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Implementation of Work Quality in Improving Performance

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Abstract
Humankind holds a very important position in any organization because humans play an important role in daily life activities, especially in the workplace environment. Humans are seen by God as the purest form of life because they have a personality that is different from other forms of life. Without human resources, a business cannot carry out its activities, so human resources are very important. The results of this research are as follows: Organizational climate has a positive and insignificant effect with an original sample value of 0.026 and ap value of 0.421. Organizational climate has a positive and significant effect on work quality with an original sample of 0.777 and ap value of 0.000. Work Quality has a positive and significant effect on Employee Performance with an original sample of 0.595 and ap value of 0.000. The work environment has a positive and significant effect on employee performance with an original sample value of 0.354 and ap value of 0.020. Work Environment has a positive and insignificant effect on Work Quality with an original sample value of 0.146 and ap value of 0.242. Organizational climate has a positive and significant effect on employee performance through work quality indirectly with an original sample value of 0.462 and ap value of 0.004. Work Environment has a positive and insignificant effect on Employee Performance through Work Quality indirectly with an original sample value of 0.087 and ap value of 0.242.

Keywords: Organizational Climate, Work Environment, Work Quality, Employee Performance

INTRODUCTION

One of the most important things to consider when analyzing human behavior is employee performance. Without human resources, a business cannot carry out its activities, so human resources are very important. In this era of globalization, human resources are considered as a resource needed for businesses to achieve success. A happy work culture will make employees feel excited to go to work and motivated to improve their work performance. This shows that when the climate of an organization becomes more stable, employee performance will also increase. One of the most important factors in organizational design is relationships, namely harmonious relationships between people, between leaders and employees, or between coworkers. The higher the organizational climate, the higher the performance of its human resources, conversely, the lower the organizational climate, the lower the performance of its human resources (Setiawan, 2015). The work environment is the environment where employees carry out their daily tasks. A conducive work environment provides a sense of security for employees and allows them to work as well as possible. The work environment can affect employee emotions. If employees are satisfied with their work environment, they will tend to work hard in their workspace to complete tasks so that their working hours can be used effectively and their productivity as employees also increases. Conditions of the work environment, living environment, and organizational conditions related to work, both government and private. Humanity and the workplace have a very strong bond, where there is a relationship between the workplace and the place where humans carry out daily activities. Quality work in a work environment is certainly the main thing for a company in running its business activities, but quality work will not be achieved if its employees are not good or good at communicating. Not only

employees, but leaders must also be able to communicate well in running business activities. Quality of work is the most important aspect needed by every human resource, without good quality of work, the results of the work produced will be bad, both those who work in offices and in large companies, because good quality of work can provide good service to the community and improve the quality of each existing organization, so that it is preferred by many people. Human resource development is an activity that is aimed collectively so that this company can face competitive challenges. similar as well as employees and managers. To achieve certain company goals, employees must be disciplined, have strong awareness, loyalty, obedience, and be open and honest about all work given and completed. Employee performance is the result of an employee's work performance during work. Performance is the result of employee work carried out within a previously agreed period of time. Work experience is the result of employee work after completing tasks that are in accordance with their abilities, goals, and objectives. Performance is the result of individual or group work in an organization, based on each person's firm commitment to achieving organizational goals in a moral, ethical, legal, and/or legally compliant manner. The motivation is self-discipline, self-esteem, and a strong desire to complete a task. When employers motivate their employees in an organization, it can have a negative impact on employee performance.

Formulation of the problem

1. Does Organizational Climate Have a Positive and Significant Influence on Work Quality at the Bank Indonesia Representative Office in Pematangsiantar?
2. Does the Work Environment have a positive and significant influence on Work Quality at the Bank Indonesia Representative Office in Pematangsiantar?
3. Does Organizational Climate Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in Pematangsiantar?
4. Does the Work Environment have a positive and significant influence on Employee Performance at the Bank Indonesia Representative Office in Pematangsiantar?
5. Does Work Quality Have a Positive and Significant Influence on Employee Performance at the Bank Indonesia Representative Office in Pematangsiantar?
6. Does Organizational Climate Have a Positive and Significant Influence on Employee Performance through Work Quality at the Bank Indonesia Representative Office in Pematangsiantar?
7. Does the Work Environment have a positive and significant influence on Employee Performance through Work Quality at the Bank Indonesia Representative Office in Pematangsiantar?

