

THE INFLUENCE OF HR QUALITY ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE FOR BPJS EMPLOYEES IN THE SUMBAGUT AND REGIONAL OFFICES RANGE OF BRANCH ALL OFFICES MEDAN RAYA

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Abstract

This study aims to see the effect of HR quality on performance through job satisfaction by conducting research using associative quantitative research, where the research is in the BPJS Ketenagakerjaan office in the Sumbagut area and all branch offices in Medan, the employee population is 130 and the sample is 98 using the technique slovin to find samples. The research model used was path analysis and data collection techniques were questionnaires and surveys. Based on the results of the research that has been done and data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Job satisfaction has a positive and significant effect on performance, this can be proven in Path Coefficients with an original sample of 0.250 and P values $0.008 < 0.05$. HR quality has a positive and significant effect on job satisfaction, this can be proven in the Path Coefficients with an original sample of 0.699 and P values $0.000 < 0.05$. HR quality has a positive and significant effect on performance, this can be proven in the Path Coefficients with an original sample of 0.441 and P values $0.000 < 0.05$. Job satisfaction can be an intervening variable and has a significant positive effect. This can be proven in the Path Coefficients with an original sample of 0.174, P value $0.009 < 0.05$.

Keywords: HR Quality, Job Satisfaction, Performance

INTRODUCTION

Since January 1, 2014, the government has realized the mandate of Article 34 of the 1945 Constitution of the Republic of Indonesia, namely by implementing the National Social Security System (SJSN). The Social Security Administering Agency (BPJS) for Employment provides protection for workers to overcome certain risks and is administered using a social insurance mechanism. As a State-Owned Enterprise which operates in the field of social insurance, BPJS Employment, formerly known as PT Jamsostek (Persero), is the implementer of the Employment Social Security Law. In accordance with Law Number 40 of 2004 concerning the National Social Security System (SJSN) and Law Number 24 of 2011 concerning the Social Security Administering Body (BPJS), BPJS Employment is a non-profit legal entity. President Joko Widodo (Jokowi) requires BPJS Health membership as a condition for obtaining several public services. Starting from buying and selling land, Umrah and Hajj, to obtaining a driving license (SIM).

This obligation is stated in Presidential Instruction (Inpres) Number 1 of 2022 concerning Optimizing the Implementation of the National Health Insurance Program (JKN). Jokowi signed the regulations on January 6, 2022. In order to optimize implementation national health insurance program, increasing access to quality health services, and to ensure the sustainability of the national health insurance program," reads the regulation, quoted by detikcom, Monday (21/02) The quality of Human Resources (HR) is

one of the factors to improve the performance of an organization or agency. Therefore, human resources are needed who have high competence because expertise or competence will be able to support increased employee performance. So far, many government agencies do not have employees with adequate competence, this is proven by the low productivity of employees and the difficulty of measuring employee performance within government agencies.

Job satisfaction is a very important factor in getting optimal work results. Employees who feel satisfaction at work will of course try as hard as possible with all their abilities to complete their work tasks, so that work performance can be achieved. According to Hasibuan (2015) job satisfaction is an emotional attitude of enjoying and loving one's work. This attitude is reflected in work morale, discipline and work performance. Confirmed by the opinion of Robbins (2016) job satisfaction is a general attitude and the level of a person's positive feelings towards their work. High job satisfaction is expected to make employees become more loyal to the organization, more motivated at work, feel happy at work, and in turn will increase productivity. Dissatisfied employees tend to avoid duties and responsibilities, which will disrupt the process of achieving organizational goals. Dissatisfied employees often avoid work and are more likely to resign. Satisfied employees have better health, live longer, and that job satisfaction will carry beyond the organization. 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. which will disrupt the process of achieving organizational goals. Dissatisfied employees often avoid work and are more likely to resign. Satisfied employees have better health, live longer, and that job satisfaction will carry beyond the organization.

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. The phenomenon that occurs among Bpjs Ketenagakerjaan employees in the Sumbagut Regional Office and Branch Offices in Medan is that the quality of human resources is not good, making the performance of quality employees suffer. The presence of poor-quality human resources makes job satisfaction for those who have good human resources less enthusiastic about working. because the work took a long time to complete.

LITERATURE REVIEW

Quality of HR

According to Hasibuan (2015) human resources are the integrated abilities of an individual's thinking power and physical power. Their behavior and traits are determined by their heredity and environment. According to Rahardjo (2014), the quality of human resources is only determined by aspects of skills or physical strength, but is also determined by education or level of knowledge, experience or maturity, attitudes and values.

