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## The Effect of Job Training on Employee Performance Mediated by Employee Quality in The Employment BPJS Branch in Medan Raya

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### 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 BPJS Branch Office in Greater Medan which consists of BPJS Employment Medan City Branch Office, Branch, North Medan, Tanjung Morawan 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

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## 1. INTRODUCTION

BPJS (Social Security Organizing Agency) Employment has functions and responsibilities including organizing and receiving participant registration, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security funds for the benefit of participants, collecting and managing data on social security participants, providing benefits and paying for health and health services in accordance with the provisions of the social security program and providing information on the implementation of social security programs to participants and the public. The main function of BPJS Employment is to organize work accident insurance programs, death insurance programs, pension insurance programs and old age insurance programs.

To achieve the objectives of BPJS Ketenagakerjaan, superior human resources are needed. Human resources are the power of human thought and work that is still stored in him, which needs to be explored, fostered, developed so that it can be utilized as well as possible for the welfare of human life. Human resources are potential human abilities consisting of the ability to think, communicate, act, and be moral to carry out activities. To find out the factors that affect employee performance.

According to Hasibuan, (2017), employee performance is a result obtained through work realized by an individual when carrying out a number of tasks delegated to him which is based on ability, experience and sincerity and also time. Based on the opinion expressed by Afandi (2018) Performance is the result obtained through work which can be realized by an individual or a group of individuals in a company in line with the authority and responsibility of each individual in an effort to realize the goals set by the organization legally, not violating the law and not acting against morals and ethics.

According to Herminal & Yolsek (2020) The performance of a calryalwaln is the action performed by a calryalwaln in carrying out the work given by the company or organization. Performance in carrying out a job is not an isolated thing, but always has to do with the qualifications and evaluations of the workers in a company and is influenced by the skills, abilities, and personal characteristics of the individual (Wicalksolnolet all., 2022), (Novia Ruth Silaen, 2021).

BPJS Employment in the formal sector and improving service quality depends on Corporate Culture and HR Competence. Likewise, organizational change can run successfully because of the readiness to change the individuals in it, and the readiness to change is influenced by the leadership style (Bridge, 2015: 8).

BPJS Ketenagakerjaan Sumbagut Regional Office fully realizes that HR is a very important element for the company and is seen as an asset that can improve company performance. Therefore, BPJS Ketenagakerjaan Sumbagut Regional Office 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. The demand for change is also faced by BPJS Ketenagakerjaan Sumbagut Regional Office Branch. 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.

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This situation requires all employees in the BPJS Ketenagakerjaan Sumbagut Regional Office to be ready for an increase in work capacity due to an increase in the number of participants supported by the use of technology, new products and policies that occur due to the transformation of BPJS Ketenagakerjaan.

## 2. LITERATURE REVIEW

### a. Job Training

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

Training is the process of encouraging employees to gain effectiveness in their current and future jobs through increased knowledge and skills (Flippo, 2016). Training is a field of education related to the learning process in enhancing employee skills outside of formal education procedures, where the period used is relatively short and the method emphasizes skill improvement (Anggereni, 2019), (Maryadi, 2019), (Supardi & Yusman, 2021).

The training indicators according to Wahyuningsih (2019) are, including:

#### 1) Training goals and objectives

Namely, it must be concrete funds that can be measured, therefore the training that will be held aims to improve work skills so that participants are able to achieve maximum performance and increase participants' understanding of the work ethics that must be applied.

#### 2) Training Materials

Training materials must be tailored to the objectives to be achieved, pelathan material can be, management (management), tat script, psychological work, work communication, discipline and work ethics, work leadership and work reporting.

#### 3) Training Methods

Training materials must be in accordance with the ability of employees who become participants, each employee has strengths and weaknesses, this is humane considering that no human is perfect. The training methods used are training methods with participatory techniques, namely group discussions, conferences, simulations, role playing and games, classroom exercises, tertiary, teamwork and study visits).

#### 4) Quality of Participants

The quality of participants is the Company's employees who meet the qualification requirements such as permanent employees and staff who receive leadership.

### b. Employee Quality

According to Lubis (2018) Work Quality is related to comfortable working conditions, pleasant work experiences and sufficient work involvement so that employees feel part of an organization. According to Anggraini (2019) Quality Of Work Life is a form of worker perception of the atmosphere and experience of workers in the scope of their work. According to Ayal (2019) Quality of Work Life is a process by which organizations respond to employee needs by

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developing mechanisms to allow employees to provide full advice and participate in making decisions and managing their work life in a company.