Research Objectives

1. To determine and analyze the influence of Organizational Climate on Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.
2. To determine and analyze the influence of the Work Environment on Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.
3. To determine and analyze the influence of Organizational Climate on Employee Performance at the Bank Indonesia Representative Office, Pematangsiantar.
4. To determine and analyze the influence of the work environment on employee performance at the Bank Indonesia Representative Office, Pematangsiantar.
5. To determine and analyze the influence of Work Quality on Employee Performance through Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.

6. To determine and analyze the influence of Organizational Climate on Employee Performance at the Bank Indonesia Representative Office, Pematangsiantar.
7. To determine and analyze the influence of the Work Environment on Employee Performance through Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.

LITERATURE REVIEW

Employee Performance

Understanding Employee Performance

According to Panggabean (2015), "performance or work achievement is the work result that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics". According to Rivai (2015), "performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and agreed upon together".

Employee Performance Indicators

According to Rivai (2015), "employee performance indicators are as follows:

1. Initiative is a different mindset in every work decision making, for example knowing and understanding problems in the work environment, being able to give advice to superiors or to fellow workers/employees.
2. Mental Agility The level of ability and speed in receiving work instructions and adapting to existing work methods and work situations.
3. Attitude: Level of work enthusiasm and positive attitude in carrying out work duties."

Organizational Climate

Understanding Organizational Climate

According to Hanum (2018), organizational climate is a characteristic used to differentiate an organization from other organizations and can influence the behavior of members of the organization. According to Setiawan (2015), organizational climate is about employee experiences in the organization and how characteristics originating from the environment, the behavior of people in the organization and everything related to the organization, such as leadership style, formal systems and others which also include motivation, values, attitudes and beliefs can influence members of the organization.

Indicators and Dimensions of Organizational Climate

Organizational climate indicators according to Setiawan et al., (2015), namely:

1. Structure: Dimension used to describe the clarity of work, permissions, work procedures and rules in a task.
2. Responsibility: A dimension that includes both responsibility for behavior in work and responsibility for the consequences of what results from the work done.
3. Rewards: Dimensions concerning the results received from work that has been done, either in the form of rewards or punishments according to the results that have been achieved.
4. Risk: Dimension regarding job challenges where employees are given the opportunity to take risks in carrying out their work as a challenge.

5. Warmth: This dimension relates to the relationship between employees in the organization which can determine the work atmosphere within the organization.
6. Support: Dimension related to how leaders or coworkers provide support to subordinates or fellow coworkers.
7. Performance standards: Dimensions related to employee views on the performance standards that the organization has set for employees and there is an emphasis on achieving better work results.
8. Conflict: Dimension regarding how employees can find solutions to problems that exist within the organization.
9. Self-identity: A dimension that describes the identification of organizational members according to the goals or norms that apply in the organization.

Work environment

Definition of work environment

According to (Darmadi, 2020), the work environment includes something that is around the employees so that it affects them in carrying out the obligations that have been given to them, such as air conditioning, good lighting and others. According to Fachrezi and Khair (2020) the work environment is a very important part in employees carrying out work activities. in carrying out the obligations that have been given to him, such as air conditioning, good lighting and others.

Work Environment Indicators

According to Fachrezi & Khair (2020), the work environment indicators are as follows:

a. Facilities Good and adequate facilities can improve employee performance, conversely inadequate facilities can hinder employee performance.
b. Noise Noise is unwanted sound pollution and can have negative impacts such as causing feelings of discomfort, disrupting concentration and becoming a disturbance in communication.
c. Air circulation can have a negative impact on health and work quality, especially when the physical workload is high.
d. Working relationships Working relationships between the people in it also influence comfort at work, giving rise to a feeling of calm at work.

Quality of Work

Definition of Work Quality

Work quality is an employee's understanding of mental and physical well-being in the workplace (Hasmalawati, 2018). Work quality can also be said to be any kind of barometer that has a relationship with the value of work results that can be explained in numbers. Work quality is also interpreted as a way that companies use to fulfill the needs of their employees so that they can feel comfortable working and produce effective work (Nurul & Rahardja, 2019).

