

The Effect of Job Quality And Competence on The Performance of The Quality Control Department Through Supervision (A Study at the Construction Manufacturing Company PT. XYZ)

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Abstract

This study aims to analyse the effect of work quality and competence on the performance of the Quality Control department in construction manufacturing companies, with supervision as an intervening variable. The background of this study stems from the important role of Quality Control in maintaining product quality, where factors such as work quality, employee competence, and the effectiveness of supervision are believed to contribute directly or indirectly to performance.

The research method used a quantitative approach with path analysis techniques. Data were obtained through the distribution of questionnaires to employees working in the Quality Control department. The variables measured included job quality (X1), competence (X2), supervision (Y), and performance (Z).

The results of the study indicate that work quality and competence have a positive and significant effect on supervision. In addition, both work quality and competence have a direct effect on employee performance. Supervision has the most dominant effect on performance, while also acting as a mediating variable that strengthens the effect of work quality and competence on performance. Thus, improving work quality and employee competence will have a more optimal effect on performance if supported by effective supervision.

The implications of this study emphasise the importance of companies developing the technical and professional skills of Quality Control employees, strengthening their monitoring systems, and integrating both to achieve sustainable optimal performance.

INTRODUCTION

Manufacturing companies play a pivotal role in national and global economies, driving economic growth, creating employment, and producing essential goods. However, in the face of increasingly fierce market competition, these companies are challenged to continuously improve efficiency, productivity, and product quality. A key determinant in overcoming this challenge is human performance, particularly within the Quality Control (QC) department, which is tasked with ensuring products meet established standards. This operational challenge is evidenced by internal production data, which reveals significant fluctuations in product defect and failure rates throughout the year. For instance, an analysis of 2023 production trends showed defect rates peaking at 8.2%, indicating inconsistencies in quality management. Further investigation into the root causes, based on the 5M management framework (Machine, Man, Method, Material, Measure), identified human and process-related factors as the primary sources of quality issues. The 'Method' category accounted for the largest share of problems at 44.76%, while 'Man' (human

factors) was the second-largest contributor at 32.57%. This data underscores a critical practical problem: a significant portion of quality failures stems directly from how work is performed and the capabilities of the personnel involved. Therefore, understanding and improving the factors that influence the performance of the QC team is not merely an operational goal but a strategic necessity for maintaining a competitive edge. Prior literature has established a clear connection between employee attributes and QC outcomes. The performance of the QC team is significantly influenced by key factors such as the quality of work and employee competence. Work quality reflects how well QC tasks are performed according to standard procedures (Sutrisno, 2019), while competence refers to the skills, knowledge, and attitudes employees possess in executing their duties (Mangkunegara, 2020).

The implementation of consistent and effective standard operating procedures in the QC department is crucial for minimizing the risk of defective products (Prihadyanti, Sari, & Hidayat, 2018). Fundamentally, quality control is a management activity aimed at maintaining a company's products within predetermined standard limits, guided by its specific quality policy (Rahayu & Supono, 2020). Beyond these individual employee factors, the role of management is also highlighted as essential. Supervision, in particular, emerges as a critical mechanism for reinforcing the relationship between employee capabilities and performance outcomes (Robbins & Judge, 2021). Effective supervision ensures that quality standards are upheld, production errors are minimized, and compliance with procedures is enhanced (Gaspersz, 2018). This body of research confirms that work quality, competence, and supervision are all vital components for achieving high performance in a manufacturing environment.

Despite the acknowledgment of these individual factors in existing research, analysis of QC performance often remains inadequately integrated with a comprehensive Human Resource Management (HRM) perspective. While studies confirm that work quality and competence are important, and that supervision is beneficial, there is a lack of integrated models that specifically test the dynamic interplay between these variables, particularly the mediating role of supervision. Many organizations still struggle with inconsistencies between established quality standards and actual product output because the link between employee skills, their work execution, and the oversight system is not fully understood or optimized. To deepen the analysis and its relevance to the field of Human Resource Management, there is a need to move beyond identifying direct relationships and explore the mechanisms that amplify or enable performance. This requires the integration of more operational middle-range theories that can explain *how* work quality and competence translate into better performance through managerial practices like supervision. The gap, therefore, lies in empirically testing a holistic model where supervision acts as a crucial link between the capabilities of QC employees (competence and work quality) and their ultimate performance.

