

Determinants of Employee Performance

Sakinah Ramza¹, Mesra B²

Magister Manajemen, Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: mesrab@dosen.pancabudi.ac.id

Abstract

In this study, researchers wanted to see the direct and indirect effects between training variables as independent variables and employee quality as mediating variables and employee performance as the dependent variable. This type of research uses quantitative, this research was conducted at the BPJS Employment throughout Medan Raya which consists of BPJS Employment Medan Kota Branch, Medan Utara Branch, Tanjung Morawa Branch and Binjai Branch. The population of this study was 80 employees and the sample used was all the population using the saturated sample technique. The data source used is primary data sources and data collection is done by distributing questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows job training has a positive and significant effect on employee performance with an original sample value of 0.463 and P values of 0.000. Job training has a positive and significant effect on employee quality with an original sample value of 0.590 and p values of 0.000. Employee quality has a positive and significant effect on employee performance with an original sample value of 0.511 and p values of 0.000. Job training has a positive and significant effect on employee performance through employee quality directly with original sample results of 0.302 and p values of 0.000.

Keywords: job training, employee quality, employee performance.

INTRODUCTION

To find out the factors that affect the performance of BPJS Ketenagakerjaan employees, the number of achievements of membership results in the formal and informal sectors and the increasing quality of service depend on the corporate culture and HR competency. Likewise, organizational change can be successful because of the readiness to change of the individuals in it and the readiness to change is influenced by leadership style (Bridge, 2015).

BPJS Ketenagakerjaan fully realizes that HR is a very important element for an agency and is seen as an asset that can improve agency performance. Therefore, BPJS Ketenagakerjaan builds a Human Capital-based HR policy management system with a grand design consisting of 6 main parts, namely competency models and dictionaries, competency development systems, competency assessment systems, career management systems, performance management systems, and reward systems. Directing employees towards change is not an easy matter. Employees must be ready to adapt to the changes that occur, but in reality it is not easy to direct employees to adapt to change.

Formulation of the problem

1. Does Job Training Have a Positive and Significant Influence on Employee Quality at BPJS Employment? Branches throughout Medan Raya?
2. Does Job Training have a positive and significant impact on Employee Performance at BPJS Employment Branches in Medan Raya?

3. Does Employee Quality Have a Positive and Significant Influence on Performance? Employees at BPJS Employment Branches in Medan Raya?
4. Does Job Training Have a Positive and Significant Influence on Performance? Employees through Employee Quality at BPJS Employment Branches throughout Medan Raya?

Research purposes

1. To find out and analyze the influence of Job Training on Employee Quality at BPJS Employment Branches throughout Medan Raya.
2. To find out and analyze the influence of Job Training on Employee Performance at BPJS Employment Branches in Medan Raya.
3. To find out and analyze the influence of employee quality on performance Employees at BPJS Employment Branches throughout Medan Raya.
4. To find out and analyze the influence of Job Training on Performance Employees through Employee Quality at BPJS Employment Branches throughout Medan Raya.

LITERATURE REVIEW

Employee Performance

According to Rerung (2019), employee performance is behavior produced on tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. According to Adhari (2020), employee performance is the result produced by a particular job function or activities on a particular job during a certain period of time, which shows the quality and quantity of the work.

Performance Indicators

According to Yulianto (2020) the performance indicators are as follows:

- a. Quality, namely the quality of employee work is measured through employee perceptions of quality/perfection which describes employee skills and abilities.
- b. Quantity, is the amount produced expressed in terms such as number, units, number of activity cycles completed.
- c. Punctuality, is the level of activity completed at the stated start time, seen from the perspective of coordination with output results and maximizing the time available for activities.
- d. Effectiveness is the level of use of organizational resources (labor, money, technology, raw materials)
- e. Independence is the ability of employees to carry out their work functions.

Training

According to Wahyuningsih (2019), training is a process to improve employee competence and can train employee abilities, skills, expertise and knowledge to carry out work effectively and efficiently to achieve goals in a company.

Training indicators

According to Wahyuningsih (2019) as follows

1. Training goals and objectives

That is, it must be concrete and measurable, therefore the training that will be held aims to improve work skills so that participants are able to achieve maximum performance and improve participants' understanding of the work ethics that must be applied.

2. Training Materials

Training materials must be adjusted to the objectives to be achieved, training materials can include, management, scripting, work psychology, work communication, work discipline and ethics, work leadership and work reporting.

3. Training Methods

Training materials must be in accordance with the abilities of the employees who are participants, each employee has strengths and weaknesses, this is human considering that no human is perfect. The training method used is a training method with Participatory Techniques, namely group discussions, conferences, simulations, role playing and games, in-class exercises, tests, teamwork and study visits.

