The Effect Of Human Resource Quality And Work Motivation On Employee Commitment With Job Satisfaction As An Intervening Variable In Bank Indonesia Representative Offices North Sumatra Province

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Abstract

"HR" stands for "Human Resources". The term is generally used in the context of the management of an organization or company to refer to a department or function responsible for managing aspects related to human resources, such as recruitment, training, employee development, performance management, and personnel administration. Human resource management needs to be considered by the leadership of an organization or company in providing maximum service and satisfaction to the community, for that it requires skilled and reliable human resources. The results of this study are as follows: Job Satisfaction has a positive and significant effect on Employee Commitment with the original sample value of 0.303 and p values of 0.004. The quality of human resources has a positive and significant effect on Job Satisfaction with the original sample value of 0.459 and p values of 0.001. The quality of human resources had a positive and insignificant effect on Employee Commitment with the original sample value of 0.222 and p values of 0.052. Work Motivation had a positive and significant effect on Job Satisfaction with the original sample value of 0.443 and p values of 0.002. Work Motivation had a positive and significant effect on Employee Commitment with an original sample value of 0.370 and p values of 0.003. The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.139 and p values of 0.006. Work Motivation had a positive and insignificant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.134 and p values of 0.055.

Background

Human resources must be managed properly so that the effectiveness and efficiency of the organization increases, because human resources are one of the important factors in an organization as one of the functions in an organization known as human resource management. "HR" stands for "Human Resources". The term is generally used in the context of the management of an organization or company to refer to a department or function responsible for managing aspects related to human

resources, such as recruitment, training, employee development, performance management, and personnel administration. Human resource management needs to be considered by the leadership of an organization or company in providing maximum service and satisfaction to the community, for that it requires skilled and reliable human resources. One way to have skilled and reliable human resources is to seek a way to improve the performance of employees effectively and efficiently, so that the company or organization can achieve the planned target.

Improving the quality of human resources (HR) is an absolute requirement for development goals. Education is a very important and inseparable part of the process of preparing high-quality human resources. The low quality of human resources is a fundamental problem that can hinder the development and development of the national economy. The low quality of human resources will also be a stumbling block in the era of globalization, because the era of globalization is an era of quality intersection. If the Indonesian nation wants to take part in the global arena, then the first step that must be taken is to organize human resources, both in terms of intellectual, spiritual, creative, moral, and responsibility. The quality of human resources is very closely related to performance.

Work motivation is the basis for an organization to develop both government agencies and private agencies because of the desire to realize goals and efforts that are carried out jointly, systematically, and planned. Work motivation can be said to be a driving force or encouragement that can trigger a sense of enthusiasm and is also able to change individual behavior towards better things. Work motivation includes efforts to encourage or encourage employees to work. Employee work motivation can be sourced from within a person, which is often known as internal motivation and external motivation that arises due to external influences to encourage someone to do something according to the expected goals. In essence, work motivation is to move and direct employees at work so as to prevent obstacles, mistakes and failures at work. Work motivation indicates the existence of discipline in work so that employees are more diligent, careful and more active or enthusiastic to do a job that is an obligation for an employee. With this, employees carry out their duties in accordance with the work program that has been made and follow the rules at work. So as to produce quality and quantity work that can be satisfactory.

Employee commitment is one of the keys that helps determine the success of an organization to achieve its goals. Employees who have a commitment to the organization usually show a work attitude that is attentive to their duties, they are very responsible for carrying out their duties and are very loyal to the company. Commitment contains beliefs, bonds, which will generate energy to do your best. In fact, commitment has an impact on the work performance of human resources, and in the end also has a great influence on the performance of a company. Therefore, the role of human resources, especially the management from the bottom to the top line,

must be able to act as a driving force to realize the company's mission and goals. A person's commitment to an organization or company is a very important issue in the world of work. This is so important that some organizations dare to include an element of commitment as one of the requirements for holding a position or position offered in job advertisements. Unfortunately, even though this is very common, it is not uncommon for entrepreneurs and employees to still not understand the meaning of commitment seriously.