This study aims to address the identified gap by analyzing the influence of work quality and competence on the performance of the Quality Control department, with a specific focus on the role of supervision as an intervening variable. The primary research objective is to examine both the direct effects of work quality and competence on performance, and their indirect effects as mediated by supervision. The novelty of this research lies in its integrated approach, which positions supervision not just as an independent factor but as a critical mechanism that strengthens the positive impact of employee skills and work execution on QC performance. The research will be guided by the following title: "The Influence of Work Quality and Competence on the Performance of the Quality Control Department through Supervision." The findings are expected

to provide academic contributions to HRM and quality management theories, while also offering practical, strategic recommendations for manufacturing companies to enhance the effectiveness of their Quality Control functions and improve their competitive advantage.

METHODS

A research method is fundamentally a scientific way to obtain data for specific purposes and uses (Sugiyono, 2012). This study employs a quantitative approach, defined as a process of obtaining summarized data using specific numerical formulas or methods (Siregar, 2015). The research is structured with a dual purpose: descriptive and verificative. The descriptive component aims to systematically profile the key variables work quality, competence, supervision, and the performance of Quality Control (QC) employees at PT. XYZ. The verificative component is designed to test the hypothesized causal relationships among these variables, specifically examining the direct and indirect influence of work quality (X1) and competence (X2) on performance (Z), with supervision (Y) acting as a mediating variable. This design is suitable for answering the research questions as it facilitates the statistical testing of a conceptual model based on empirical data.

The subject of this research is the Quality Control (QC) employees of PT. XYZ, a prominent precast concrete manufacturing company in Indonesia. The population comprises all 90 employees within the QC department. A population is a generalization area consisting of objects/subjects with specific qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2012). To ensure the sample is representative and meets specific criteria, a purposive sampling technique was utilized. The inclusion criteria for respondents were having a minimum of one year of work experience in the QC department and being directly involved in the quality inspection process of precast concrete products. The required sample size was calculated using Slovin's formula with a specified margin of error of 5%. Based on this calculation from the population of 90, a sample of 74 employees was determined to be sufficient for this study. Data for this study were collected from both primary and secondary sources. Primary data is data obtained directly from the source by the data collector (Sugiyono, 2012), which in this study was gathered through a structured questionnaire. According to Sugiyono (2019), this survey method involves distributing a series of statements to respondents, which was done online via Google Forms. Secondary data, which is data obtained indirectly through other parties or documents (Sugiyono, 2012), included internal company reports, Standard Operating Procedures (SOPs), and relevant academic literature.

The operational definition of a variable provides meaning by specifying the activities or operations necessary to measure it (Nazir, 2011). The research instrument was designed to measure the four core variables, operationalized as follows:

1. Work Quality (X1): Defined as an individual's potential, encompassing both unrealized and realized abilities and strengths that have not been fully utilized (Hasibuan, 2018).
2. Competence (X2): The ability to perform a job or task based on skills and knowledge, supported by the work attitude required by that job (Wibowo, 2014).
3. Supervision (Y): A systematic effort to establish performance standards aligned with planning objectives, design a feedback information system, and compare actual activities with predetermined standards (Handoko, 2012).

4. Performance (Z): The qualitative and quantitative work results achieved by an employee in carrying out tasks according to the responsibilities assigned (Mangkunegara, 2010).

All items were measured using a 5-point Likert scale (Sugiyono, 2018). The instrument's quality was ensured through data quality tests. A validity test was used to assess if the questionnaire's items could accurately reveal what was being measured (Ghozali, 2011), with validity confirmed using Pearson's product-moment correlation (Riyanto & Hatmawan, 2020). The reliability test was conducted to assess the extent to which measurement results remain consistent if performed twice or more on the same phenomenon (Sugiyono, 2010). An instrument is considered reliable if its Cronbach's Alpha coefficient is above 0.60 (Ghozali, 2016).

