The Influence of Human Resource Quality on Organizational Commitment with Work Motivation as A Variable Intervening in BPJS Employment, Aceh Province

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Abstract
This research analyzes the influence of HR Quality on Organizational Commitment with Work Motivation as an intervening variable. This type of research can be classified as casual associative quantitative research. The population used was 108 employees and the sampling technique used was a saturated sampling technique because the researcher wanted to use the entire population as a sample. The data source used is a primary data source and the data collection carried out is distributing questionnaires and surveys. The research model used is Pahat analysis and the measuring instrument used is Smart PLS 3.3.3 The results of this research are as follows: for H1 Quality HR has a positive and significant effect as proven by the original sample value of 0.243 and p value 0.041 < 0.05. For H2 HR quality has a positive and significant effect on work motivation with the original sample value of 0.426 with p value 0.000 < 0.05. For H3 work motivation has a negative and significant effect towards Organizational Commitment with an original sample value of -0.479 with an ap value of 0.000 <0.05. Work Motivation is able to be a negative and significant intervening variable, which means that indirectly Work Motivation is able to influence HR Quality on Organizational Commitment but negatively as proven by the original sample results of -0.204 with ap value of 0.000.

Keywords	*HR Quality, Work Motivation, Organizational Commitment*

INTRODUCTION

Human resources are really needed in life to adapt to too much work in the organization and companies really need human resources to run the organizational system well. Every organization has its own work system which requires employees to adapt quickly. Human resources, meaning employees with employees of all jobs and work divisions will be filled. This is the function of human resources. Human resources can run well if wages and benefits are provided well so that human resources will be committed to the organization. Human Resources (HR) are the most important thing in an organization. Humans are interconnected with one another and it is difficult to understand differently from a machine. Problems related to machines will be easy to fix, but if the problem is related to employees or humans, there must be a special strategy and understanding to research. Getting employees who are suitable for an organization or agency will not be easy, therefore employees will work optimally to improve performance if their needs are met. In the current economic situation, every organization must strive to increase efficiency, effectiveness and productivity in all areas. To make this happen, it is hoped that every employee will contribute to the organization by doing their work well to achieve maximum labor productivity for the organization.

Improving the quality of human resources (HR) in Indonesia is currently the government's focus. Various state sector links, from government elites to remote villages, are always innovating to drive programs related to human resource development. Education,

in this case as a sub-system within a country, is the most important part in shaping the quality of human resources for a nation. A good education system will produce quality people so that it can make the country a developed country. However, on the contrary, if the education system fails to produce quality resources, then the country will become a backward country and will struggle to develop. The government's role in efforts to improve the quality of Indonesian human resources cannot be separated from the private sector and society. The relationship between the three is inseparable in improving equality and quality of education.

Based on Law No. 20 of 2003 concerning national education, which continues with the implementation of policies in providing quality basic education, this is the government's effort to realize quality education so that it is hoped that the quality of Indonesian human resources in the future can be better. Therefore, in order to realize and achieve good quality of education, the government has established eight National Education Standards. Organizational commitment is a description of employees identifying themselves with their organization and employees' willingness to continue working in the organization Wibowo (2014). Tania and Susanto (2013) stated that organizational commitment is seen as a value orientation towards the organization that shows individual thinking and prioritizes work and the organization. Organizational commitment is related to loyalty and loyalty as a bond between individuals and behavioral actions Salancik (1995) Commitment is related to work in various forms such as career, professional, organizational and so on. Organizational commitment reflects a form of identification, loyalty and order expressed by employees towards the organization Gibson (2009).

Motivation is a very important thing for the company to pay attention to if it wants every employee to be able to make a positive contribution to achieving company goals, because with motivation an employee will have high enthusiasm in carrying out their duties and responsibilities. The importance of motivation is because motivation is what causes, channels and supports human behavior so that they are willing to work hard and enthusiastically achieve optimal results. According to Edy Sutrisno, motivation is a factor that drives a person to carry out a certain activity. Motivation is often interpreted as a factor that drives human behavior. Meanwhile, work motivation is the driving factor or driving force for employees in a company to work. Work motivation can encourage employees to work hard so that it can increase employee work productivity and will have an impact on achieving company goals. The phenomenon that occurs in BPJS Employment in Aceh province is that there is still a lack of quality human resources, making work in the organization still have many obstacles and one of them is that there are still many employees who do not understand technology so they have to carry out regular training to be able to understand the technology used. Lack of human resources is also one of the factors causing late work for employees who have to juggle other work. There are still many employees who do their work without feeling committed to the organization, so they think that what is important is that they have worked, motivation is also rarely given because they are hampered by unfinished work. This is still finding a way out to shape the quality of human resources.

