank Indonesia Representative Office of North Sumatra Province, totaling 70 employees. Population according to Sugiyono (2020) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

Research Sample

The sample to be used is the entire population at the Bank Indonesia Representative Office of North Sumatra Province, totaling 70 employees, and the sampling technique used is the saturated sampling technique. According to Sugiyono (2020), a sample is part of the number and characteristics of a population, so the number of samples taken must be able to represent the population in the study.

Research Data Sources

The research sources used in this study are primary data sources. According to (Ahyar et al., 2020) Primary data is data obtained directly from research subjects. Primary data is collected by researchers to answer research questions.

Data collection technique

The data collection technique used is a questionnaire, the questionnaire is distributed to research respondents. According to Sugiyono (2020) a questionnaire is a data collection technique carried out by providing a set of questions related to the object being studied, given one by one to respondents who are directly related to the object being studied.

Data analysis techniques

According to Ghozali (2014) the Partial Least Square (PLS) method is a variance-based structural equation model (PLS) that uses indicators (manifest variables) to represent measurable variables and latent variables (which cannot be immediately measured). Furthermore, regarding the application of the Structural Equation Model (SEM) together with PLS (Partial Least Square) estimation for data analysis, researchers use guidelines regarding the minimum sample size in SEM-PLS, as stated by Hair et al. (2014). There are two (2) methods available to determine the minimum sample size in SEM-PLS, namely the Rule of Thumb and Power Analysis.

Measurement Model Analysis (OuterModel)

As stated by Jogiyanto (2015), the correction model is carried out to improve the validity and reliability of the instrument. Validity testing is used to determine the level of understanding of each intrusive person. Conversely, test reliability is used to determine the consistency of the measuring instrument used. Convergent and discriminant validity can be used to assess the validity of an assessment. Convergent validity can be assessed by looking at the load factor or external load. Validity is indicated by an indicator if its value is more than 0.5% or 50%. The closer to one (one), the more accurate the indicator is said to be.

Structural Model Analysis (Inner Model)

Assessing the predictive power of a structural model begins by determining whether its constructs are correlated or not. Then proceed to measure the predictive capacity of the model using three criteria consisting of path coefficient, effect size (f2), and coefficient of determination (R2).

Variance Inflation Factor (VIF)

SmartPLS v.3 uses Variance Inflation Factor (VIF) to evaluate collinearity. Multicollinearity is quite common in statistics. Multicollinearity is a phenomenon where two or more independent variables or exogenous constructs are highly correlated, causing poor model predictive ability. The VIF value must be less than 5, because if it is more than 5 it indicates collinearity between constructs.

Coefficient of Determination (R2)

The Determination Coefficient (R2) is a way to assess how much the endogenous construct can be explained by the exogenous construct. The endogenous construct in this study is risk management disclosure, while the exogenous construct in this study is public ownership, company size, profitability and company age. The determination coefficient (R2) value is expected to be between 0 and 1. R2 values of 0.75, 0.50 and 0.25 indicate that the model is strong, moderate and weak. Chin gives the criteria for R2 values of 0.67, 0.33 and 0.9 as strong, moderate, weak.

Path Coefficients or Path Coefficients

Next, the measurement of path coefficients between constructs is carried out to see the significance and strength of the relationship and also to test the hypothesis. The value of the path coefficients ranges between -1 and +1, the relationship between the two constructs is getting stronger.

Hypothesis Testing

The bootstrapping procedure produces a t-statistic value for each relationship path used to test the hypothesis. The t-statistic value will be compared with the t-table value. The study used a 95% confidence level so that the precision level or inaccuracy limit (α) = 5% = 0.05.

RESULTS AND DISCUSSION
Outer Model Analysis

There are three steps in utilizing the information checking method with SmartPLS to survey external models, namely Focused Legitimacy, Discriminant Legitimacy, and Composite Dependence.

