Sibatik Journal
Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, dan Pendidikan
E-ISSN: 2809-8544

ANALYSIS OF JOB TRAINING AND JOB QUALITY ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE LOYALTY AT THE SOLOK BRANCH BPJS KETENAGAKERJAAN OFFICE

Arya Chandra Gusnanto[1], Mesra B[2]
Universitas Pembangunan Panca Budi
Email: mesrab@dosen.pancabudi.ac.id

Abstract

The purpose of this research is to find out the results of research on the influence of Job Training and Work Quality on Employee Performance through Employee Loyalty with associative quantitative research. This research was carried out at the Solok Branch of the BPJS Employment Office, and the population of this research was 40 employees, the sample used was a saturated sample. because the researcher made the entire population into a sample, the data source used was a primary data source, to collect data the researcher distributed questionnaires and surveys. This research model uses analytical skills, and the measuring tool uses Sem PLS version 3. The results of this research are that work quality has a positive and insignificant effect on employee performance. Work Quality has a positive and significant effect on Work Loyalty. Employee loyalty has a positive and significant effect on employee performance. Job Training has an insignificant negative effect on Employee Performance. Job Training has a positive and significant effect on Job Loyalty. Work Quality has a positive and significant effect on Employee Performance through Loyalty. Job Training has a positive and insignificant effect on Employee Performance through Job Loyalty.

Keywords: *job training, work quality, work loyalty, employee performance*

INTRODUCTION

In achieving organizational goals, every organization requires resources to achieve them. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most important resource is human resources. Human Resources (HR) are the company's most expensive assets compared to other assets because HR is the main driver of the company's organization. HR must be managed optimally, continuously and given extra attention and fulfill their rights, apart from that, HR is a partner for entrepreneurs to achieve organizational goals. In order to be able to compete in business competition, companies are required to obtain, develop and maintain quality human resources.

Training is an activity to improve and develop the attitudes, behavior, skills and knowledge of employees in accordance with what is desired by the agency concerned. Any training as an effort to achieve increased work productivity in a company/agency cannot be separated from influences, both from within and from outside the agency. This influence requires every agency organization to improve services so that they can meet the increasing needs of society. as well as the skills of employees so they can adapt to changes in the agency, which can be achieved through incentive training.

The quality of employees/employees that continues to improve is an important aspect that must be maintained and maintained by the agency in connection with the agency's desire not to experience setbacks. Therefore, in the process of recruiting new employees/employees you must select workers with adequate quality, in addition to trying to improve existing abilities. By conducting training for employees in a government agency, various benefits can be obtained for the leadership and employees in decision making. In this way, efforts to

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

increase employee productivity and performance can be achieved without increasing the number of employees but simply by coaching, developing and training human resources.

Work quality is a result that can be measured by the effectiveness and efficiency of work carried out by human resources or other resources in achieving the company's goals or objectives well and efficiently. This is what causes one company to compete with another in terms of improving quality, whether it is improving the quality of human resources or product quality.

Increasing human resources is an activity carried out together with employees and managers with the aim of seeking added value so that the company can face competitive challenges. Improving the quality of employee work is very important because the success of a company does not only depend on machine technology, but human factors also play an important role in it. Because basically, to see the extent of the role of human resources in a company, it can be seen from the work results of an employee in the company. To be able to produce quality human resources, not only do you need reliable workers, but you also need a process that supports the creation of productive workers as expected.

Employee performance in general is a manifestation of the work carried out by employees which is usually used as a basis or reference for evaluating employees in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a determining means in achieving organizational goals so efforts need to be made to improve employee performance. In carrying out its activities, every company must have goals to achieve, to achieve or realize these goals, every company must be clever in choosing strategies, especially human resource planning which in essence is focused on certain steps taken by management.

They view work as something noble so that the human resource factor in carrying out work should not be ignored. In order for loyalty to work to occur, according to Poerwopoespito (2014), it is reflected in the attitude of employees who devote their abilities and expertise, carry out their duties and responsibilities, are disciplined and honest in their work. The most important attitude of employees as part of the company is loyalty. This attitude of employees as part of the company is most importantly loyal. This attitude is reflected, among other things, in creating a pleasant and supportive atmosphere in the workplace, maintaining the company's image and a willingness to work for a longer period of time. The phenomenon that occurred at the Bpjs Employment Cab Office.