LITERATURE REVIEW

Quality of Human Resources

According to Hutapea and Nurianna (2018), the quality of human resources is a person's knowledge, skills and abilities that can be used to produce professional services. According to Wirawan (2015:) explains that: "Human resources are people who are referred to as managers, employees, employees, laborers or workers who work for the organization." A similar thing was conveyed by Eddy Soeryanto Soegoto (2014) who gave the definition, namely: "Human Resources are individuals in an organization who make valuable contributions to the achievement of organizational goals."

Human resource quality indicators

According to Hutapea and Nurianna (2018) indicators of human resource quality include:

1. Understanding the field of work. Having employees understand the field of work given by their superiors will make it easier for them to work.
2. Knowledge: Employees' knowledge in carrying out their assigned work tasks can make it easier for them to complete their work tasks.
3. Ability. Employees who have the ability to carry out various work tasks given will be more efficient at work.

Work motivation

Every organization certainly wants to achieve a goal. To achieve this goal, the role of humans in it is very important. To move people to be in line with what the organization wants, it is necessary to understand the motivation of the people who work within the organization, because this motivation influences the behavior of the people who work, or in other words, behavior is the simplest reflection of motivation. According to Sedarmayanti (2014), it is a willingness to expend a high level of effort towards organizational goals which is conditioned by the ability of that effort to meet individual needs.

Meanwhile, according to Adha (2019), theoretically motivation is formed because humans have categories of basic needs such as physiological, security, social, ego and self-realization needs. These needs form a hierarchy and each will be active if the lower needs have been met. According to Nurhidayah (2019), work motivation has a significant and positive influence on employee performance satisfaction.

Indicators of work motivation

According to Adha (2019), namely:

1. Physical Needs The need for supporting facilities that can be obtained at work, for example supporting facilities to make it easier to complete tasks in the office.
2. Need for security. These security needs include a sense of physical security, stability, dependence, protection and freedom from threatening feelings such as: fear, anxiety, danger.

3. Social needs. Needs that must be met are based on shared interests in society, these needs are met together, for example good interactions between people

4. The need for esteem The need for appreciation for what someone has achieved, for example the need for status, glory, attention, reputation.

5. The need for encouragement to achieve goals The need for encouragement to achieve something desired, for example motivation from leaders.

Organizational Commitment

According to Busro (2018) organizational commitment is a manifestation of a person's willingness, awareness and sincerity to be bound and always be within the organization which is illustrated by the amount of effort, determination and belief in achieving the shared vision, mission and goals. Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. Samsuddin (2018) The definition of organizational commitment is a promise (agreement/contract) to do something. Promises to ourselves or others that are reflected in our actions. Commitment is a complete confession, as a true attitude that comes from the character that comes from within a person. Utaminingsih (2014) Definition of Organizational Commitment as the relative strength of an individual's identification related to his involvement as a member of the organization, then this shows as a construct that influences individual behavior in the organization, which is interesting to study as are the concepts of job satisfaction, work involvement, career development, current commitment , and the intensity of employee turnover in an organization.

Organizational Commitment Indicators

According to Busro (2018) states that:

1. Affective Commitment includes:
    a) strong belief in and acceptance of the organization's values and goals,
    b) loyalty to the organization, and
    c) willingness to use efforts in the interests of the organization.

2. Continuous Commitment includes:
    a) calculate the benefits of remaining employed in the organization,
    b) calculate the losses if you leave the organization

3. Normative Commitment includes:
    a) willingness to work and
    b) responsibility for advancing the organization.

METHOD

This type of research can be classified as casual associative quantitative research. The location of the research was the BPJS Employment Office of Aceh Province.

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 the study was 108 employees and all

of this population was used as a sample (saturated sample). The
data source used is primary data. 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.

According to Gozali (2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions. The data also does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval and ratio scales can be used in the same model), the sample does not have to be large. Partial Least Square (PLS) can not only confirm the theory, but also explain whether or not there is a relationship between latent variables.

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, 2014). 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, 2014).