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 shy away from duties and responsibilities, which will interfere with the process of achieving organizational goals. Dissatisfied employees often avoid work and are more likely to resign. Satisfied employees have better health, longer lifespans, and job satisfaction will be carried out of the organization. Job satisfaction is an important goal in Human Resources (HR) management, because it will directly or indirectly affect work productivity. Ostroff stated that organizations that have more satisfied employees tend to be more effective compared to organizations that have fewer satisfied employees. An employee will provide wholehearted service to the organization depends largely on how the employee feels about the job, colleagues, and supervisors. Employee feelings and satisfaction affect the development of regular interaction patterns. Bank Indonesia is the central bank of the Republic of Indonesia. Where it is an independent state institution, free from interference from the Government and/or other parties, except for matters that are expressly regulated in the law. External parties are not allowed to interfere in the performance of Bank Indonesia's duties, and Bank Indonesia is also obliged to refuse or waive any form of intervention from any party. This special status and position is necessary so that Bank Indonesia can carry out its role and function as a monetary authority more effectively and efficiently. Bank Indonesia's objective is to achieve and maintain rupiah stability.

The phenomenon that occurred at the Bank Indonesia Representative Office in North Sumatra Province is still a lack of quality human resources which makes their work results less satisfactory, one example is the lack of dexterity in working in some employees so that the performance is not good in some employees so that better employees cover up the mistakes of their colleagues. The absence of work motivation that they instill in employees who they know they only work and are paid according to their work so that the employee's commitment to the organization and his work is very poor factors this occurs in the organization due to the lack of employee satisfaction at work and also receiving wages and other appreciation for employees who do a good job and the absence of appreciation for employees who work well this is what causes satisfaction not visible to employees.

Problem Formulation

Based on the background, the formulation of the problem in this study is as follows:

1. Does the quality of human resources have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Motivation have a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
3. Does the Quality of Human Resources have a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Motivation have a positive and significant effect on Employee Commitment at Bank Indonesia Representative Office in North Sumatra Province?
5. Does Job Satisfaction have a positive and significant effect on Employee Commitment at Bank Indonesia Representative Office in North Sumatra Province?
6. Does the Quality of Human Resources have a positive and significant effect on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Motivation have a positive and significant effect on Employee Commitment Through Job Satisfaction at Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the formulation of the problem and background, the objectives of this study are as follows:

1. To find out and analyze the influence of Human Resources Quality on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the effect of Work Motivation on Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the influence of Human Resources Quality on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of Work Motivation on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the effect of Job Satisfaction on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.

6. To find out and analyze the influence of HR Quality on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.
7. To find out and analyze the influence of Work Motivation on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

HR Quality
Definition of Human Resource Quality

According to Hutapea and Thoha (2018), the quality of human resources is the knowledge, skills, and abilities of a person that can be used to produce professional services. According to Wirawan (2015), the quality of human resources as an integration of physical abilities (physical health), and non-physical abilities (work professionalism, thinking ability, mental balance, and other skills), with these physical and physical abilities, as individuals will be able to unleash their potential, innovate, and work professionally.

HR Quality Indicators

The indicators of human resource quality according to Hutapea and Thoha (2018), are as follows:
a. Understanding the Field Employees have an understanding of what the job description is, both in doing the work, and the responsibilities of the job.
b. *Knowledge* Employees have knowledge about the work to be done, based on experience, or training results.
c. *Abilities* Employees must have skills in accordance with their field of work, so that the work can be done optimally.
d. Work Spirit Employees always show work spirit, by trying to complete work targets, and discipline at work.
e. Planning Ability, or Organizing Employees must have management skills in working, so that they can work effectively, and efficiently.

Work Motivation
Definition of Work Motivation

According to Sutrisno (2017) Motivation is a factor that motivates a person to do a certain activity, therefore motivation is often interpreted as a driving factor for a person's behavior. According to Sedarmayanti (2017), work motivation is something that causes encouragement/work spirit/work spirit driver.

Work Motivation Indicators

According to Maslow in Sutrisno (2017), work motivation indicators consist of:

1. *Physiological-need* Physiological needs are the most basic needs and basic human needs for survival which include clothing, food, board and individual welfare.
2. Safety Needs The need for a sense of security is a need that is not only interpreted in the sense of physical security but also psychological safety and fair treatment at work.
3. Social Needs If the need for security has been satisfied, then the third need arises, namely social needs. As social beings, humans cannot meet their own needs to interact with others.
4. *Esteem-need* The need for self-esteem includes the need for self-esteem, the need to be respected and appreciated by others, recognition of one's abilities and expertise and the effectiveness of one's work.
5. Self-actualization need *Self-actualization* needs are needs related to the process of developing real potential to show the abilities, expertise and potential that a person has.

Job Satisfaction
Definition of Job Satisfaction
According to Badriyah (2015) job satisfaction is one of the most important factors to get optimal work results, when a person feels satisfaction at work, then he will try his best with all the abilities he has to complete his responsibilities. According to Wibowo (2016), job satisfaction is that everyone who works wants to be happy with their workplace. Job satisfaction will affect the productivity that a manager actually expects.