Human resource quality indicators

According to Rahardjo (2014) it is as follows:

1. Intellectual Qualities (Knowledge and Skills) include:
 - a) Have knowledge and skills in the field of science and technology in line with the demands of industrialization.
 - b) Have knowledge of languages, including national languages, regional languages and at least lack of one foreign language.
2. Education
 - a) Have educational abilities at a higher level.
 - b) Have a level of variety and quality of education and skills that are relevant to pay attention to the dynamics of employment at the local, national and national levels international.

Job satisfaction

According to Gibson (2013) job satisfaction is a positive or pleasant emotional statement as a result of an assessment of a person's work experience or job. This statement means that job satisfaction is a positive or enjoyable emotion resulting from an assessment of a person's work or work experience. According to Hasibuan (2014) job satisfaction is an emotional attitude that is pleasant and loves one's job.

Job Satisfaction Indicators

According to Hasibuan (2014) indicators of job satisfaction is:

- a. discipline,
- b. work morale, and
- c. small turnover

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. According to Robbins (2016), performance is a result achieved by employees in their work according to certain criteria that apply to a job.

Employee Performance Indicators

According to Robbins (2016) employee performance indicators. is:

- a. Work quality;
- b. Quantity;
- c. Punctuality;
- d. Effectiveness;
- e. Independence.

METHOD

This type of research can be classified as casual associative quantitative research. According to (Sugiyono 2013) quantitative research is used to examine populations or

samples. Sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The research location was carried out at BPJS Employment in the Sumbagut Regional Office and Branch Offices throughout Medan Raya.

According to Sugiyono (2013) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was 130 employees. Sampling was carried out using the Slovin formula.as follows:

$$\begin{aligned}n &= N / (1 + (N \times e^2)) \\&= 130 / (1 + (130 \times 0.05^2)) \\&= 130 / (1 + (130 \times 0.0025)) \\&= 130 / (1 + 0.325) \\&= 130 / 1.325 \\&= 98\end{aligned}$$

According to Sugiyono (2013), in quantitative research, data is obtained from various sources using various data collection techniques and is carried out continuously until the data is saturated. The source of data obtained by the author uses primary data. According to Riduwan (2013) data collection techniques are methods that researchers can use to collect data. A questionnaire is a written question that is used as a form of obtaining information from several respondents with the aim of finding out the characteristics of the respondent and their personality as well as getting information that the respondent knows.

This analysis is used involving two or more independent variables, namely the dependent variable (Y) and independent variables (X, Z and Y). In this research, Path Analysis is used to prove the influence of HR Quality on Performance through Job Satisfaction. The regression equation is:

$$\begin{aligned}Z &= a + b_1X + e \\Y &= a + b_2X + b_3Z + e\end{aligned}$$

Where:

Y = Performance

Z = Job Satisfaction

X = Quality of HR

b₁ = HR Quality coefficient

b₂ = HR Quality coefficient

b₃ = Job Satisfaction coefficient

a = constant

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.

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, 2012). 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, 2013).

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, 2012).

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, 2012). The R² value is generally between 0 and 1.

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, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) 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:

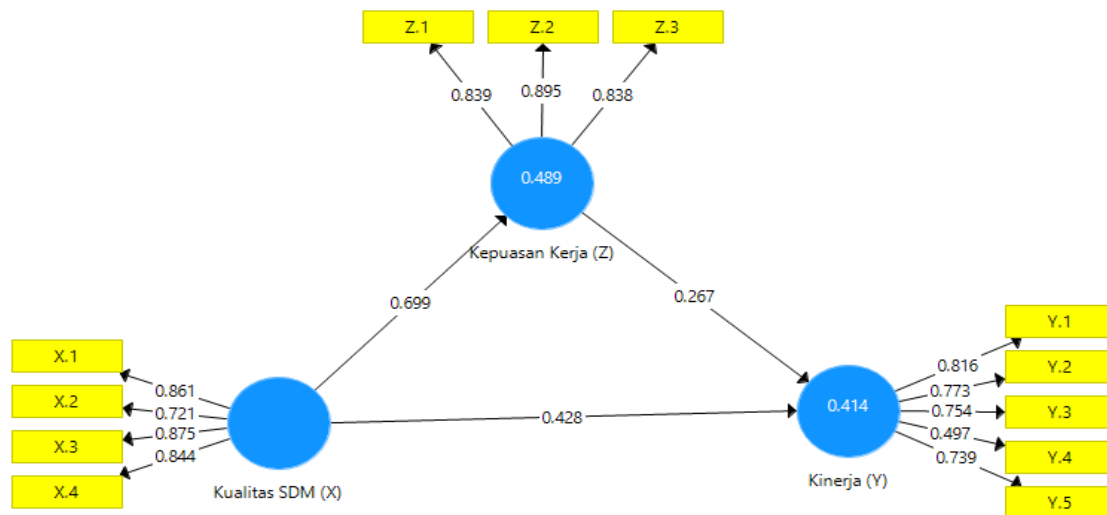


Figure 1. Oder Model Stage 1

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings Stage 1

Table 1. Outer Loadings stage 1

	Job Satisfaction (Z)	Performance (Y)	HR Quality (X)
X.1			0.861
X.2			0.721
X.3			0.875
X.4			0.844
Y.1		0.816	
Y.2		0.773	
Y.3		0.754	
Y.4		0.497	
Y.5		0.739	
Z.1	0.839		
Z.2	0.895		
Z.3	0.838		

Source: Smart PLS 3.3.3

In table 1 above, indicator Y.4, has a loading factor < 0.7, meaning that the indicator is an invalid indicator while measuring the construct and must be deleted and will be

recalculated without the Y.4 indicator to find out whether the indicator is deleted. Y.4 will create valid data and stage 2 calculations will be carried out as follows:

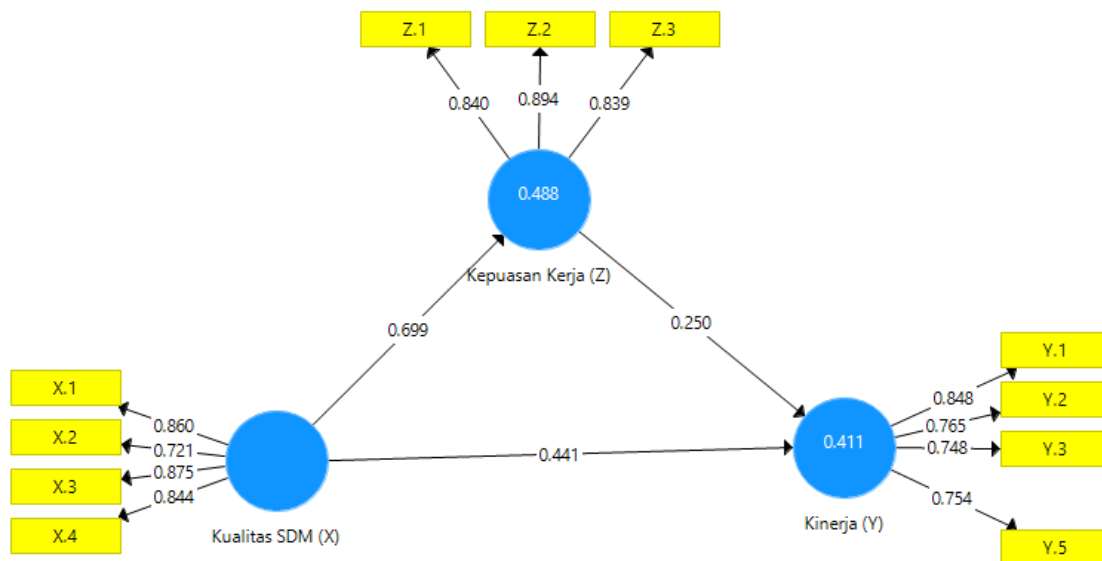


Figure 2. Outer Model Stage 2

Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings Stage 2

Table 2. Outer Loadings stage 2

	Job Satisfaction (Z)	Performance (Y)	HR Quality (X)
X.1			0.860
X.2			0.721
X.3			0.875
X.4			0.844
Y.1		0.848	
Y.2		0.765	
Y.3		0.748	
Y.5		0.754	
Z.1	0.840		
Z.2	0.894		
Z.3	0.839		

Source: Smart PLS 3.3.3

Table 2 above shows that the stage 2 assessment shows that the loading factor results are > 0.07 , meaning that all indicators are valid after indicator Y.4 was removed because it was invalid, so the number of indicators now is 11 indicators. After the loading factor is valid, further research can be carried out. This means that all indicators are valid indicators for measuring the construct.