LITERATURE REVIEW

Work Training

Training for employees needs to be carried out so that employees are able and ready to be placed in certain positions within the company, which means they are able to work and are willing to comply with all the rules set by the company. The definition of training according to (Kasmir, 2016) is "Training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior, meaning that training will shape employee behavior in accordance with what the company expects. According to (Hamali & Budihastuti, 2019), namely: Training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their field.

Job Training Indicators

To measure training, there are several indicators in assessing training, according to Kasmir (2016), including:

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

1. Instructors To improve the skills of employees, the trainers selected for the training program must really have good qualifications in accordance with their field, be competent and have good education for training as well.
2. Participants Training participants must be selected according to certain qualifications and must have high enthusiasm for participating in the training.
3. Training Materials The materials used for training must be in accordance with the training objectives held by a company, and the training materials must be updated so that participants can follow the latest material and solve problems that occur in current conditions.
4. Training Locations Training locations are places to provide training, whether outside the company or inside the company. If it is done within the company, especially for old employees, it will certainly make them bored.
5. Environment The influence of the environment, such as the comfort of the training location supported by adequate facilities and infrastructure, will certainly provide more positive results.
6. Training Time Training Time means the start and end time of a training. For example, a full day of training of 8 hours or more will certainly make participants tired.

Work Quality

The concept of quality is seen as a relative thing that does not always mean good, good or the like. Quality can be interpreted as the characteristics of a product or service that show consumers the advantages of the goods and services (Sudiq, 2020). Matutina, quoted by Raja (2014), said that work quality refers to the quality of human resources, while the quality of human resources itself refers to Knowledge, Skills and Abilities.

Work Quality Indicators

According to Matutina quoted by Raja (2014), indicators of employee work quality are:

a. Personal Potential is the ability, strength, both unrealized and realized, that a person has, but has not yet fully seen or used optimally.
b. Optimal Work Results are results that an employee must have, employees must be able to provide the best work results, which can be seen from organizational productivity, quality and quantity of work.
c. Work Process is the most important stage where employees carry out their duties and roles in an organization, through this work process.
d. "Enthusiasm is an attitude where an employee cares about his work. This can be seen from his attendance, implementation of tasks, work motivation, work commitment."

Employee Performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

Employee Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

Employee Loyalty

According to Sutrisno (2015) loyalty is an employee's efforts to defend the company, by showing that the employee plays an active role in the company. Robbins (2015) stated that loyalty is an individual's determination and ability to obey, implement, and practice regulations with full awareness and an attitude of responsibility.

Employee Loyalty Indicators

According to Sutrisno (2015) loyalty indicators are as follows:

1. Willingness to Collaborate Employees can work together with people in a company because without cooperation, it is difficult for the company to achieve its goals. On the other hand, working together enables companies to achieve the goals and targets that have been set.
2. Sense of Ownership of the Company The existence of employees' sense of ownership of the company will make employees have an attitude of maintaining and being responsible for the company, so that it will create loyalty in order to achieve the company's goals.
3. Employee's liking for work can be seen from the employee's excellence in work and employees do not demand what they receive beyond their basic salary.

METHOD

The type of research that researchers use is quantitative research. According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples. According to Sugiyono (2017), the definition of population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. The population in this study were 40 employees at the BPJS Employment Solok Branch Office. The sample is a saturated sample. The data source used is a primary data source.

Data analysis technique

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

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

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2015). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2015).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2015).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2015). The R2 value is generally between 0 and 1.

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2015). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2015) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

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 variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