Job Satisfaction Indicators
According to Badriyah (2015), job satisfaction indicators are:
1. Wages Employees who can fulfill their duties and responsibilities will be compensated with a salary that matches their performance.
2. Promotion This aspect measures the extent to which this relates to employee satisfaction, promotion policy, and promotion opportunities. Promotion policies must be carried out fairly. This means that all employees who do their jobs well have the same opportunity for development.
3. Supervision This aspect measures the individual's satisfaction with his superior. Employees prefer to work with leaders who are supportive, understanding, warm, kind. Not with leaders who are indifferent, rude, and unfocused.
4. Benefits This aspect measures the extent to which an individual is satisfied with the additional benefits received by the company. Provide additional employee fees in a fair and reasonable manner.
5. Contigents Rewards This aspect measures how satisfied people are with performance awards, everyone wants the employee's efforts and dedication to the

company's development, is compensated and receives the appropriate amount of money.

6. Operating Procedures Aspects that determine satisfaction with procedures and rules in the workplace. Matters related to procedures and regulations in the workplace affect an individual's job satisfaction, for example biocracy and workload.

7. Co-workers This aspect measures satisfaction with relationships with work peers. For example, a colleague who maintains a pleasant relationship with a coworker. Harmonious and complementary work.

8. Nature of work Aspects of measuring job satisfaction on issues related to the job itself.

9. Communication Communication work that takes place within the company. Thanks to smooth communication within the company, employees will become more aware of their duties, responsibilities, and everything that happens in the company.

Employee Commitment
Definition of Employee Commitment

According to Wibawa et al. (2019), organizational commitment is seen as a value orientation towards an organization that shows individual thinking and prioritizes its work and organization. According to Darmawanti et al. (2017) provide the understanding that: "Employee commitment is a form of identification, loyalty and involvement expressed by employees towards the organization.

Employee Commitment Indicators

According to Wibawa et al. (2019) stated that organizational commitment is seen as a value orientation towards an organization that shows individual thinking and prioritizes their work and organization. The following indicators in organizational commitment are as follows:

1. Affective commitment: related to the emotional relationship of employees to the organization.

2. Continuity commitment: related to employees' awareness of losses if they leave the organization.

3. Normative commitment: describes the feeling of attachment to continue to be in the organization.

Conceptual Framework
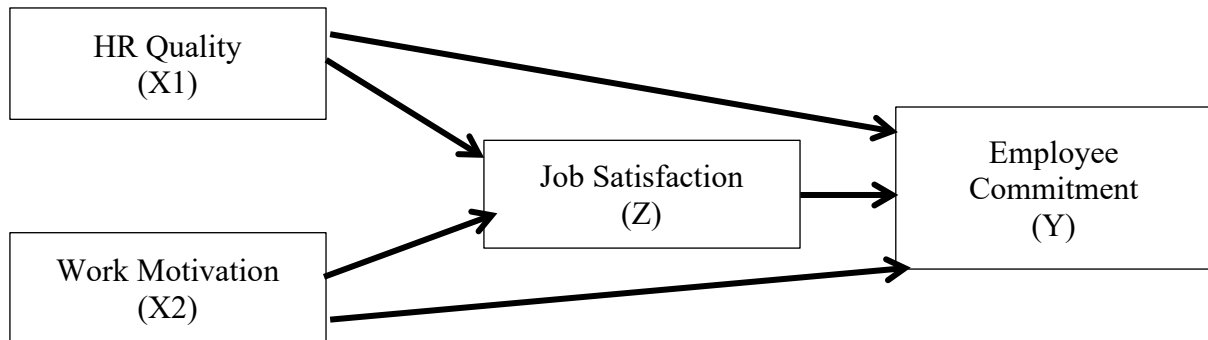
Figure 1: Conceptual Framework

Hypothesis

Based on the framework of the tual concept, the hypothesis of this study is as follows:

H1 The quality of human resources has a positive and significant effect on job satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H2 Work Motivation has a positive and significant effect on Job Satisfaction at Bank Indonesia Representative Offices in North Sumatra Province.

H3 The quality of human resources has a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.

H4 Work Motivation has a positive and significant effect on Employee Commitment at the Bank Indonesia Representative Office in North Sumatra Province.

H5 Job Satisfaction has a positive and significant effect on Employee Commitment at Bank Indonesia Representative Offices in North Sumatra Province.

H6 The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

H7 Work Motivation has a positive and significant effect on Employee Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province.