The collected data were processed and analyzed in several stages. To meet the requirements of parametric statistical analysis, the ordinal data from the Likert scale were transformed into interval scale data using the Method of Successive Intervals (MSI), following the procedures outlined by Sugiyono (2013). The overall data analysis plan was guided by the principle of organizing data into patterns and categories to facilitate interpretation (Patton, in Moleong, 2001). The analysis proceeded with two main techniques:

1. Descriptive Analysis: This technique is used to describe or analyze research results without making broader generalizations (Sugiyono, 2010). It involved calculating frequencies, means, and standard deviations for each variable to provide a general overview.
2. Verificative Analysis: This analysis was conducted using Path Analysis, a technique first developed by Sewall Wright in 1934. It is an extension of regression analysis used to test theoretical propositions about cause-and-effect relationships (Pardede & Manurung, 2014). Before the main analysis, a series of classical assumption tests were performed. These included the normality test (Ghozali, 2013), multicollinearity test (Ghozali, 2012), heteroscedasticity test (Ghozali, 2012), and the autocorrelation test (Ghozali, 2018).

Hypothesis testing was performed by examining the significance of path coefficients using the t-test. To specifically test the mediating role of supervision, the Sobel test was employed. A variable is considered intervening if it influences the relationship between an independent and a dependent variable (Baron & Kenny, 1986, as cited in Ghozali, 2011). The test was conducted following the procedure developed by Sobel to assess the strength of this indirect effect (Ghozali, 2011). Finally, the Coefficient of Determination (R^2) was calculated to measure the model's ability to explain the variation in the dependent variable (Imam Ghozali, 2016). The R^2 values were interpreted using categories of strong (0.75), moderate (0.50), and weak (0.25) as proposed by Hair et al. (2011).

RESULTS AND DISCUSSION

This section presents the findings of the study, beginning with a descriptive analysis of the research variables, followed by the results of the hypothesis testing. The discussion then elaborates on these findings, interpreting their implications and relating them to previous research. The results are presented in two parts: descriptive analysis, which provides an overview of the data, and verificative analysis, which details the outcomes of the hypothesis tests through path analysis.

Descriptive Analysis

The descriptive analysis summarizes the respondents' perceptions of each variable, as measured by the mean score on a 5-point Likert scale. A mean score between 4.21 and 5.00 is

interpreted as "Strongly Agree."

1. Work Quality (X1): The overall mean score for Work Quality was 4.59, falling into the "Strongly Agree" category. This indicates that respondents perceive the quality of work within the QC department to be very high. The highest-rated dimension was Enthusiasm (mean = 4.63), followed by Work Process (mean = 4.60), Self-Potential (mean = 4.57), and Optimal Work Results (mean = 4.54).
2. Competence (X2): The overall mean score for Competence was 4.52, categorized as "Strongly Agree." This suggests that employees feel they possess a high level of competence for their roles. The dimension of Interest received the highest score (mean = 4.72), indicating strong intrinsic motivation, followed by Value (mean = 4.61), Understanding (mean = 4.49), Attitude (mean = 4.46), Knowledge (mean = 4.42), and Ability/Skill (mean = 4.40).
3. Supervision (Y): The overall mean score for Supervision was 4.48, also in the "Strongly Agree" category. This finding implies that supervision is perceived as highly effective. The dimension of Corrective Action had the highest mean (4.53), suggesting that feedback and adjustments are handled responsively, while Setting Work Standards and Measuring Work Results both scored a mean of 4.45.
4. Performance (Z): The overall mean score for Performance was 4.32, categorized as "Strongly Agree." This reflects a high self-assessment of performance among the QC employees. The highest-rated dimension was Independence (mean = 4.44), followed by Work Quality and Effectiveness (both with a mean of 4.34), Quantity (mean = 4.26), and Timeliness (mean = 4.22).

Verificative Analysis

The hypotheses were tested using path analysis. The results, including path coefficients, significance values, and decisions for each hypothesis, are summarized below. Based on the partial and path analysis tests, the following conclusions can be drawn:

Table 1 Recapitulation of Research Results

Hypothesis	Influence	Coefficient	Sig.	Decision	Conclusion
H1	X1 on Y	.311	.020	Accepted	Work Quality (X1) influences Supervision (Y)
H2	X2 on Y	.320	.017	Accepted	Competence (X2) influences Supervision (Y)
H3	Y on Z	.482	.000	Accepted	Supervision (Y) influences Performance (Z)
H4	X1 on Z	.310	.001	Accepted	Work Quality (X1) influences Performance (Z)
H5	X2 on Z	.196	.035	Accepted	Competence (X2) influences Performance (Z)

Tabel 2. Sobel Test

Hypothesis	Influence	Sobel Test (p-value)	Decision	Conclusion
H6	X1 on Z through Y	.02713877	Accepted	Supervision (Y) mediates the influence of Work Quality (X1) on Performance (Z)
H7	X2 on Z through Y	.02324902	Accepted	Supervision (Y) mediates the influence of Competence (X2) on Performance (Z)

Source: Processed Data, 2025

Discussion

This section provides an in-depth interpretation of the statistical results, connecting them to existing theories and prior research to explain the relationships between work quality, competence, supervision, and performance in the QC department.