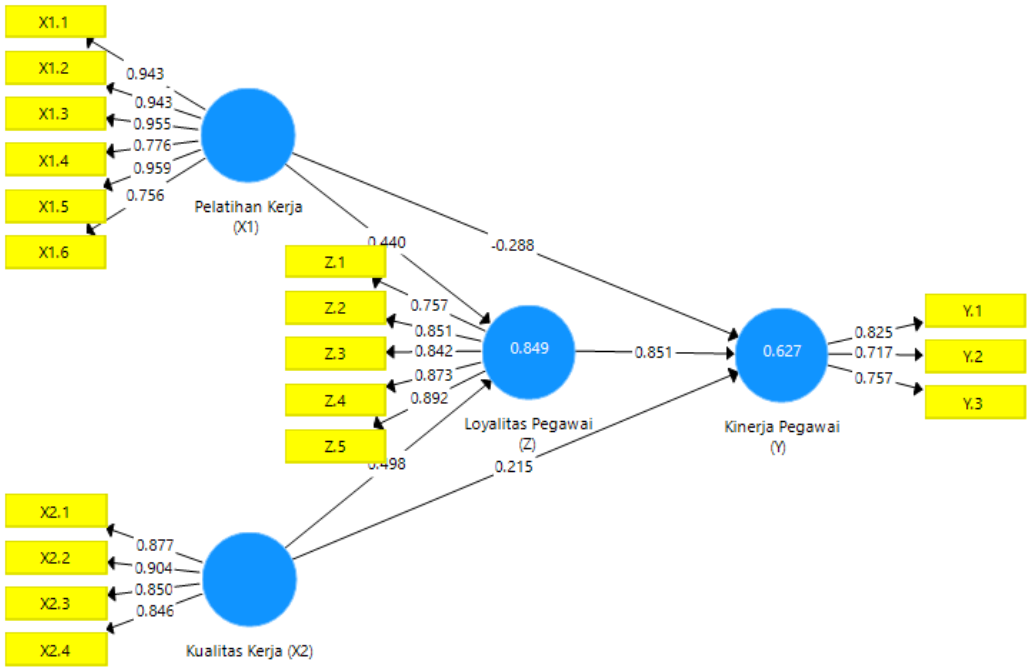

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table:

Table 1. Outer Loadings

	Employee Performance (Y)	Work Quality (X2)	Employee Loyalty (Z)	Job Training (X1)
X1.1				0.943
X1.2				0.943
X1.3				0.955
X1.4				0.776
X1.5				0.959
X1.6				0.756
X2.1		0.877		
X2.2		0.904		
X2.3		0.850		
X2.4		0.846		
Y.1	0.825			
Y.2	0.717			
Y.3	0.757			
Z.1			0.757	
Z.2			0.851	
Z.3			0.842	
Z.4			0.873	
Z.5			0.892	

Source: Smart PLS 3.3.3

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

Based on table 1 above, there are outer loading values for each variable and indicator, there is a value greater than 0.7, meaning that in this research, the loading factor for each indicator has valid results so that the next stage of research can be carried out. In this research there is an equation and the equation consists of two substructures for substructure 1.

$Z = b1X1 + b2X2 + e1$
$Z = 0.440X1 + 0.498X2 + e1$

For substructure 2
$Y = b3X1 + b4X2 + b5Z + e2$
$Y = 0.215\ X1 – 0.288\ X2 + 0.851\ Z + e2$

2. Discriminate Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator is highly correlated with the construct. The table shows the cross loading results from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Employee Performance (Y)	Work Quality (X2)	Employee Loyalty (Z)	Job Training (X1)
X1.1	0.720	0.939	0.924	0.943
X1.2	0.695	0.891	0.904	0.943
X1.3	0.705	0.856	0.831	0.955
X1.4	0.384	0.645	0.605	0.776
X1.5	0.681	0.922	0.860	**0.959**
X1.6	0.300	0.649	0.627	0.756
X2.1	0.633	0.877	0.812	0.846
X2.2	0.598	**0.904**	0.851	0.805
X2.3	0.645	0.850	0.754	0.757
X2.4	0.628	0.846	0.733	0.823
Y.1	**0.825**	0.543	0.594	0.516
Y.2	0.717	0.515	0.605	0.484
Y.3	0.757	0.593	0.607	0.562
Z.1	0.635	0.714	0.757	0.675
Z.2	0.578	0.721	0.851	0.748
Z.3	0.588	0.778	0.842	0.869
Z.4	0.719	0.774	0.873	0.782
Z.5	0.779	0.832	**0.892**	0.736

Source: Smart PLS 3.3.3

Based on table 2 above, there is a cross loading for the Employee Performance variable, there is a cross loading value that is greater than the cross loading for other latent variables. For the cross loading of the Work Quality variable, there is a cross loading value that is greater than the cross loading for other latent variables. For the cross loading of the Employee Loyalty variable, there is The cross loading value is greater than the cross loading

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

of other latent variables. For the cross loading of the Job Training variable, there is a cross loading value that is greater than the cross loading of other latent variables. This can be concluded that the data is considered discriminantly valid.