Work Quality Indicators

The following are indicators of work quality according to Nurul & Rahardja (2019):

1. Employee participation Employees must have a role in decision making and can contribute to achieving targets.

2. Career development Employees need assurance of clarity regarding their careers in order to develop.
3. Conflict resolution Employees are expected to be able to solve and resolve existing problems openly, fairly and honestly.
4. Communication: Being a very good role player with fellow co-workers and with leaders.
5. Occupational health This effort aims to actualize the maximization of work productivity.
6. Job security There needs to be a guarantee or sense of security for its workers. Therefore, the company is required to have an agreement with the parties related to the work contract, salary, and others.
7. Work safety Establish a safety committee, emergency help team and work safety program.
8. Compensation Employees must receive compensation that is fair, reasonable and adequate.
9. Pride Employees' feelings of pride in their work and work environment can make them more comfortable and at home in working well.

Conceptual Framework

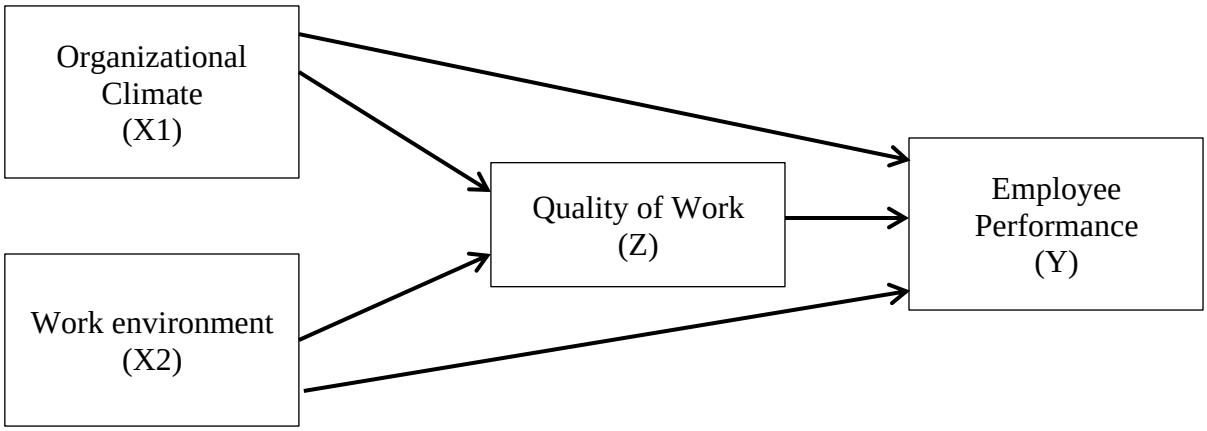

Figure 1: Conceptual Framework

Research Hypothesis

H1 Organizational Climate has a positive and significant effect on Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.
H2 The work environment has a positive and significant influence on work quality at the Bank Indonesia Representative Office in Pematangsiantar.
H3 Organizational climate has a positive and significant effect on employee performance at the Bank Indonesia Representative Office in Pematangsiantar.
H4 The work environment has a positive and significant influence on employee performance at the Bank Indonesia Representative Office in Pematangsiantar.
H5 Work Quality has a positive and significant effect on Employee Performance at the Bank Indonesia Representative Office in Pematangsiantar.
H6 Organizational Climate has a positive and significant effect on Employee Performance and Work Quality at the Bank Indonesia Representative Office in Pematangsiantar.
H7 The work environment has a positive and significant effect on employee performance and work quality at the Bank Indonesia Representative Office in Pematangsiantar.

METHOD

Types of research

According to Sugiyono (2019), quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

Time and location of research

This research was conducted in September - October 2024. The location of this research was conducted at the Bank Indonesia Representative Office in Pematangsiantar. The address of this research is Jalan Adam Malik No.1. Pematangsiantar.

Research Population

The population of this study was all employees of the Bank Indonesia Representative Office in Pematangsiantar, totaling 40 employees. According to Sugiyono (2019), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

Research Sample

The sample in this study used all the population at the Bank Indonesia Representative Office in Pematangsiantar amounting to 40 and this study used a saturated sample technique. According to Sugiyono (2019) a sample is part of the number and characteristics possessed by the population.