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 variable). 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, 2014). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2014) 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:
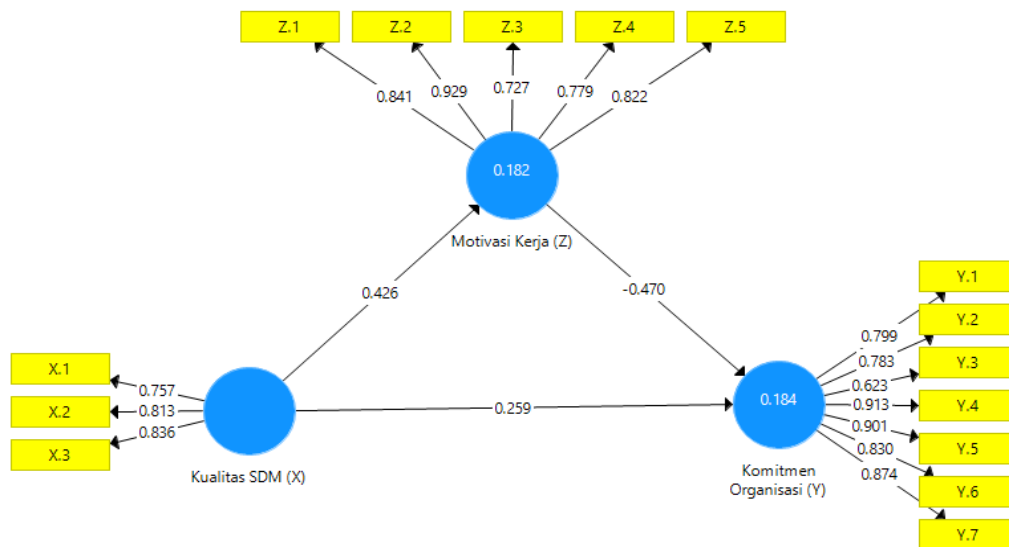

Figure 1. Outer Model Stage 1
Source: Smart PLS 3.3.3

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

Table 1. Outer Loadings stage 1

	Organizational Commitment (Y)	HR Quality (X)	Work Motivation (Z)
X.1		0.757	
X.2		0.813	
X.3		0.836	

Y.1	**0.799**		
Y.2	**0.783**		
Y.3	**0.623**		
Y.4	**0.913**		
Y.5	**0.901**		
Y.6	**0.830**		
Y.7	**0.874**		
Z.1			**0.841**
Z.2			**0.929**
Z.3			**0.727**
Z.4			**0.779**
Z.5			**0.822**

Source: Smart PLS 3.3.3

In Figure 1 and Table 1 above, the Y.3 indicator 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.3 indicator to find out whether deleting the Y.3 indicator will make the data valid, stage 2 calculations will be carried out as follows:
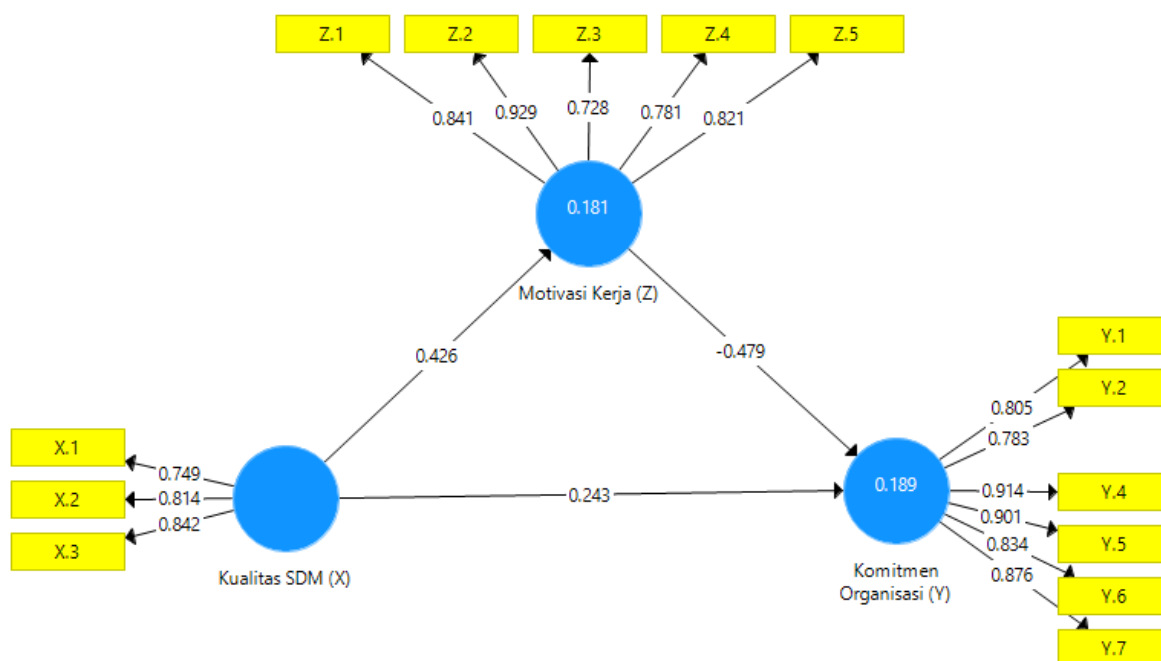