3. Composite reliability

The next test determines the reliability value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. Apart from looking at the composite reliability value, the reliable value can be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	**0.922**	**0.811**	**0.589**
Work Quality (X2)	**0.892**	**0.925**	**0.756**
Employee Loyalty (Z)	**0.898**	**0.925**	**0.713**
Job Training (X1)	**0.948**	**0.959**	**0.797**

Source: Smart PLS 3.3.3

It can be seen in table 3 above that the Cronbach's alpha calculation is considered reliable because the construct value is greater than 0.7 for each variable. In the composite reliability calculation, there is a construct value greater than 0.6. This is also considered reliable, meaning that all variable constructs are considered reliable. composite reliability column. Another method to test discriminant validity is to look at the AVE value and the square root of AVE, provided that each construct has a greater correlation than the correlation between other constructs. Before looking at the correlation, the AVE value is said to be valid if it is greater than 0.7. In this research, all values are considered reliable because they are all greater than the predetermined value.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.627	0.596
Employee Loyalty (Z)	0.849	0.841

Source: Smart PLS 3.3.3

Based on the results of table 4 above, there is an R square value for the Employee Performance variable of 0.627 and if the R square value is converted into a percent then the value is 62.7%, meaning that the influence of the Job Training, Work Quality and Employee Loyalty variables on Employee Performance is 62.7% and the remaining 37.3% is in other variables. For the R square value of the Employee Loyalty variable, the value is 0.849 and if the value is calculated as a percentage, it is 84.9%, meaning that the influence of Job Training, Work Quality on Employee Loyalty is 84.9% and the remaining 15.1% is in other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.089	0.089
d_ULS	1,349	1,349
d_G	2,205	2,205
Chi-Square	355,071	355,071
NFI	0.744	0.744

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.734 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

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

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Quality (X2) -> Employee Performance (Y)	0.215	0.687	**0.492**	**Rejected**

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

Quality of Work (X2) -> Employee Loyalty (Z)	0.498	3,804	**0,000**	**Accepted**
Employee Loyalty (Z) -> Employee Performance (Y)	0.851	2,729	**0.007**	**Accepted**
Job Training (X1) -> Employee Performance (Y)	-0.288	0.835	**0.404**	**Rejected**
Job Training (X1) -> Employee Loyalty (Z)	0.440	2,952	**0.003**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 6 above, there are 5 hypotheses of which 3 are accepted and 2 are rejected, meaning that if the hypothesis is in a significant value then the direct influence will increase and decrease significantly and if it is not significant it does not mean it is not increasing, but there is something else that makes the variable changed the explanation as follows:

1. Work Quality has a positive and insignificant effect on employee performance with an original sample value of 0.125 and a P value of 0.492 > 0.05, meaning that good and good work quality resides in each individual employee has good work quality but he is lazy, calculating and feels like he is If the organization does not get justice, the quality of his work will be lowered so that his performance will decrease and his performance will be very good, even though the quality of his work is not good, but he is very persistent and willing to learn, so the quality will be formed, meaning that having good quality of work does not necessarily mean that his performance will be good.
2. Work Quality has a positive and significant effect on Work Loyalty with an original sample value of 0.498 and a P value of 0.000 < 0.05, meaning that when a person has high work quality and the organization is able to make him comfortable in that place, quality employees will be loyal to their organization because they have the same goals. the same, that is, the same as success and success.
3. Employee loyalty has a positive and significant effect on employee performance with original sample values of 0.851 and 0.007 <0.05, meaning that when employees have loyalty to the organization, performance will improve and increase, but if there is no loyalty, performance will decrease.
4. Job Training has an insignificant negative effect on Employee Performance with an original sample value of -0.288 and a P value of 0.404 > 0.05, meaning that not all training improves employee performance and this occurs due to many factors from employees not wanting to learn, lack of understanding as explained. and the lack of ways to train employees so that performance can be disturbed but perhaps in other cases training will have a positive and significant effect according to the way it is taught to employees.
5. Job Training has a positive and significant effect on Job Loyalty with an original sample value of 0.440 and a P value of 0.003 < 0.05, meaning that if the training provided is good and employees have loyalty to the organization, all performance factors will increase and will produce good employees who can also Reliable because employees who are loyal to the organization will learn seriously for the betterment of the organization.

Arya Chandra Gusnanto[1], Mesra B[2]
DOI: https://doi.org/10.54443/sibatik.v2i10.1399

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Quality (X2) -> Employee Loyalty (Z) -> Employee Performance (Y)	0.424	2,253	**0.025**	**Accepted**
Job Training (X1) -> Employee Loyalty (Z) -> Employee Performance (Y)	0.374	1,846	**0.065**	**Rejected**

Source: Smart PLS 3.3.3

Based on table 7 above, there is an indirect influence, the hypothesis is explained as follows:

1. Work Quality has a positive and significant effect on Employee Performance through Loyalty with an original sample value of 0.424 and a P value of 0.025 < 0.05, meaning that loyalty is an intervening variable in this hypothesis so that loyalty indirectly influences work quality and Employee Performance and strengthens its influence which The quality of work will come out when employees have loyalty to the organization so that performance will improve and get better.
2. Job Training has a positive and insignificant effect on Employee Performance through Work Loyalty with an original sample value of 0.374 and a P value of 0.065 > 0.05, meaning that in this hypothesis work loyalty is not an intervening variable because it does not have a significant effect so it can be explained that without loyalty, work quality still has an effect.