The Influence of Work Quality (X1) on Supervision (Y)

The results of the research analysis show that Work Quality (X1) has a positive and significant influence on Supervision (Y); therefore, H1 is accepted. The Supervision (Y) variable consists of the following indicators: Setting Work Standards, Measuring Work Results, and Corrective Action. The majority of respondents stated they strongly agree (60.0%) or agree (38.2%) with the statements, indicating a high perception of Work Quality (X1) in strengthening the performance of Supervision (Y). The path analysis results show a path coefficient value of 0.311 with a significance of 0.020. Based on the coefficient analysis, the calculated t-statistic for the Work Quality (X1) variable on Supervision (Y) is 2.373, which is greater than the t-table value of 1.9944, with a significance value less than 0.05. Thus, the Work Quality (X1) variable influences Supervision (Y), reinforcing that work quality has a tangible contribution to the effectiveness of Supervision (Y). It can be concluded that Work Quality (X1) plays an important role in enhancing the effectiveness of Supervision (Y). Employees with high work quality tend to be easier to supervise because they already understand their tasks, responsibilities, and the established work standards. The better the quality of the work performed, the more optimal the supervision process that can be carried out by the Quality Control Team.

This research finding is in line with the research conducted by Kamsanuddin Hsb and Sony Ramadhany (2023). The results of their study showed a positive and significant influence between Work Quality and Supervision. This means that a stricter level of supervision will result in better work quality.

The Influence of Competence (X2) on Supervision (Y)

The results of the research analysis show that Competence (X2) has a positive and significant influence on Supervision (Y); therefore, H2 is accepted. The Competence (X2) variable consists of the following indicators: Knowledge, Understanding, Ability/Skill, Value, Attitude, and Interest. The majority of respondents stated they strongly agree (50.7%) or agree (47.4%) with the statements. The path analysis results show a path coefficient value of 0.320 with a significance of

0.017. Based on the coefficient analysis, the calculated t-statistic for the Competence (X2) variable is 2.446, which is greater than the t-table value of 1.9944, with a significance value less than 0.05. Thus, the Competence (X2) variable influences Supervision (Y).

Based on the research results, it can be understood that the optimal application and implementation of employee competence will contribute to an increase in the effectiveness of supervision in the Quality Control Department. Practically, competence, which includes technical knowledge, skills, and a professional attitude, becomes the primary foundation for supervisors to ensure the production process meets standards. This indicates that the higher the level of competence possessed by employees, the better the supervision that can be conducted to guarantee product quality. This research finding is in line with the research conducted by Hidayat, Syarif, and Susanta (2023), which showed that supervision has a positive and significant relationship with improving employee performance.

The Influence of Supervision (Y) on Performance (Z)

The results of the research analysis show that Supervision (Y) has a positive and significant influence on Performance (Z); therefore, H3 is accepted. The Supervision (Y) variable consists of the following indicators: Setting Work Standards, Measuring Work Results, and Corrective Action. The majority of respondents stated they strongly agree (52.8%) or agree (43.1%) with the statements. The path analysis results show a path coefficient value of 0.482 with a significance of 0.000. Based on the coefficient analysis, the calculated t-statistic for the Supervision variable is 6.066, which is greater than the t-table value of 1.9944, with a significance value less than 0.05. Thus, the Supervision variable influences Performance.

This indicates that the supervision function, when carried out correctly and in a structured manner, is able to provide clear direction and relevant feedback to employees in a timely fashion. When supervision is systematically integrated into the organization's workflow, employees tend to be more focused in carrying out their tasks, thereby impacting the improvement of the quality and quantity of their work output. Furthermore, flexibility in the supervision approach allows managers to adjust their supervisory style based on individual needs. For example, in situations where an employee requires additional support, the intensity of supervision can be increased to ensure work targets are achieved.

