THE INFLUENCE OF HR QUALITY ON JOB SATISFACTION WITH JOB LOYALTY AS AN INTERVENING VARIABLE IN EMPLOYEES OF BPJS KETENAGAKERJAAN BRANCH MEDAN RAYA

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Abstract

This research aims to see how HR quality influences job satisfaction and influences job loyalty. This research was conducted at BPJS Employment Medan Raya Branch. The population used was 130 and the sample was made using the Slovin formula to 98 employees. The data source used is primary data and the data collection is questionnaires and surveys. The method used is associative and quantitative. The research model used is an analytical method. Research results: If HR Quality increases by 1%, Job Loyalty will increase by 1% and if HR Quality decreases, Job Loyalty will also decrease. If HR quality increases by 1%, Job Satisfaction will increase by 1% and vice versa, if HR quality decreases, Job Loyalty will decrease. If Job Loyalty increases by 1%, Job Satisfaction will increase by 1%. Conversely, if Job Loyalty decreases, Job Satisfaction will decrease. Indirectly, Job Loyalty influences HR Quality and Job Satisfaction in a positive and good way, as well as without loyalty, HR Quality can also influence Job Satisfaction positively.

***Keywords:** HR Quality, Job Loyalty, Job Satisfaction*

INTRODUCTION

Human resource development is very important in a company or organization and is important for the company's success in achieving its desired goals. Therefore, increasing human resource development is absolutely necessary. In the current era of globalization, quality human resources are very much needed and become the strength for companies to continue to progress and develop. Increasing human resource development must be planned as well as possible to obtain the expected results. To improve human resource development, training can be done. Before development is carried out, an analysis is needed to find out the methods and strategies needed by employees. Basically, Human resource development influences the performance of employees in carrying out their duties. In service companies, quality human resources are needed to support the company's business success. So that the understanding of the quality of human resources can be better understood, the researcher will present the opinions of several experts. Sedarmayanti (2007) argues that "Employee work quality is an employee who meets the qualitative requirements required by his job, so that he can actually complete the work. According to Pratiwi (2017), quality human resources are human resources that are able to create not only comparative value, but also competitive - generative - innovative value by using the highest energy such as intelligence, creativity, and imagination, no longer solely using brute energy such as raw materials, land, water, muscle energy, and so on. Danim stated in Pratiwi (2017) "The quality of human resources is resources that meet the criteria for physical and health quality, intellectual quality (knowledge and skills), and mental and spiritual quality (struggle)."

Job satisfaction is an important factor in every job. Job satisfaction is an affective or emotional side. As stated by Martoyo (2000), job satisfaction is an employee's emotional

state that occurs or does not occur at a meeting point between the value of remuneration for the employee's work and the organization and the level of remuneration that is desired by the employee concerned. According to Martoyo (2000), job satisfaction is basically a psychological aspect that reflects a person's feelings towards his work, he will feel satisfied with the suitability of his abilities, skills and expectations for the job he is facing. Wibowo (2013) a person definitely wants to get a job because by working he hopes to get rewards to support himself and his family. However, It often happens that just getting a reward is not enough. They want to get satisfaction from their work. Employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. This attitude of loyalty comes from a high awareness that employees and the company are two parties who need each other. So, employee loyalty is employee loyalty to the company. Loyalty comes from the word loyal which means faithful. Loyalty in a company can be interpreted as an employee's loyalty to the company. Syadam (2010) said that loyalty is employee loyalty to the company which will create a sense of responsibility. They want to get satisfaction from their work. Employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. This attitude of loyalty comes from a high awareness that employees and the company are two parties who need each other. So, employee loyalty is employee loyalty to the company. Loyalty comes from the word loyal which means faithful. Loyalty in a company can be interpreted as an employee's loyalty to the company. Syadam (2010) said that loyalty is employee loyalty to the company which will create a sense of responsibility. They want to get satisfaction from their work. Employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. This attitude of loyalty comes from a high awareness that employees and the company are two parties who need each other. So, employee loyalty is employee loyalty to the company. Loyalty comes from the word loyal which means faithful. Loyalty in a company can be interpreted as an employee's loyalty to the company. Syadam (2010) said that loyalty is employee loyalty to the company which will create a sense of responsibility. Employee loyalty is needed so that employees can work not only for themselves but also for the interests of the company. This attitude of loyalty comes from a high awareness that employees and the company are two parties who need each other.