Quality of Work Indicators According to Mawu (2018) Quality of Work Life can be measured through the following indicators:

1) Appropriate and fair compensation

The award of employee energy which is manifested as a result of production, or a service that is considered the same for it, which is in the form of money, with a certain guarantee in each week or month. Also related to the suitability of salary with adequate social standards or subjective standards of the recipient.

2) 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 lighting in a good work environment, and free of pollution.

3) Opportunities to use and develop workers' abilities

The extent to which the work carried out by employees provides opportunities for employees to use and develop all the abilities and skills they have and whether the work provides challenges for them to be fully involved. Opportunities for growth and development also include the opportunity to take part in training and continuing education as an effort to take part in training and continuing education as an effort to develop the ability to do the job.

4) 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. Whether employees achieve personal identity and self-confidence due to a workplace free from prejudice, egalitarianism, upward mobility, a supportive main group, a sense of community among the group, and also a feeling of openness among employees.

5) 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 of privacy. There may be many variations to expand this definition, including an organizational culture that values privacy, tolerates differences and the opportunity to express opinions, as well as equality in the distribution of rewards from the organization.

### c. Employee Performance

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

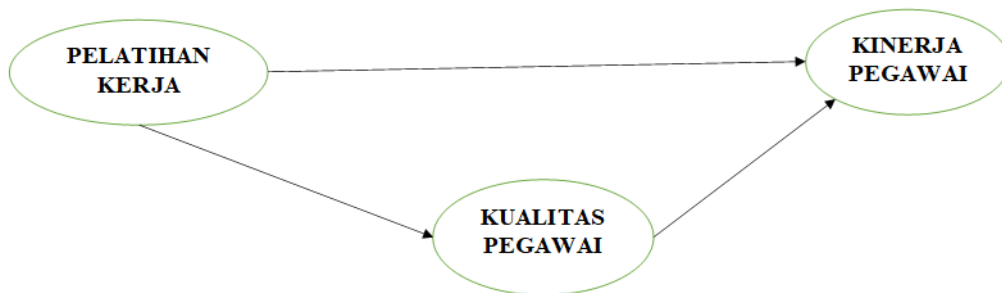
According to Yulianto (2020) there are five indicators used to measure the performance of an employee, these indicators include:

1) Quality, namely the quality of employee work is measured through employee perceptions of quality / perfection which describes the skills and abilities of employees.

- 2) Quantity, which is the amount produced expressed in terms such as number, unit, number of activity cycles completed
- 3) Timeliness, is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for activities
- 4) Effectiveness, is the degree to which organizational resources (manpower, money, technology, raw materials) are used.
- 5) Independence, is the ability of employees to carry out their work functions

**d. Conceptual Framework**

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



**Figure 1. Research Conceptual Framework**

**e. Research Hypothesis**

Based on the formulation of the problem, literature review and conceptual framework previously described and described, the hypotheses proposed in this study are as follows:

- H<sub>1</sub>: Job Training has a positive and significant effect on Employee Quality at BPJS Employment Branches throughout Greater Medan.
- H<sub>2</sub>: Job Training has a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Cabang Se- Medan Raya.
- H<sub>3</sub>: Employee Quality has a positive and significant effect on Employee Performance at BPJS Ketenagakerjaan Cabang Se-Medan Raya.
- H<sub>4</sub>: Job Training has a positive and significant effect on Employee Performance through Employee Quality at BPJS Ketenagakerjaan Cabang Se-Medan Raya.

**3. RESEARCH METHOD**

**a. Type of Research**

The type of research that researchers use is quantitative research. According to Sugiyono (2010) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with

the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and for the Effect of Job Training on Employee Performance Mediated by Employee Quality at BPJS Employment Medan Raya Branch.

**b. Research Location and Research Time**

The research location was conducted at BPJS Employment Medan Raya Branch with the following details:

**Table 1. Research Location and Research Time**

No	Branch Name	Branch Address	Population
1	BPJS Medan kota	Jl. Kapten Patimura No.334, Darat, Kec. Medan Baru, Medan City, North Sumatra 20153	20
2	BPJS North Medan	Jl. Marelان Raya No.108, Tanah Enam Hundred, Kec. Medan Marelان, Medan City, North Sumatra 20245	20
3	BPJS Tj. Morawa	Jl Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra 20362	20
4	BPJS Binjai	Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Kec. Binjai Tim., Binjai City, North Sumatra 20351	20
Total			80

The research was conducted over a period of 3 months.