2. Discriminate Validity

The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 3. Discriminant Validity

	Job Satisfaction (Z)	Performance (Y)	HR Quality (X)
X.1	0.678	0.503	0.860
X.2	0.439	0.453	0.721
X.3	0.541	0.540	0.875
X.4	0.626	0.537	0.844
Y.1	0.575	0.848	0.596
Y.2	0.412	0.765	0.422
Y.3	0.365	0.748	0.428
Y.5	0.339	0.754	0.440
Z.1	0.840	0.390	0.510
Z.2	0.894	0.486	0.644
Z.3	0.839	0.541	0.627

Source: Smart PLS 3.3.3

In table 3 above, the indicators for the research variables have a cross loading value that is greater than the cross-loading value for the other variables. The cross-loading value for the Job Satisfaction variable is greater than the other variables, for the cross loading value for the HR Quality variable is greater than other variables, for the cross loading value for the Performance variable is greater than the variable, meaning the cross loading value is discriminantly valid.

3. Composite reliability

A construct is said to be reliable if the composite reliability value is above 0.60. And Cronbach's alpha is above 0.7. The following describes the construct results for each variable, namely HR Quality, Job Satisfaction and Performance with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0.822	0.893	0.736
Performance (Y)	0.787	0.861	0.608
HR Quality (X)	0.845	0.896	0.685

Source: Smart PLS 3.3.3

Table 4 above shows that the Average Variance Extracted (AVE) for each variable, namely HR Quality, Job Satisfaction and Performance, has a construct > 0.50 , meaning all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value > 0.60 . These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality.

Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70 , thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So you can It was concluded that the indicators used in this research had high discriminant validity in compiling their respective variables.

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:

Table 5. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.488	0.483
Performance (Y)	0.411	0.398

Source: Smart PLS 3.3.3

Based on the table above, it shows that the R Square value for the Job Satisfaction variable is 0.488. These results explain that the percentage of Job Satisfaction is 48.8%. This means that the HR Quality variable influences Job Satisfaction by 48.8% and the remaining 51.2% is influenced by other variables. Meanwhile, the R Square value for the Performance variable is 0.411. These results explain that the percentage of Job Satisfaction is 41.1%. This means that the HR Quality and Job Satisfaction variables influence performance by 41.1% and the remaining 58.9% is influenced by 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 6. Model Fit

	Saturated Model	Estimation Model
SRMR	0.082	0.082
d_ULS	0.441	0.441

	Saturated Model	Estimation Model
d_G	0.191	0.191
Chi-Square	109,633	109,633
NFI	0.801	0.801

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 6 below show that the NFI value of 0.801 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

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 results of Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Job Satisfaction (Z) -> Performance (Y)	0.250	2,674	0.008	Accepted
HR Quality (X) -> Job Satisfaction (Z)	0.699	13,707	0,000	Accepted
HR Quality (X) -> Performance (Y)	0.441	4,328	0,000	Accepted

Source: Smart PLS 3.3.3

Based on the table above, there is a direct influence from the 3 hypotheses and will be explained per hypothesis for H1: HR quality has a positive and significant effect on performance, as proven by the original sample value of 0.250 and p value $0.008 < 0.05$. For H2, HR quality has a positive and significant effect on Job Satisfaction with an original sample value of 0.699 with a p value of $0.000 < 0.05$. For H3, Job Satisfaction has a positive and significant effect on performance with an original sample value of 0.441 with a p value of $0.000 < 0.05$.

Table 8. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
HR Quality (X) -> Job Satisfaction (Z) -> Performance (Y)	0.174	2,621	0.009	Accepted

Source: Smart PLS 3.3.3

Based on the table above, it shows that the indirect influence between HR quality on Performance through Job Satisfaction is negative and significant, which means that hypothesis H4 is accepted and that Job Satisfaction is able to be an intervening variable and can have a positive effect. This shows that the presence of Job Satisfaction can improve Performance and shape the quality of Human Resources because without Job Satisfaction, the Quality of Human Resources has an effect on Performance.

CLOSING

Conclusion

1. Job satisfaction has a positive and significant effect on performance at the BPJS Employment Office in the Sumbagut Region and Branch Offices throughout Medan Raya.
2. HR quality influences job satisfaction positively and significantly at the BPJS Employment Office in the Sumbagut Region and Branch Offices throughout Medan Raya.
3. The quality of human resources influences performance positively and significantly at the BPJS Employment Office in the Sumbagut Region and Branch Offices throughout Medan Raya.
4. Job Satisfaction can be an intervening variable and have a significant positive effect at the BPJS Employment Office in the Sumbagut Region and Branch Offices throughout Medan Raya.

Suggestion

1. Organizations must be able to make employees feel satisfied with their work by approaching employees to make them comfortable in the place where they work.
2. Organizations must build focused employees to improve their work quality and skills for the good of the organization.
3. Organizations must improve employee performance by conducting training properly and correctly so that the training objectives are achieved.

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DOI: <https://doi.org/10.54443/sibatik.v2i10.1388>