Convergent validity

The convergent validity of the estimation model with reflective markers is evaluated by looking at the relationship between the object scores/part scores assessed by PLS Programming. A single reflective measure should be high assuming a relationship of more than 0.70 with the estimated building.
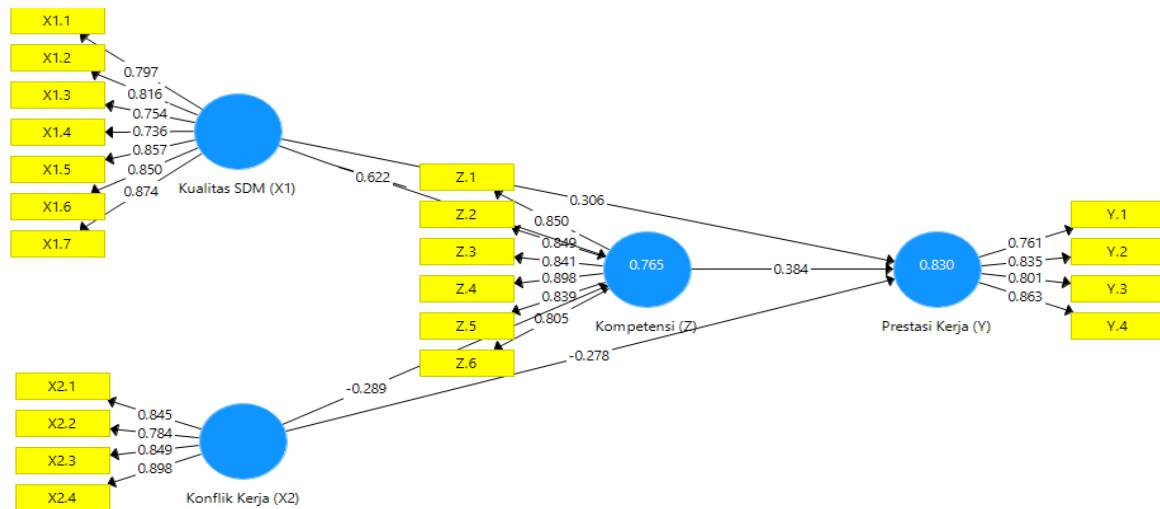
Figure 2. Outer Model

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

$$Z = b1X1 + b2X2 + e1$$
$$Z = 0.622X1 – 0.289Z + e1$$

For substructure 2

$$Y = b2X1 + b3X2 + b3Z + e2$$
$$Y = 0.306 X1– 0.278X2 + 0.384 Z+ e2$$

Table 1. Outer Loadings

	Competence (Z)	Work Conflict (X2)	Human Resources Quality (X1)	Work Performance (Y)
X1.1			0.797	
X1.2			0.816	
X1.3			0.754	
X1.4			0.736	
X1.5			0.857	
X1.6			0.850	
X1.7			0.874	
X2.1		0.845		
X2.2		0.784		
X2.3		0.849		
X2.4		0.898		
Y.1				0.761
Y.2				0.835
Y.3				0.801
Y.4				0.863
Z.1	0.850			
Z.2	0.849			

Z.3	**0.841**			
Z.4	**0.898**			
Z.5	**0.839**			
Z.6	**0.805**			

Source: Smart PLS 3.3.3

The consequences of handling using SmartPLS should be seen in the table above. The value of the external model or the relationship between the construct and the factor meets the combined legitimacy because all markers have values over 0.70, and it implies that this exploration is substantial.

Discriminant Validity

Discriminant legitimacy is carried out to ensure that each idea of each idle variable is not the same as a different factor. The model has a large discriminant legitimacy if each stacking value of each inert variable sign has the largest stacking value with other stacking values for other idle factors. The side effects of discriminant legitimacy testing are obtained as follows:

Table 2. Discriminant Validity

	Competence (Z)	Work Conflict (X2)	Human Resources Quality (X1)	Work Performance (Y)
X1.1	0.633	-0.569	**0.797**	0.642
X1.2	0.687	-0.594	**0.816**	0.706
X1.3	0.630	-0.632	**0.754**	0.631
X1.4	0.639	-0.678	**0.736**	0.637
X1.5	0.712	-0.730	**0.857**	0.710
X1.6	0.694	-0.724	**0.850**	0.724
X1.7	0.860	-0.726	**0.874**	0.834
X2.1	-0.646	**0.845**	-0.600	-0.665
X2.2	-0.618	**0.784**	-0.635	-0.617
X2.3	-0.621	**0.849**	-0.725	-0.761
X2.4	-0.798	**0.898**	-0.793	-0.769
Y.1	0.632	-0.593	0.659	**0.761**
Y.2	0.700	-0.667	0.747	**0.835**
Y.3	0.703	-0.649	0.666	**0.801**
Y.4	0.790	-0.800	0.743	**0.863**
Z.1	**0.850**	-0.698	0.697	**0.658**
Z.2	**0.849**	-0.734	0.747	0.763
Z.3	**0.841**	-0.668	0.746	0.728
Z.4	**0.898**	-0.775	0.809	0.789
Z.5	**0.839**	-0.585	0.675	0.747
Z.6	**0.805**	-0.584	0.680	0.723

Source: Smart PLS 3.3.3

It can be seen above that the loading factor has a greater value in each variable with other loading factors. It can be explained that the cross loading factor value of the Competence variable is greater than the cross loading of other variables. The cross loading value of the Work Conflict variable is greater than the cross loading value of other variables. The cross loading value of the HR Quality variable is greater than the cross loading value of other variables, the cross loading variable of Work Achievement is greater than the cross loading value of other latent variables. In this case, the research is valid in a discriminant state.

Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Competence (Z)	0.921	0.938	0.718
Work Conflict (X2)	0.866	0.909	0.714
Human Resources Quality (X1)	0.914	0.932	0.662
Work Performance (Y)	0.832	0.888	0.666

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

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.

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 Rsquare estimation using SmartPLS.

Table 4. R Square Results

	R Square	Adjusted R Square
Competence (Z)	0.765	0.758
Work Performance (Y)	0.830	0.822

Source: Smart PLS 3.3.3

In table 4 there is an R square value on both dependent variables for the competency variable there is an R square value of 0.765 meaning that the influence of work conflict and HR quality is 0.765 or 76.5% the rest is on other variables. The R square value of work performance is 0.830 meaning that the influence of work conflict, HR quality and competency is 0.830 or 83.0% the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Competence (Z) -> Work Performance (Y)	0.384	4,063	**0,000**	**Accepted**
Work Conflict (X2) -> Competence (Z)	-0.289	2,661	**0.004**	**Accepted**
Work Conflict (X2) -> Work Performance (Y)	-0.278	2,373	**0.009**	**Accepted**
Human Resources Quality (X1) -> Competence (Z)	0.622	6,278	**0,000**	**Accepted**
Human Resources Quality (X1) -> Work Performance (Y)	0.306	2,561	**0.005**	**Accepted**

Source: Smart PLS 3.3.3

In the results in table 5 there are direct influence values which will be explained as follows:

1. Competence has a positive and significant effect on Work Performance with a value of 0.384 and a significance of 0.000, meaning that if competence increases, performance will increase, conversely, if it decreases, work performance will also decrease.

2. Work Conflict has a negative and significant effect on Competence with a value of -0.289 significant 0.004, meaning that if work conflict increases, competence will decrease, conversely, if it decreases, competence will also decrease.

3. Work Conflict has a negative and significant effect on Work Performance with a value of -0.278 and a significance of 0.009, meaning that if work conflict increases, work performance decreases, conversely, if it decreases, work performance also decreases.

4. The quality of human resources has a positive and significant effect on competence with a value of 0.622 and a significance of 0.000. If the quality of human resources increases, competence also increases, conversely, if it decreases, competence also decreases.

5. The quality of human resources has a positive and significant effect on work performance with a value of 0.306 and a significance of 0.005. If the quality of human resources increases, work performance will also increase, conversely, if it decreases, work performance will decrease.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Conflict (X2) -> Competence (Z) -> Work Performance (Y)	-0.111	2,139	**0.016**	**Accepted**
Human Resources Quality (X1) -> Competence (Z) -> Work Performance (Y)	0.239	3,391	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

In table 6 there are indirect influences which will be explained as follows:
1. Role Conflict has a negative and significant effect on Work Performance through Competence with a value of -0.111 and a significance of 0.016, meaning that competence is an intervening variable because it is able to influence significantly, but the presence of competence cannot change the situation because the presence of work conflict disrupts competence and work performance.
2. The quality of human resources has a positive and significant effect on work performance through competence with a value of 0.239 and a significance of 0.000, meaning that competence is an intervening variable because it is able to have a significant effect, therefore, with competence, the relationship between human resource quality and work performance becomes stronger and increases.

CLOSING
Conclusion
1. Competence has a positive and significant effect on Work Performance with a value of 0.384 and a significance of 0.000.
2. Work Conflict has a negative and significant effect on Competence with a value of -0.289 significant 0.004.
3. Work Conflict has a negative and significant effect on Work Performance with a value of -0.278 and a significance of 0.009.
4. Human resource quality has a positive and significant effect on Competence with a value of 0.622 and a significance of 0.000.
5. Human resource quality has a positive and significant effect on work performance with a value of 0.306 and a significance of 0.005.
6. Role Conflict has a negative and significant effect on Work Performance through Competence with a value of -0.111 and a significance of 0.016.
7. Human resource quality has a positive and significant effect on work performance through competence with a value of 0.239 and a significance of 0.000.

Suggestion
1. Organizations must look for employees who have good competencies in order to save time for training.
2. Organizations must be able to resolve organizational conflicts, both employee conflicts and conflicts between superiors and subordinates.
3. Organizations should recruit employees who have high quality in their work so that they no longer need to carry out training to improve performance.
4. It is good for employees who perform well to be given compensation to improve their performance.

5. This research is expected to be used as reference material and assistance in other research and can be developed by adding new variables.

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