**c. Population and Sample**

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Medan Raya Branch, totaling 80 employees (saturated sample).

**d. Source of Research Data**

The data source used in this research is primary data.

**e. Definition of Research Variable Operations**

Table 2. Operational Definition of Variables

Variable Type	Definition	Indicator
<b>Job Training (X)</b>	According to Wahyuningsih (2019) states that training is a process to improve employee competence and can train	The training indicators according to Wahyuningsih (2019) are, including: <ul style="list-style-type: none"> <li>• Training goals and objectives</li> </ul>

	employees' abilities, skills, expertise and knowledge to carry out work effectively and efficiently to achieve goals in a company.	<ul style="list-style-type: none"> <li>• Training Materials</li> <li>• Training Methods</li> <li>• Quality of Participants</li> </ul>
<b>Employee Quality (Z)</b>	According to Mawu (2018) Work Quality is related to comfortable working conditions, pleasant work experiences and sufficient work involvement so that employees feel part of an organization.	<p>Quality of Work Indicators According to Mawu (2018) Quality of Work Life can be measured through the following indicators:</p> <ul style="list-style-type: none"> <li>• Appropriate and fair compensation</li> <li>• Safe and healthy work environment</li> <li>• Opportunities to use and develop workers' abilities</li> <li>• Social interaction in the workplace</li> <li>• Employee rights in the office</li> </ul>
<b>Employee Performance (Y)</b>	Yulianto (2020) says that employee performance is the result produced by certain job functions or activities in certain jobs during a certain period of time, which shows the quality and quantity of the work.	<p>According to Yulianto (2020) there are five indicators used to measure the performance of an employee, these indicators include:</p> <ul style="list-style-type: none"> <li>• Quality</li> <li>• Quantity</li> <li>• Timeliness</li> <li>• Effectiveness</li> <li>• Independence</li> </ul>

**f. Data Analysis Technique**

Data analysis in this study used 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 powerful analysis method because it is not based on many assumptions.

**g. Measurement Model (Outer Model)**

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

- 1) Validity Test
  - a) Convergent Validity
  - b) Discriminant Validity
- 2) Reliability Test

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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).

#### **h. Structural Model (Inner Model)**

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To generate inner model test values, the step in SmartPLS is 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 relevance and t-test and significance of the structural path parameter coefficients with the following explanation:

##### **1) Coefficient of Determination / R Square (R<sup>2</sup>)**

In assessing the model with PLS, we start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The R<sup>2</sup> value is generally between 0 and 1.

##### **2) Predictive Relevance (Q<sup>2</sup>)**

This test is used to measure how well the observed value is generated by the model and also the parameter estimate. If the Q<sup>2</sup> value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

##### **3) t-Statistic**

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

##### **4) Path Coefficient (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 positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

## **4. RESULTS AND ANALYSIS**

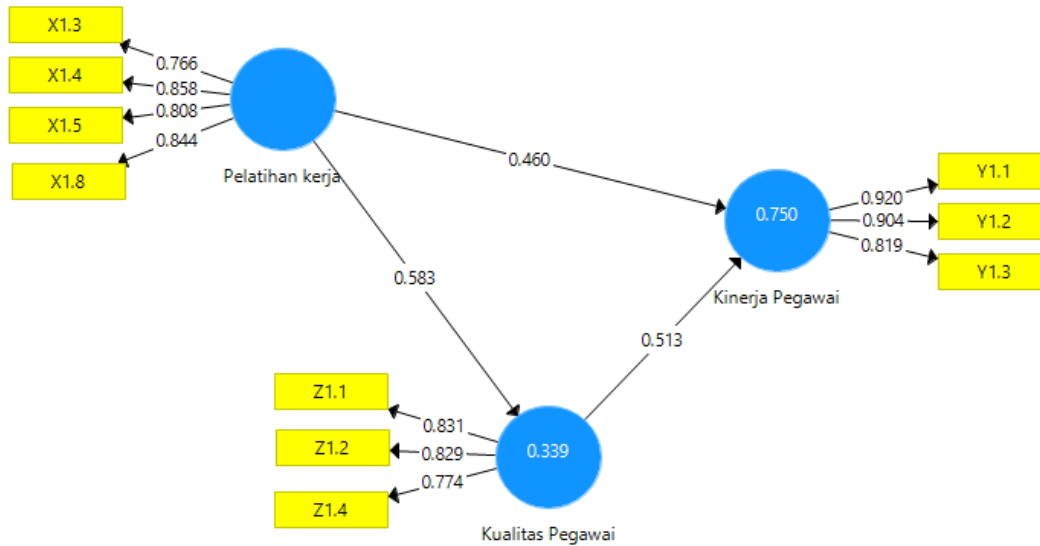
### **a. Outer Model Analysis**

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test 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 limit of the Average Variance Extracted value (AVE) is 0.5, if above this 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 variable construct with a value > 0.7. The structure model in this study is shown in the following figure:



**Figure 2. Outer Model Analysis**

Smart PLS output for loading factors provides results in the following table: Outer Loadings  
 In this study there is an equation and the equation consists two substructures for sub structure 1.

$$Z = b1X1 + e1$$

$$Z = 0.583 + e1$$

For substructure 2

$$Y = b1X1 + b1Z + e2$$

$$Y = 0.460X1 + 0.513 + e2$$

**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	

In the table above, the value of each variable is stated that the indicators in each variable are 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 further research.

**2) Discriminat Validity**

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct The following table shows the results of cross loading from validity testing as follows:

Table 4. Discriminat Validity

	<b>Employee Performance</b>	<b>Employee Quality</b>	<b>Job Training</b>
<b>Employee Performance</b>	0.882		
<b>Employee Quality</b>	0.781	0.812	
<b>Job Training</b>	0.759	0.783	0.820

Source: Smart PLS 3.3.3

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research 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 it is below 0.60 and 0.7 then it is not reliability 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

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

Source: Smart PLS 3.3.3

In table 3 above, it can be seen that in the Cronbach alpha column there is a value for each variable 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 that 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 has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

**b. Inner Model Analysis**

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

Coefficient of Determination (R<sup>2</sup>)

At the next stage, namely evaluating 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

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Employee Performance</b>	0.750	0.744
<b>Employee Quality</b>	0.739	0.731

Source: Smart PLS 3.3.3

There is an R square value of the work performance variable with an R square value of 0.744 and if it is percentageed by 74.4%, meaning that the effect of transactional leadership variables and organizational commitment on work performance is 74.4% and the remaining 25.5% is in other variables. The R square value of the organizational commitment variable is 0.731 and if it is percented by 73.1%, it means that the effect of the transactional leadership variable and employee performance on organizational commitment is 73.1% and the remaining 26.9 on other variables.

**c. Hypothesis Testing**

After assessing the inner model, the next thing is to assess the connection between idle builds as speculated in this review. Testing the speculations in this review is done by looking at the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Road Coefficient:

Table 7. Hypothesis Testing

<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
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<b>Employee Quality -&gt; Employee Performance</b>	0.513	0.511	0.062	8.312	<b>0.000</b>
<b>Job Training -&gt; Employee Performance</b>	0.460	0.463	0.056	8.211	<b>0.000</b>
<b>Job Training -&gt; Employee Quality</b>	0.583	0.590	0.068	8.515	<b>0.000</b>

Source: Smart PLS 3.3.3

The direct research results above will be explained 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 is able to make or improve employee performance, because a person's job training makes that person have the expertise to work and provide the best value for the company with job training....
2. 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 the performance and quality of employees in general.
3. 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 the quality of employees increases, employee performance will increase if the quality of employees decreases, employee performance will also decrease.

**Table 8. Path Coefficients (Indirect Effect)**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Job Training -&gt; Employee Quality -&gt; Employee Performance</b>	0.299	0.302	0.052	5.706	<b>0.000</b>

Source: Smart PLS 3.3.3

The results of the indirect effect above can be explained as follows:

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

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## 5. CONCLUSION

Based on the research results above, the following conclusions are drawn:

- a. Job training has a positive and significant effect on employee performance at the BPJS Employment Branch in Greater Medan.
- b. Job training has a positive and significant effect on the quality of employees at the BPJS Employment Branch Office Se-Medan Raya.
- c. Employee quality has a positive and significant effect on employee performance at the BPJS Employment Branch Office Se-Medan Raya.
- d. Job training has a positive and significant effect on employee performance through employee quality at the BPJS Employment Branch Office Se-Medan Raya.

### Suggestion

After drawing conclusions on the results, the researcher makes suggestions for the company as follows:

1. The company must maintain job training in the company by making job training for employees at work 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 properly and safely. With the maximum quality of employee work, it will improve company 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 to the company with improved company performance.

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