4. Participant Quality

Participant Quality, namely company employees who meet the qualification requirements such as permanent employees and staff who receive leadership.

Quality of Work

According to Anggraini (2019) Quality of Work Life is a form of worker perception of the atmosphere and experience of workers in their work environment. According to Ayal (2019) Quality of Work Life is a process in which organizations respond to employee needs by developing mechanisms to allow employees to provide full input and participate in decision-making and managing their work life in a company.

According to Lubis (2018), work quality is related to comfortable working conditions, pleasant work experiences and sufficient work involvement so that employees feel like they are part of an organization.

Work Quality Indicators

According to Mawu (2018) Quality of Work Life is as follows:

a. Appropriate and fair compensation

The appreciation of employee energy manifested as a result of production, or a service considered equal to it, in the form of money, with a certain guarantee in each week or month. Also related to the suitability between salary and adequate social standards or subjective standards of the recipient.

b. Safe and healthy working environment

A safe and healthy work environment also includes a work environment that is free from noise, free from visual disturbances such as good lighting in the work environment, and free from pollution.

c. Opportunity to use and develop workers' abilities

The extent to which the work undertaken by the employee provides the employee with the opportunity to use and develop all the abilities and skills he has and whether the work provides challenges for him to be fully involved. The opportunity to grow and develop also includes the opportunity to take training and continue education as an effort to take training and continue education as an effort to develop the ability to do the job.

d. Social interaction in the workplace

The extent to which the work environment and coworkers are accepting of the individual and the extent to which the work environment is free from destructive prejudice. Do employees achieve personal identity and self-confidence due to conditions in the workplace that are free from prejudice, egalitarianism, upward mobility, supportive primary groups, a sense of togetherness between groups, and also a sense of openness between employees.

e. Employee rights in the office.

The extent to which the organization can fulfill the rights that employees should have and the extent to which the organization provides freedom for personal freedom (privacy). There may be many variations to expand this understanding, including an organizational culture that values personal freedom, tolerates differences and the opportunity to express opinions, and also equality in the distribution of rewards from the organization.

Conceptual Framework

Based on the description in the literature review, the main focus of this research is on The Effect of Job Training on Employee Performance Mediated by Employee Quality at BPJS Ketenagakerjaan Medan Raya Branch. To get a simpler picture, it can be explained using the following scheme:

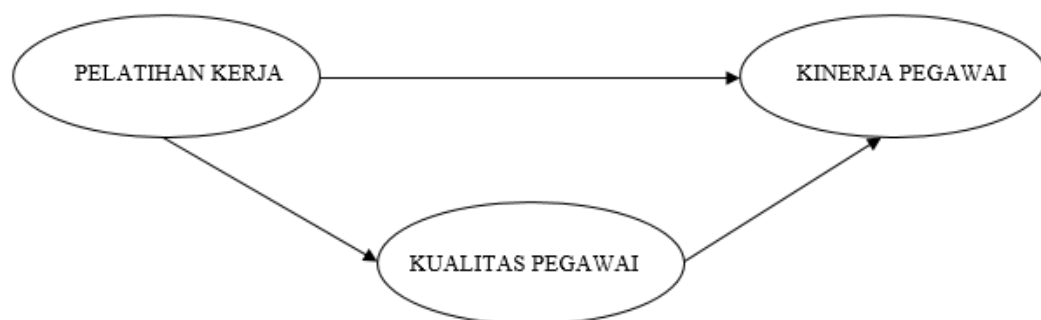


Figure 1. Conceptual Framework

Research Hypothesis

The hypothesis in this study is as follows:

H1: Job Training has a positive and significant effect on Employee Quality at BPJS Employment Branches throughout Medan Raya.

H2: Job Training has a positive and significant effect on Employee Performance at BPJS Employment Branches throughout Medan Raya.

H3: Employee quality has a positive and significant effect on employee performance at BPJS Employment Branches throughout Medan Raya.

H4: Job Training has a positive and significant effect on Employee Performance through Employee Quality at BPJS Employment Branches throughout Medan Raya.

METHOD

Types of research

According to Sugiyono (2010), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The research location was conducted at BPJS Employment Branches throughout Medan Raya, the details are as follows :

Table 1: Research Location

No.	Branch Name	Branch Address	Population Size
1	BPJS Employment Medan City Branch	Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra 20153	20
2	BPJS Employment North Medan Branch	Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan Marelan District, Medan City, North Sumatra 20245	20
3	BPJS Employment Tanjung Morawa Branch	Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra 20362	20
4	BPJS Employment Binjai Branch	Jl. Soekarno- Hatta No. 262, Km No. 19.5, Tunggurono, Binjai Timur District, Binjai City, North Sumatra 20351	20
	Amount		80

The research period was carried out for 3 months.