Research Data Sources

The research sources used in this study are primary data research sources. The type of data used in this study is primary data. According to Sugiyono (2019) primary data is a data source that directly provides data to data collectors.

Data collection technique

The data collection technique used in this research uses a questionnaire, the questionnaire will be distributed to respondents. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by giving respondents a set of written questions or statements to answer.

Data Analysis Methods

After the research data was collected, data analysis was carried out. Data analysis was carried out by grouping data based on variables and types of respondents, data was tabulated based on variables from all respondents, data for each variable was presented, calculations were carried out to provide answers to the problem formulation and calculations were carried out to test the proposed hypothesis (Sugiyono, 2019). This study analyzed data using the help of Smart PLS software version 3.0. The following is a picture of the PLS SEM Test model.

Structural Equation Modeling Analysis

Partial Least Square (SEM-PLS) Structural Equation Modeling (SEM) is a second-generation multivariate analysis technique that allows testing of correlations between complex variables to obtain a complete reflection of the entire model. Structural and

measurement models can be tested simultaneously in SEM (Ghozali, 2014). More specifically, this study uses a variant-based Structural Equation Modeling method, namely Partial Least Square (PLS).

Evaluation of Measurement Model (Outer Model)

The assessment of the validity and reliability of the model is measured through the outer model. Validity testing is related to ensuring the ability of the research instrument to measure an object, while the reliability test functions to measure the consistency of the measuring instrument in measuring a concept and measuring the consistency of respondents in answering the research instrument (Abdillah & Hartono, 2016). A detailed explanation of the components of the measurement model is as follows:

a. Convergent Validity Measurement of the magnitude of the correlation between constructs and latent variables is carried out through convergent validity. Convergent validity testing can be seen from the loading factor for each construct indicator. The ideal loading factor value is > 0.7 which indicates the validity of the indicator to measure the formed construct. Loading factor > 0.5 can still be tolerated in empirical research. The percentage of constructs that can explain the variation of indicators is indicated by this value (Haryono, 2017).
b. Discriminant Validity Cross loading between indicators and their constructs shows the discriminant validity of the indicators. If the correlation of the construct with its indicators is higher than the correlation of the indicators with other constructs, then the latent construct predicts the indicators in their block better than the indicators of other blocks. Discriminant validity is tested with reflective indicators by considering the cross loading value of each variable must be > 0.7 (Ghozali & Latan, 2015).
c. Composite Reliability Cronbach's Alpha and Composite Reliability are ways to measure the reliability of a construct with reflective items. Testing the reliability of the construct through Cronbach's Alpha presents a lower value so that the use of Composite Reliability is more recommended (Ghozali & Latan, 2015). The rule of thumb is that the composite reliability value must be higher than 0.7 although a value of 0.6 is still tolerable (Abdillah & Hartono, 2016).

Structural Model Evaluation (Inner Model)

The description of the relationship between latent variables based on substantive theory is obtained from the inner model. The following describes the components of the structural model evaluation in PLS.

a. R-Square (R2) The structural model assessment is first carried out by assessing the R-square for each endogenous latent variable as the predictive power of the structural model. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables on endogenous latent variables whether they have a substantive influence. The R-Square value is 0.75 (strong model) 0.50 (moderate) and 0.25 (weak) (Ghozali & Latan, 2015).
b. Predictive Relevance (Q2) PLS model evaluation can also be done with Q-square. Q-square measures how well the observation values generated by the model and also its parameter estimates. A Q2 value > 0 shows that the model has predictive relevance, or vice versa. More specifically, the Q2 value is 0.02 (weak model), 0.15 (moderate), and 0.35 (strong) (Ghozali & Latan, 2015).
c. Goodness of Fit (GoF). Goodness of Fit (GoF) is used in evaluating measurement models and structural models and shows the overall level of model suitability.

Hypothesis Testing

In general, SmartPLS is used in the explanatory research method approach, because it involves hypothesis testing. Hypothesis testing can be seen through the t-statistic value and probability value. The following describes hypothesis testing.