CLOSING

Conclusion

Based on the research above, both directly and indirectly, the researchers made the following conclusions:

1. Work Quality has a positive and insignificant effect on employee performanceBPJS Employment Solok Branch Office
2. Work Quality has a positive and significant effect on Work LoyaltyBPJS Employment Solok Branch Office
3. Employee loyalty has a positive and significant effect on employee performanceBPJS Employment Solok Branch Office
4. Job Training has an insignificant negative effect on Employee PerformanceBPJS Employment Solok Branch Office
5. Job Training has a positive and significant effect on Job LoyaltyBPJS Employment Solok Branch Office
6. Work Quality has a positive and significant effect on Employee Performance through LoyaltyBPJS Employment Solok Branch Office
7. Job Training has a positive and insignificant effect on Employee Performance through Job LoyaltyBPJS Employment Solok Branch Office

Suggestion

1. When an organization carries out training to improve employee performance, make sure each employee understands what is being taught, both in theory and practice, so that performance increases will be even.
2. Organizations must look for and recruit employees who are truly loyal to the organization so that the organization's mission and vision run well.
3. To improve the quality of employee work, organizations must pay attention to employees by providing training and knowledge to work quickly and according to operational standards and provide commensurate compensation to improve work quality.
4. After everything has been provided and made employees comfortable in the organization, the organization must require employees to further improve their performance for the sake of the organization.

REFERENCES

Edy Sutrisno. 2015. Manajemen Sumber Daya Manusia. Kencana: Jakarta.

Eko Santoso, Latifatul Isro'iyah, & Andrean Kresna Wahyudiantoro. (2023). Analisis Faktor-Faktor Yang Mempengaruhi Minat Berwirausaha Pada Mahasiswa Fakultas Ekonomi Universitas Tulungagung. BEMJ : Business, Entrepreneurship, and Management Journal, 2(1), 21-26. https://doi.org/10.36563/bemj.v2i1.787

Ghozali, Imam, Hengky Latan. 2015. Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris. BP Undip. SemarangHarnanto. 2017. Akuntansi Biaya: Sistem Biaya Historis. Yogyakarta: BPFE.

Hamali, Arief Yusuf. 2019. Pemahaman Praktis Administrasi, Organisasi, dan Manajemen. 1st ed. Jakarta: Prenada Media Group.

Herminingsih, D. I., & Isro'iyah, L. (2023). The Metadiscourse Analysis in Abstracts of Multidisciplinary Sciences Journal Articles: Hedges vs Boosters. International Linguistics Research, 6(1), p24-p24.

Herminingsih, D. I., & Isro'iyah, L. (2023). Helping the Students to Navigate the Cultures of Others through Literature: The Teaching Practice to the Students of English Study Program in UIN SATU. ELITE JOURNAL, 5(1), 33-42.

Isro'iyah, L., & Herminingsih, D. I. (2023). Teaching Culture of Others through English Literature: English. International Journal of Language and Literary Studies, 5(2), 136-146.

Kasmir. 2016. Manajemen Sumber Daya Manusia (Teori dan Praktik). Depok: PT Rajagrafindo Persada.

Matutina yang dikutip oleh Raja. (2014). manajemen sumber daya manusia.

Mangkunegara. 2016. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT. Remaja Rosdakarya.

Robbin & Judge. 2015. Perilaku Organisasi Edisi 16. Jakarta. Salemba Empat.

Robbins, Stephen P. and Mary Coulter. 2016. Manajemen, Jilid 1 Edisi 13, Alih Bahasa: Bob Sabran Dan Devri Bardani P, Erlangga, Jakarta.

Riduwan. 2012. Metode & Teknik Menyusun Proposal Penelitian. Bandung: Alfabeta

Sekaran, Uma. 2014. Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4. Jakarta: Salemba Empat.

Sugiyono. 2017. Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta.

Poerwopoespito, 2014, Komitmen Dalam Sumber Daya Manusia, Management Student, Jakarta.