Figure 2. Outer Model Stage 2
Source: Smart PLS 3.3.3

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

Table 2. Outer Loadings stage 2

	Organizational Commitment (Y)	HR Quality (X)	Work Motivation (Z)
X.1		0.749	
X.2		0.814	
X.3		0.842	
Y.1	0.805		
Y.2	0.783		
Y.4	0.914		
Y.5	0.901		
Y.6	0.834		
Y.7	0.876		
Z.1			0.841
Z.2			0.929
Z.3			0.728
Z.4			0.781
Z.5			0.821

Source: Smart PLS 3.3.3

Table 2 above shows that the stage 2 assessment shows a loading factor result of > 0.07, meaning that all indicators are valid after indicator Y.3 was deleted because it was invalid so that the number of indicators now is 14 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

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 3. Discriminant Validity

	Organizational Commitment (Y)	HR Quality (X)	Work Motivation (Z)
X.1	0.197	0.749	0.340
X.2	0.034	0.814	0.246
X.3	-0.121	**0.842**	0.404
Y.1	0.805	0.035	-0.236
Y.2	0.783	-0.017	-0.293
Y.4	**0.914**	0.065	-0.341
Y.5	0.901	-0.004	-0.399

Y.6	0.834	0.027	-0.343
Y.7	0.876	0.095	-0.274
Z.1	-0.354	0.379	0.841
Z.2	-0.401	0.384	**0.929**
Z.3	-0.373	0.215	0.728
Z.4	-0.127	0.337	0.781
Z.5	-0.237	0.420	0.821

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 Organizational Commitment variable is greater than the other variables. The cross loading value for the HR Quality variable is greater than other variables, for the cross loading value for the Work Motivation variable is greater than the variable, meaning the cross loading value is Discriminately 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 Organizational Commitment, HR Quality and Work Motivation 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 table 4 below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment (Y)	0.925	0.941	0.729
HR Quality (X)	0.727	0.844	0.645
Work Motivation (Z)	0.879	0.912	0.677

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each variable, namely HR Quality, Work Motivation and Organizational Commitment, 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
Organizational Commitment (Y)	0.189
Work Motivation (Z)	0.181

Source: Smart PLS 3.3.3

Based on table 5 above, it shows that the R Square value for the Organizational Commitment variable is 0.189. These results explain that the percentage of Organizational Commitment is 18.9%. This means that the HR Quality and Work Motivation variables influence Organizational Commitment by 18.9% and the remaining 81.1% is influenced by other variables. Meanwhile, the R Square value for the Work Motivation variable is 0.181. These results explain that the percentage of Work Motivation is 18.1%. This means that the HR Quality variable influences work motivation by 18.1% and the remaining 81.9% 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	0.096	0.096

d_ULS	0.970	0.970
d_G	0.335	0.335
Chi-Square	206,607	206,607
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

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 7. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
HR Quality (X) -> Organizational Commitment (Y)	0.243	2,049	**0.041**	**Accepted**
HR Quality (X) -> Work Motivation (Z)	0.426	5,564	**0,000**	**Accepted**
Work Motivation (Z) -> Organizational Commitment (Y)	-0.479	6,841	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 7 above, there is a direct influence from 3 hypotheses and will be explained per hypothesis for H1: HR quality has a positive and significant effect as proven by the original sample value of 0.243 and p value 0.041 <0.05. For H2, HR quality has a positive and significant effect on motivation. Work with an original sample value of 0.426 with a p value of 0.000 < 0.05. For H3, work motivation has a negative and significant effect on Organizational Commitment with an original sample value of -0.479 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) -> Work Motivation (Z) -> Organizational Commitment (Y)	-0.204	4,529	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

Based on the table above, it shows that the indirect influence between HR quality on Organizational Commitment through Work Motivation is negative and significant, which means that hypothesis H4 is accepted and that Work Motivation is able to be an intervening variable and can have a negative effect. This shows that the presence of work motivation cannot increase commitment. organization and shaping the quality of Human Resources because without Work Motivation, the Quality of Human Resources has an effect on Organizational Commitment.

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. HR quality has a positive and significant effect on Organizational Commitment inAceh Province BPJS Employment Office.
2. The quality of human resources has a positive and significant effect on work motivation inAceh Province BPJS Employment Office.
3. Work Motivation has a negative and significant effect on Organizational Commitment inAceh Province BPJS Employment Office.
4. Work Motivation has a negative and significant effect on HR Quality inAceh Province BPJS Employment Office.

Suggestion

1. To improve the quality of human resources, organizations must have a monthly training system and hold a briefing after each training is completed.
2. When giving work motivation, make sure the person giving the motivation is really someone who has been successful and has achieved achievements to increase employee self-confidence.
3. To form organizational commitment to employees, they must pay full attention and communicate well, appreciate the work produced and provide constructive suggestions to employees.

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