This loyalty is reflected in the employees' willingness to protect and defend the organization inside and outside of work from being undermined by irresponsible people. There are many factors that cause a decline in employee loyalty, including the desire to get a better job and have a more promising career path. Indications of the causes of decreasing levels of employee loyalty are several things such as increasing absenteeism, starting to become lazy at work, increasing violations, increasing resistance to superiors and high levels of employee turnover in a company.

LITERATURE REVIEW
Quality of HR
According to Rahardjo (2016) explains the meaning of Human Resource Quality, namely: "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. ". Based on the definition above, it can be concluded that Human Resources are individuals or what is referred to as labor, employees, human potential who work for the organization. Talking about the issue of quality of human resources, of course there are benchmarks that we can use as benchmarks or comparisons so that we can know and determine quality people. With these limits and benchmarks, it can be used as a basis for determining a person's personal qualities.

Human Resources Quality Indicators
According to Rahardjo (2016), the indicators of human resource quality are as follows:
1. Intellectual Qualities (Knowledge and Skills) Include:
    a) Have knowledge and skills in the field of science and technology in accordance with industrialization guidelines.
    b) Have knowledge of languages, including national languages, regional languages and at least one foreign language.
2. Education
    a) Have educational abilities at a higher level.
    b) Have a variety and quality of education and skills that are relevant by taking into account the dynamics of employment at local, national and international levels.

Job satisfaction
Job satisfaction as expressed by Kreitner (2015) is effectiveness or emotional response to aspects of work. This definition means that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects." 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 Rivai (2013), job satisfaction is "a result felt by employees".

Job Satisfaction Indicators
According to Kreitner (2015), indicators of job satisfaction are as follows:
1) Satisfaction with salary, the amount of salary received is in accordance with the workload and is evenly distributed with other employees in the organization.
2) Satisfaction with supervision depends on the superior's ability to provide technical assistance in motivating."

Work 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. Rivai (2015) believes that

loyalty to a company is an attitude, namely the extent to which an employee identifies with the workplace they are working in with the desire to work and try their best.

Loyalty Indicator
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) Employees' 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
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 location of the research was carried out at the BPJS Employment Office, Medan Raya Branch.

According to Sugiyono (2013), 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." Based on research, the target population was 130 employees by drawing samples using the Slovin technique. Because the population is 130 employeesthen the researcher took samples using the Slovin formula with the following formula:

n= N/ (1+ (N x e2))
Sample = 130 / (1 + (130 x 0.052))
Sample = 130 / (1 + (130 x 0.0025))
Sample = 130 / (1 + 0.325)
Sample = 130 / 1,325
Sample = 98

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 using one source includes the following: Primary data source. According to Riduwan (2015), the meaning of data collection techniques is: "Data collection methods are techniques or methods that can be used by researchers 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, Pahat Analysis is used to prove the extent of the influence of HR Quality on Job Satisfaction through Job Loyalty. The regression equation is:

$Z = a + b1X + e$
$Y = a + b2X + b3Z + e$

Where:
Y = Job Satisfaction
Z = Work Loyalty
X = Quality of HR
b1 = HR Quality coefficient
b2 = HR Quality coefficient
b3 = Work Loyalty coefficient
a = constant

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this study used 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, 2013). 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, 2013).

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:
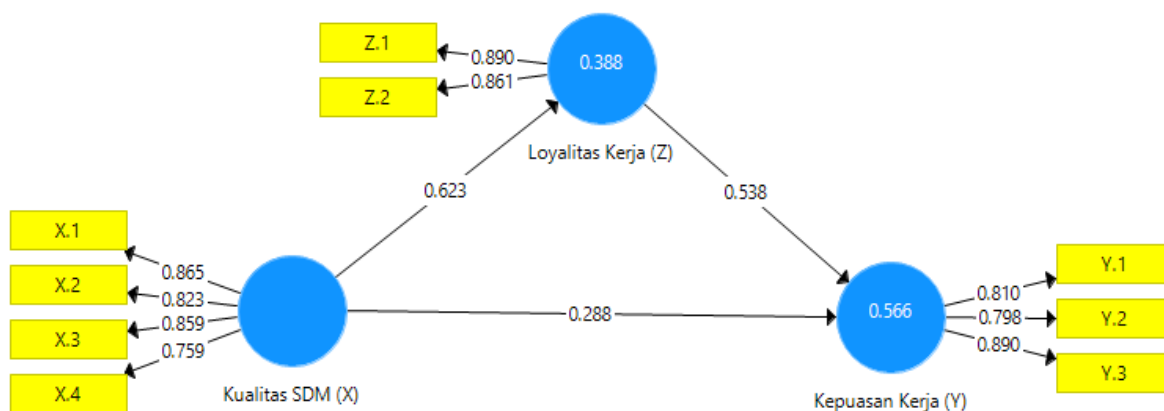