This finding reinforces that effective supervision directly contributes to improving the quality of performance, output volume, and timeliness of task completion, which are indicators of Setting Work Standards, Measuring Work Results, and Corrective Action. This result is consistent with the research by Hidayat, Syarif, and Susanta (2023), which showed that supervision has a positive and significant relationship with improving employee performance.

The Influence of Work Quality (X1) on Performance (Z)

The results of the research analysis show that Work Quality (X1) has a positive and significant influence on Performance (Z); therefore, H4 is accepted. This is proven by the path analysis results, which show a path coefficient value of 0.310 with a significance of 0.001. Based on the coefficient analysis, the calculated t-statistic for the Work Quality variable is 3.410, which is greater than the t-table value of 1.9944, with a significance value less than 0.05. Thus, the Work Quality variable influences Performance.

This indicates that employees with high work quality tend to be able to maintain consistency in their work results because they are accustomed to following procedures, working meticulously, and upholding the quality standards set by the company. Work quality includes the timeliness of

task completion, accuracy of results, process efficiency, and compliance with applicable technical specifications. Employees with good work quality not only complete tasks according to targets but also minimize error rates and increase overall productivity. Therefore, work quality becomes one of the key factors that directly affects performance achievement, both in terms of process effectiveness, product quality, and internal and external customer satisfaction.

This finding is in line with the research by Siti Lam'ah Nasution (2020) in the journal *Pengaruh Kualitas Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan*, which showed that, partially, Work Quality has a positive and significant effect on Employee Performance.

The Influence of Competence (X2) on Performance (Z)

The results of the research analysis show that Competence (X2) has a positive and significant influence on Performance (Z); therefore, H5 is accepted. The Competence (X2) variable consists of the following indicators: Knowledge, Understanding, Ability/Skill, Value, Attitude, and Interest. The path analysis results show a path coefficient value of 0.196 with a significance of 0.035. Based on the coefficient analysis, the calculated t-statistic for the Competence variable is 2.155, which is greater than the t-table value of 1.9944, with a significance value less than 0.05. Thus, the Competence variable influences Performance.

This indicates that employees who possess competence tend to have a higher level of self-confidence because they feel they understand their tasks and responsibilities more deeply. Competence is a combination of knowledge, skills, and work attitude that enables an individual to complete tasks effectively. Competent employees are not only able to perform their jobs well but also produce output that meets organizational standards. Therefore, competence becomes one of the main factors in determining the quality of performance.

This finding is in line with the research by Nofi Naifatul Muslimah (2016) in the journal *Pengaruh Kompetensi terhadap Kinerja Karyawan pada CV Agro Utama Mandiri Lestari*, which showed that competence contributes significantly to employee performance. Knowledge and skills are the dominant components in shaping optimal work performance. Thus, enhancing employee competence through training, development, and regular evaluation is a strategic step that organizations can take to improve productivity and overall work effectiveness.

The Influence of Work Quality (X1) on Performance (Z) through Supervision (Y)

The path analysis test results show a path coefficient for the Work Quality (X1) variable on Performance (Z) of 0.310 with a significance of 0.001 (< 0.05). Meanwhile, the path coefficient for the Supervision (Y) variable on Performance (Z) is 0.482 with a significance of 0.000 (< 0.05). The indirect influence of Work Quality on Performance through Supervision, based on the Sobel test results, yields a t-value of 2.20951599 (which is > 0.232) and a p-value of 0.02713877 (which is < 0.05). From the Sobel test results, it can be explained that the indirect influence of Work Quality (X1) on Performance (Z) as mediated by Supervision (Y) is successful and significant.

Based on the results obtained through path analysis and the Sobel test, it can be said that all hypothesis tests have proven that H6 is accepted. It can be concluded that supervision acts as a mediating variable connecting employee work quality with performance in the Quality Control Department. High work quality is reflected in the accuracy of work results, process efficiency, and product conformity to the standards set by the company. Employees who can produce work with good quality standards demonstrate a high level of meticulousness, consistency, and responsibility in carrying out their duties. The role of supervision in this relationship is to ensure each stage of

the work process runs according to procedure, detect potential errors as early as possible, and provide necessary guidance or corrections to maintain the quality of the final result. Good work quality makes it easier for supervisors to perform their control function, making the production process more effective and efficient. Thus, the synergy between high work quality and optimal supervision will have a significant impact on improving employee performance, in terms of productivity, accuracy, and the fulfillment of quality targets in the Quality Control Department.