Hypothesis Testing (Bootstrapping) The bootstrapping procedure is performed to assess the significance of the influence between variables. All original samples are used to resample again in the bootstrap procedure. The number of bootstrap samples of 5,000 is recommended with the notation that the original sample is smaller than that number, but the number of bootstrap samples of 200-1000 is said to be sufficient by some literature to correct the PLS standard error estimate (Ghozali & Latan, 2015). In the bootstrap resampling method, the significance value used (one-tailed) t-value is 1.28 (10% significance level); 1.65 (5% significance level); and 2.33 (1% significance level). This study uses a 5% significance level so that the t-value used is 1.65.

RESULTS AND DISCUSSION

Outer Model Analysis

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

Convergent Validity

This test is seen from the loading factor; the limit value is 0.7, and the limit value Average Variance Extracted (AVE) is 0.5; if it exceeds this number then it is said to be valid. This means that the indicator value is considered valid if it describes the build variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

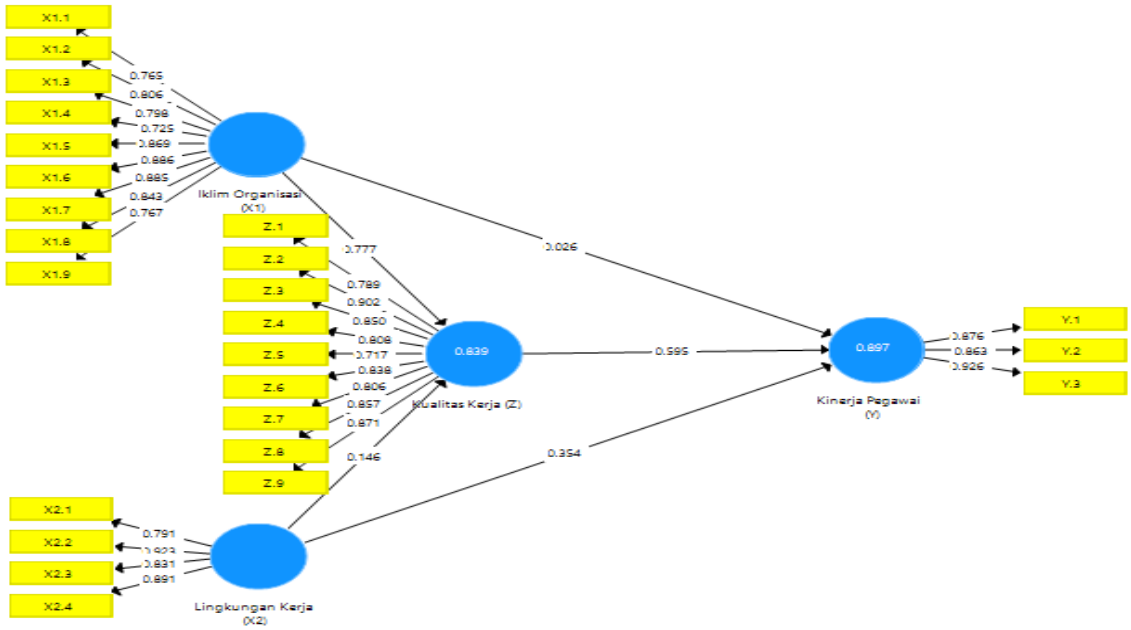

Figure 2. Outer Model
Source: Smart PLS3.3.3

Smart PLS output for loading factors gives the results in the table below: External Loading In this study, there is a relationship consisting of two substructures.

for substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.777X1 + 0.146X2 + e1$

For substructure 2

$Y = b3X2 + b4X1 + b5Z + e2$

$Y = 0.026\ X1 + 0.354X2 + 0.595Z + e2$

Table 1. Outer Loadings

	Organizational Climate (X1)	Employee Performance (Y)	Quality of Work (Z)	Work Environment (X2)
X1.1	0.765			
X1.2	0.806			
X1.3	0.798			
X1.4	0.725			
X1.5	0.869			
X1.6	0.886			
X1.7	0.885			
X1.8	0.843			
X1.9	0.767			
X2.1				0.791
X2.2				0.923
X2.3				0.831
X2.4				0.891
Y.1		0.876		
Y.2		0.863		
Y.3		0.926		
Z.1			0.789	
Z.2			0.902	
Z.3			0.850	
Z.4			0.808	
Z.5			0.717	
Z.6			0.838	
Z.7			0.806	
Z.8			0.857	
Z.9			0.871	

Source: Smart PLS3.3.3

Table 1 above shows the value of each variable, and states that the indicator of each variable is greater than 0.7, which means that each indicator item has a value greater than 0.7, indicating that the data is original and can be subjected to additional research.