Figure 1. Outer Model
Source: Smart PLS 3.3.3

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

Table 1. Outer Loadings stages

	Job Satisfaction (Y)	HR Quality (X)	Work Loyalty (Z)
X.1		0.865	
X.2		0.823	
X.3		0.859	
X.4		0.759	
Y.1	0.810		
Y.2	0.798		
Y.3	0.890		
Z.1			0.890
Z.2			0.861

Source: Smart PLS 3.3.3

In the picture and table above, all loading factor indicators have a value > 0.7, meaning the indicator is a valid indicator because it is greater than 700 or 0.7.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. 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 2. Discriminant Validity

	Job Satisfaction (Y)	HR Quality (X)	Work Loyalty (Z)
X.1	0.543	0.865	0.532
X.2	0.457	0.823	0.444
X.3	0.538	0.859	0.528
X.4	0.517	0.759	0.545
Y.1	0.810	0.437	0.509
Y.2	0.798	0.459	0.564
Y.3	0.890	0.634	0.699
Z.1	0.636	0.605	0.890
Z.2	0.622	0.479	0.861

Source: Smart PLS 3.3.3

Table 2 above shows that 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 HR Quality variable is greater than the other variables, for the cross-loading value for the Job Loyalty Results variable is greater than the variable On the other hand, the cross loading value for the Job Satisfaction variable is greater than the other variables, which means the cross loading value is discriminantly valid.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Job Satisfaction, HR Quality, Work Loyalty 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 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Y)	0.782	0.872	0.695
HR Quality (X)	0.846	0.897	0.685
Work Loyalty (Z)	0.796	0.868	0.767

Source: Smart PLS 3.3.3

Based on table 3 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Work Quality, Job Loyalty and Job Satisfaction, 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 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Y)	0.566	0.557

Work Loyalty (Z)	0.388	0.382

Source: Smart PLS 3.3.3

Based on the table above, it shows that the R Square value for the Job Satisfaction variable is 0.566. These results explain that the percentage of Job Satisfaction is 56.6%. This means that the variables HR Quality and Work Loyalty influence Job Satisfaction by 56.6% and the remaining 43.4% is influenced by other variables. Meanwhile, the R Square value for the Loyalty variable is 0.388. These results explain that the percentage of Work Loyalty is 38.8%. This means that the HR Quality variable influences work loyalty by 38.8% and the remaining 61.2% 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 5. Model Fit

	Saturated Model	**Estimation Model**
SRMR	0.084	0.084
d_ULS	0.321	0.321
d_G	0.171	0.171
Chi-Square	102,480	102,480
NFI	0.769	0.769

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 0.769 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**
HR Quality (X) -> Job Satisfaction (Y)	0.288	2,986	**0.003**	**Accepted**

HR Quality (X) -> Work Loyalty (Z)	0.623	10,023	**0,000**	**Accepted**
Job Loyalty (Z) -> Job Satisfaction (Y)	0.538	5,709	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 6 above, it shows that of the three hypotheses that have a direct effect, all hypotheses are accepted, namely because the TStatistics value is > 1.96 and P-Values < 0.05, therefore the hypothesis can be accepted.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
HR Quality (X) -> Job Loyalty (Z) -> Job Satisfaction (Y)	0.335	5,194	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on the table above, from the indirect hypothesis, H4 variable Z (Work Loyalty) is able to become an intervening variable, which means indirectly that Work Loyalty is an intervening variable in this research.

CLOSING
Conclusion
Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows:
1. The quality of human resources has a positive and significant effect on work loyalty at BPJS Ketenagakerjaan Medan Raya Branch.
2. The quality of human resources has a positive and significant effect on job satisfaction at BPJS Employment Medan Raya Branch.
3. Loyalty has a positive and significant effect on job satisfaction at BPJS Employment Medan Raya Branch.
4. Work Loyalty is able to influence HR Quality on Job Satisfaction. Indirectly at BPJS Employment Medan Raya Branch, this means that Work Loyalty is an intervening variable.

Suggestion
1. Organizations must look for quality human resources to advance the organization quickly and precisely.

2. The loyalty given by employees to the organization must be maintained by being appreciated.
3. Employee performance that has increased must be maintained, while those that have not improved must be improved again.

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