This result is in line with research by Ayu, F. A. R., Susanto, H., & Mulyani, S. (2025), which showed that from the results of the path analysis test, it can be concluded based on the hypothesis that supervision has a significant effect on employee performance as mediated by the quality of public service, which was proven to be true.

The Influence of Competence (X2) on Performance (Z) through Supervision (Y)

The path analysis test results show a path coefficient for the Competence (X2) variable on Performance (Z) of 0.184 with a significance of 0.048 (< 0.05). Meanwhile, the path coefficient for the Supervision (Y) variable on Performance (Z) is 0.488 with a significance of 0.000 (< 0.05). The indirect influence of Competence on Performance through Supervision, based on the Sobel test results, yields a t-value of 2.26931755 (which is > 0.232) and a p-value of 0.02324902 (which is < 0.05). From the Sobel test results, it can be explained that the indirect influence of Competence (X2) on Performance (Z) as mediated by Supervision (Y) is significant.

Based on the results obtained through path analysis and the Sobel test, it can be said that all hypothesis tests have proven that H7 is accepted. It can be concluded that supervision acts as a mediating variable connecting employee competence with performance in the Quality Control Department. Employee performance is a crucial benchmark for assessing the success of a company's operational strategy. The competence possessed by each employee, including mastery of technical knowledge, work skills, and professional attitude, enables them to carry out tasks effectively according to established quality standards. The role of supervision is to ensure that every work process runs according to procedure, identify potential deviations, and take necessary corrective steps so that the work results remain according to plan. Employees with high competence will tend to work more effectively and consistently, while optimal supervision will reinforce the achievement of expected performance. Therefore, the combination of increased competence and effective supervision will make a significant contribution to maintaining and improving the quality of performance in the Quality Control department.

This result is in line with research by Riyanti, I., & Efni, Y. (2020), which showed that from the results of the path analysis test, it can be concluded that supervision is able to mediate the influence of competence on performance.

CONCLUSION

This study was conducted to analyze the influence of work quality and competence on the performance of the Quality Control (QC) department, with supervision as a mediating variable. Based on the data analysis and hypothesis testing, several key conclusions can be drawn. First, the research confirms that both work quality and employee competence have a direct, positive, and significant influence on employee performance. This finding reinforces the fundamental principle that capable employees who execute their tasks to a high standard are the bedrock of organizational success.

Second, and more critically, the study reveals that supervision has the most dominant direct influence on performance and, importantly, acts as a significant mediating variable. The findings demonstrate that the positive effects of high work quality and strong competence on performance are substantially amplified when supported by an effective supervision system. This indicates that merely having skilled and diligent employees is not sufficient; their potential is fully realized only when guided, monitored, and supported by robust supervisory practices.

The primary contribution of this research to the body of scientific knowledge lies in its empirical validation of an integrated model within the context of a construction manufacturing company. It moves beyond simply identifying direct relationships and illuminates the crucial mechanism through which individual employee attributes are translated into high performance via a core managerial function. The study underscores that supervision is not just an oversight function but a critical enabler that links employee capabilities to desired organizational outcomes.

However, this research has several limitations. The study was conducted at a single company (PT. XYZ), which limits the generalizability of the findings to other organizations or industries. Furthermore, the use of a cross-sectional design captures relationships at a single point in time and cannot definitively establish causality. Lastly, the data was collected through self-report questionnaires, which may be subject to social desirability or other response biases.

Suggestions

Based on the research findings and limitations, the following recommendations are proposed:

1. For Managerial Practice: It is recommended that PT. XYZ not only focus on enhancing employee competence through training and establishing high standards for work quality but also invest significantly in strengthening its supervision system. This includes providing leadership and coaching training for supervisors to ensure they can effectively monitor performance, provide constructive feedback, and implement corrective actions that reinforce quality and competence.
2. For Future Research: To address the limitations of this study, future research is encouraged. First, the model should be replicated in different manufacturing sectors and cultural contexts to test its generalizability. Second, a longitudinal study could be conducted to track the variables over time, which would provide stronger evidence for the causal relationships identified. Finally, future studies could incorporate objective performance metrics (e.g., documented defect rates, project completion times) in addition to perceptual data to provide a more comprehensive and robust validation of the findings. Investigating other potential mediators or moderators, such as organizational culture or leadership style, could also provide deeper insights into the dynamics of employee performance.

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