Discriminant Validity

Further research will determine the validity of the data using Discriminate Validity, with the aim of finding out whether the cross loading value is greater than other latent variables in order to find out the findings of indicators that have a strong relationship with the concept. The following table shows the findings of cross loading from the validity test, as follows:

Table 2. Discriminant Validity

	Organizational Climate (X1)	Employee Performance (Y)	Quality of Work (Z)	Work Environment (X2)
X1.1	**0.765**	0.623	0.642	0.724
X1.2	**0.806**	0.815	0.731	0.784
X1.3	**0.798**	0.650	0.721	0.731
X1.4	**0.725**	0.699	0.636	0.667
X1.5	**0.869**	0.787	0.811	0.851
X1.6	**0.886**	0.739	0.768	0.872
X1.7	**0.885**	0.903	0.932	0.854
X1.8	**0.843**	0.746	0.788	0.775
X1.9	0.767	0.634	0.635	**0.648**
X2.1	0.783	0.683	0.692	**0.791**
X2.2	0.894	0.823	0.828	**0.923**
X2.3	0.749	0.716	0.728	**0.831**
X2.4	0.817	0.868	0.770	**0.891**
Y.1	0.738	**0.876**	0.775	0.733
Y.2	0.830	**0.863**	0.857	0.849
Y.3	0.836	**0.926**	0.842	0.814
Z.1	0.765	0.812	**0.789**	0.736
Z.2	0.850	0.835	**0.902**	0.840
Z.3	0.709	0.729	**0.850**	0.700
Z.4	0.709	0.659	**0.808**	0.700
Z.5	0.711	0.659	**0.717**	0.653
Z.6	0.726	0.730	**0.838**	0.659
Z.7	0.734	0.840	**0.806**	0.694
Z.8	0.830	0.863	**0.857**	0.849
Z.9	0.756	0.763	**0.871**	0.683

Source: Smart PLS3.3.3

It can be seen in table 2 above that the cross loading factor value of each variable and its indicators can be explained that the cross loading value of each variable gets a greater value than the cross loading on other latent variables to each variable, meaning that this study is discriminantly valid.

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)
Organizational Climate (X1)	0.937	0.948	0.669
Employee Performance (Y)	0.867	0.919	0.790
Quality of Work (Z)	0.942	0.951	0.686
Work Environment (X2)	0.882	0.919	0.741

Source: Smart PLS3.3.3

In table 3 above, the Cronbach alpha column shows the value of each variable is greater than 0.7, indicating that the variable's dependability data is reliable. The composite reliability column has a value greater than 0.6, indicating that each variable is considered reliable because the data exceeds 0.6. The AVE column shows that each variable has a value greater than 0.7, indicating that the data is authentic in terms of AVE. All variables in the Cronbach alpha, reliability, and AVE columns have values above 0.7 and 0.6, indicating reliability and validity.

Inner Model Analysis

The structural model (inner model) is evaluated to ensure that the resulting basic model is strong and correct. Some markers that can be used to identify the stages of the main model assessment examination include:

Coefficient of Determination (R2)

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

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.897	0.888
Quality of Work (Z)	0.839	0.830

Source: Smart PLS3.3.3

There is an R square value in table 4 which will be explained for the R square value of the Employee Performance variable, there is a value of 0.897 or 89.7%, meaning that the influence of organizational climate, work environment and work quality on employee performance is 0.897 or 89.7% and the rest is on other variables, the R square value of the work quality variable is 0.839 or 83.9%, meaning that the influence of the organizational climate and work environment variables on work quality is 0.830 or 83.0% and the rest is on other variables.

Hypothesis Testing

After determining the inner model, the next step is to determine the relationship between the idle construct and the assumption in this case. Speculation in this review is done by looking at the T-Statistics and P-Values. The test determines whether T-Insights > 1.96 and P-Values < 0.05. The following are the results of the direct impact Path Coefficient.