Population and Sample

According to Sugiyono (2017) population is a generalization 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 and sample in this study were all permanent employees at the BPJS Ketenagakerjaan Office.Branches throughout Medan Rayatotaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 2. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee Performance (Y)	According to Yulianto (2020), employee performance is the results produced by a particular job function or activities in a particular job during a certain period of time, which shows the quality and quantity of the work.	According to Yulianto (2020) the performance indicators are as follows: a. Quality b. Quantity c. Punctuality, d. Effectiveness e. Independence,
Job Training (X)	According to Wahyuningsih (2019), training is a process to improve employee competence and can train employee abilities, skills, expertise and knowledge to carry out work effectively and efficiently to achieve goals in a company.	According to Wahyuningsih (2019), the training indicators include: <ul style="list-style-type: none"> ▪ Training goals and objectives ▪ Training Materials ▪ Training Methods ▪ Participant Quality
Employee Quality (Z)	According to Mawu (2018), work quality is related to comfortable working conditions, pleasant work experiences and sufficient work	Work Quality Indicators according to Mawu (2018) Quality of Work Life can be measured through the following indicators: a. Appropriate and fair compensation b. Safe and healthy working environment

	involvement so that employees feel part of an organization.	<ul style="list-style-type: none"> c. Opportunity to use and develop workers' abilities d. Social interaction in the workplace e. Right-employee rights in the office
--	---	--

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
 - a. Convergent Validity
 - b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)
2. Predictive Relevance (Q²)
3. t-Statistic
4. Path Coefficient

RESULTS AND DISCUSSION

Outer Model Analysis

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

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct

variable with a value > 0.7. The structural model in this study is shown in the following figure:

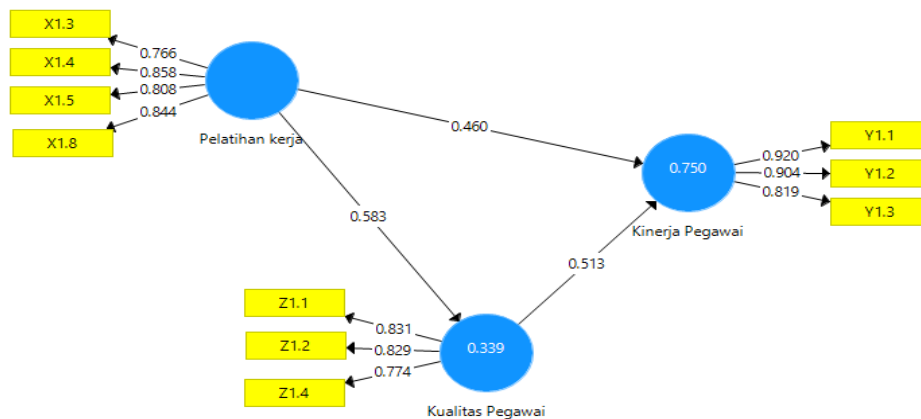


Figure 2 Outer Model
 Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1.

$$Z = b1X1 + e1$$

$$Z = 0.460 + e1$$

For substructure 2

$$Y = b1X1 + b1Z + e2$$

$$Y = 0.583X1 + 0.513 + e2$$

Table 3. Outer Loadings

	Employee Performance	Employee Quality	Job training
X1.3			0.766
X1.4			0.858
X1.5			0.808
X1.8			0.844
Y1.1	0.920		
Y1.2	0.904		
Y1.3	0.819		
Z1.1		0.831	
Z1.2		0.829	
Z1.4		0.774	

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 4. Discriminant Validity

	Employee Performance	Employee Quality	Job training
Employee Performance	0.882		
Employee Quality	0.781	0.812	
Job training	0.759	0.783	0.820

Source: Smart PLS 3.3.3

The results of table 4 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. 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 5 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.856	0.856	0.913	0.778
Employee Quality	0.742	0.745	0.853	0.759
Job training	0.838	0.842	0.891	0.772

Source: Smart PLS 3.3.3

In table 5 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is

considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

Coefficient of Determination (R-Square)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 6. R Square Results

	R Square	R Square Adjusted
Employee Performance	0.750	0.744
Employee Quality	0.739	0.731

Source: Smart PLS 3.3.3

There is an R-Square value for the Employee Performance variable with an R square value of 0.750 and if it is expressed as a percentage of 75.0%, it means that the influence of the employee quality and job training variables on Employee Performance is 75.0% and the rest is on other variables. The R square value for the Employee Quality variable is 0.739 and if it is expressed as a percentage of 73.9%, it means that the influence of the job training and employee performance variables on Employee Quality is 73.9% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values < 0.05 . The following are the consequences of the direct impact Path Coefficient:

Table 7. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Employee Quality -> Employee Performance	0.513	0.511	0.062	8,312	0.000
Job Training -> Employee Performance	0.460	0.463	0.056	8.211	0.000
Job training -> Employee Quality	0.583	0.590	0.068	8,515	0.000

Source: Smart PLS 3.3.3

The results of the direct influence research are as follows:

1. Job training has a positive and significant effect on employee performance with an original sample value of 0.463 and P values of 0.000. This means that job training can create or improve employee performance, because training
2. A person's work makes the person have work skills and provide the best value to the company through work training.
3. Job training has a positive and significant effect on employee quality with an original sample value of 0.590 and p values of 0.000. This means that job training provides good and positive value to employee quality. With the implementation of good job training, it will improve employee performance and quality in general.
4. Employee quality has a positive and significant effect on employee performance with an original sample value of 0.511 and p values of 0.000. This means that if employee quality increases, employee performance will increase, if employee quality decreases, employee performance will also decrease.

Table 8. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Job Training -> Employee Quality -> Employee Performance	0.299	0.302	0.052	5,706	0.000

Source: Smart PLS 3.3.3

The results of indirect influence are as follows:

1. Job training has a positive and significant effect on employee performance through direct employee quality with the original sample results of 0.302 and p values 0.000. This means that employee quality is a mediating variable because it can influence job training on employee performance directly.

CLOSING

Conclusion

1. Job training has a positive and significant impact on employee performance at BPJS Ketenagakerjaan Branches throughout Medan Raya.
2. Job training has a positive and significant impact on the quality of employees at BPJS Ketenagakerjaan Offices Branches throughout Medan Raya.
3. Employee quality has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.
4. Job training has a positive and significant effect on employee performance through employee quality at BPJS Ketenagakerjaan Office Branches throughout Medan Raya.

Suggestion

1. Companies must maintain job training in the company by providing job training to employees in working to improve the quality of the company's human resources by conducting job training.
2. The company must maintain the quality of employees in working well and safely. With maximum employee work quality will improve the company's performance in general.
3. Employee performance in the company must be improved, with employee performance because if employee performance increases, company performance will increase and provide great benefits for the company by increasing company performance.

REFERENCES

- Adhari, I. Z. (2020). *Optimalisasi Kinerja Karyawan Menggunakan Pendekatan Knowledge Management & Motivasi Kerja*. Pasuruan: Qiara Media.
- Anggraini, E. I. (2019). *Pengaruh Kualitas Produk Dan Harga Terhadap Keputusan Pembelian (Survei Pada Pembeli Yang Juga Menggunakan Kosmetik Wardah Di Counter Wardah Matahari Department Store Malang Town Square)*.
- Ayal, A., Tewal, B., & Trang, I. (2019). *Pengaruh Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Di Kantor Kecamatan Sonder*. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*.
- Bridge, (2014). *Demi Pekerja Yang Lebih Sejahtera*, *Majalah BPJS Ketenagakerjaan*.
- Budiman, A., Yulianto, E., & Saifi, M. (2020). *Pengaruh E-Service Quality Terhadap E-Satisfaction Dan E-Loyalty Nasabah Pengguna Mandiri Online*. *Profit: Jurnal Administrasi Bisnis*.
- Ghozali, Imam. 2014. *Aplikasi Analisis Multivariate dengan Progran IBM SPSS 21 Update PLS Regresi*. Semarang: Universitas Diponegoro.
- Hair, et al. (2017). *A Primer on Partial Least Squares Equation Modeling (PLS-SEM)*
- Lubis, W. S. (2019). *Pengaruh Quality Of Work Life (Qwl), Organizational Citizenship Behavior (Ocb), Motivasi dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT Socfin Indonesia (Socfindo) di Medan*. Skripsi: Universitas Sumatera Utara Medan.

- Mawu, Kendra S., Bernhard Tewal, and Mac Donald Walangitan. 2018. Pengaruh Kualitas Kehidupan Kerja dan Kepuasan Kerja terhadap Produktivitas Kerja Pegawai Kantor Sekretariat Daerah Kabupaten Minahasa Tenggara (Jurnal EMBA) September Vol. 6 No. 4.
- Sekaran, Uma. (2014). *Research Methods For Business*. Jakarta: Salemba Empat.
- Wahyuningsih, S. (2019). Pengaruh pelatihan dalam meningkatkan produktivitas kerja karyawan. *Warta Dharmawangsa*, 13(2).