Table 5: Direct Influence

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Climate (X1) -> Employee Performance (Y)	0.026	0.200	0.421	Rejected
Organizational Climate (X1) -> Work Quality (Z)	0.777	3,899	0,000	Accepted
Work Quality (Z) -> Employee Performance (Y)	0.595	3,826	0,000	Accepted
Work Environment (X2) -> Employee Performance (Y)	0.354	2,058	0.020	Accepted
Work Environment (X2) -> Work Quality (Z)	0.146	0.699	0.242	Rejected

Source: Smart PLS3.3.3

1. Organizational climate has a positive but insignificant effect with an original sample value of 0.026 and p values of 0.421, meaning that organizational climate does not have much effect on employee performance, employees can still work and adapt to the climate that exists in the organization.
2. Organizational climate has a positive and significant effect on work quality with an original sample of 0.777 and p values of 0.000, meaning that if the organizational climate improves, the work quality will improve, conversely, if the organizational climate decreases, the work quality will decrease.
3. Work Quality has a positive and significant effect on Employee Performance with an original sample of 0.595 and p values of 0.000, meaning that if work quality increases, employee performance will also increase, conversely, if work quality decreases, employee performance will decrease.
4. The work environment has a positive and significant effect on employee performance with an original sample value of 0.354 and p values of 0.020, meaning that if the work environment improves, employee performance will improve, conversely, if the quality of work decreases, employee performance will decrease.
5. The work environment has a positive and insignificant effect on work quality with an original sample value of 0.146 and p values of 0.242, meaning that the work environment has little effect in improving the quality of employee work. Some employees really need a work environment as a support to improve performance, but there are still more employees who do not care about their work environment.

Table 6: Indirect Influence

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Climate (X1) -> Work Quality (Z) -> Employee Performance (Y)	0.462	2,648	0.004	Accepted

Work Environment (X2) -> Work Quality (Z) -> Employee Performance (Y)	0.087	0.701	**0.242**	**Rejected**

Source: Smart PLS3.3.3

1. Organizational Climate has a positive and significant effect on Employee Performance through Work Quality indirectly with an original sample value of 0.462 and p values of 0.004, meaning that work quality is an intervening variable because it is able to influence organizational climate and employee performance indirectly, with a good organizational climate performance will increase significantly and with the inclusion of good work quality performance can also increase indirectly.
2. Work Environment has a positive and insignificant effect on Employee Performance through Work Quality indirectly with the original sample value of 0.087 and p values 0.242, meaning that work quality is not an intervening variable because it is unable to influence the work environment and employee performance indirectly, and a bad or good work environment, work quality will never decrease because work quality is the identity that has been owned since the beginning of entering the world of work, experience is the formation of work quality, therefore the work environment does not have much influence in improving work and work quality either directly or indirectly.

CLOSING

Conclusion

1. Organizational climate has a positive but insignificant effect with an original sample value of 0.026 and p values of 0.421.
2. Organizational Climate has a positive and significant effect on Work Quality with an original sample of 0.777 and p values of 0.000.
3. Work Quality has a positive and significant effect on Employee Performance with an original sample of 0.595 and p values of 0.000.
4. Work environment has a positive and significant effect on employee performance with an original sample value of 0.354 and p values of 0.020.
5. Work environment has a positive and insignificant effect on work quality with an original sample value of 0.146 and p values of 0.242.
6. Organizational Climate has a positive and significant effect on Employee Performance through Work Quality indirectly with an original sample value of 0.462 and p values of 0.004.
7. Work environment has a positive and insignificant effect on employee performance through work quality indirectly with an original sample value of 0.087 and p values of 0.242.

Suggestion

1. The organization must create a comfortable organizational climate for employees to feel, and make employees feel relaxed at work.
2. Organizations must create a healthy working environment to avoid mistakes and disputes between employees.
3. Organizations must think about how to improve work quality.
4. Organizations must also look at employee performance developments.
5. It is hoped that this research will be used as input for employees to correct problems that exist in the organization.

6. It is hoped that this research can be developed by other researchers with a similar title but using a different model.
7. It is hoped that this research will be used as reference material to help subsequent researchers.

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