Type of Research

This research uses a type of quantitative research, Quantitative research is a type of research that uses data in the form of numbers and statistics to measure the variables studied. This method focuses on collecting, analyzing, and interpreting quantitative data to understand phenomena or relationships between predetermined variables. According to Sugiyono (2019) quantitative research is defined as a research method based on the philosophy of positivism, used to research on a specific

population or sample, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing hypotheses that have been determined.

Research Location and Research Time

This research was conducted at the Bank Indonesia Representative Office in North Sumatra Province, Jalan Balai Kota no 4, Medan. The time of this research is from September to October 2024

Population

This study uses a population of 70 employees of the Bank Indonesia Representative Office of North Sumatra Province, According to Sugiyono (2019) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then conclusions are drawn.

Sample

The sample used by the researcher is all the population in the Bank Indonesia Representative Office of North Sumatra Province, which is 70 employees. According to Sugiyono (2019), the sample is part of the number and characteristics possessed by the population.

Research Data Sources

This study uses primary data sources as the source of research data. According to Sugiyono (2019), primary data is a data source that directly provides data to data collectors.

Data Collection

Researchers collect data by providing and distributing questionnaires that have been made to carry out the results of the research later. According to Sugiyono (2019), Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer.

Structural Equation Model

Data analysis is the process of simplifying data into a form that is easier to read and implement. The analysis technique chosen to analyze the data and test the hypothesis in this study is Smart Partial Least Square (PLS) 3.0. According to Ghozali (2014) the calculation was carried out using the Smart Partial Least Square (PLS) tool, because it is multi-lane and the model used is reflective. The calculation model was carried out using the Smart PLS tool because in this study it has a multi-path relationship and is formative and reflective. In addition, because the sampling was

less than 100 respondents. A formative model is a model that shows the direction of the relationship from an indicator to a latent variable.

Outer Model Assessment Analysis or Measurement Model

PLS-SEM assessment on the outer model allows researchers to evaluate the reliability and validity of the size of a construct (Hair, Hult, Ringle, & Sarstedt, 2017). The analysis of the outer model is carried out to ensure that the measurements used are worthy of being used as measurements (valid and reliable). In other words, the outer model is a measurement model to assess the validity and reliability of a boarding house. There are three criteria for conducting an analysis of the outer model assessment, namely Convergent Validity, Discriminant Validity, and Composite Reliability.

a. *Convergent validity* is used to measure the magnitude of the correlation between the latent variable and the indicator variable in the reflective measurement model. A high value on a construct indicates that the indicator has many similarities captured by the construct. The value of the outer loading is commonly called indicator reliability. The results of the outer loading on all indicators should be statistically significant. Since significant outer loading can still be said to be quite weak, the general rule and standardization of outer loading should be worth 0.708 or more. For the record, the number 0.70 is considered close to 0.708 and is acceptable (Hair, Hult, Ringle, & Sarstedt, 2017).

b. *Discriminant validity* can be seen in the cross-loading between the indicator and its latent variables. If the correlation of the latent variable with the indicator is greater than the size of the other latent variable, then it indicates that the latent construct predicts the size on their block better than the size of the other block (Cahyaningrum, Hoyyi, & Mukid, 2015). An indicator can be said to be valid if it has the highest loading factor in the intended construct compared to the loading factor to other constructs. The evaluation of discriminant validity is carried out in two stages, namely looking at the value of cross loadings and comparing the square value of the correlation between the construct and the AVE value or the correlation of the construct with the root of AVE. Each construct indicator in the measurement of cross loadings must be correlated higher with its contour compared to other constructs.

c. *Composite reliability* is used to measure the consistency of indicator blocks (Cahyaningrum, Hoyyi, & Mukid, 2015). Reliability tests are carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. To measure the reliability of a construct with indicators, it can be done in two ways, namely with Cronbach's alpha with a value of more than 0.70 and composite reliability with a value of more than 0.70 or often called Dillon-Goldsten's.

Inner Model or Structural Model Assessment Analysis

The Structural Model or also called the inner model is evaluated by looking at the relationships between latent constructs in the model and looking at the R-Square value. Assessing the inner model can be done by looking at the hypothetical relationships between the latent constructs in the research model. The evaluation of the inner model can be seen from several indicators including the Coefficient of Determination (R2), Predictive Relevance (Q2), and *Goodness of Fit Index* (GoF). The result of this evaluation is to ensure that the structural model built is robust and accurate.

a. *The Coefficient* of Determination (R-Square) R2 is used to see how much an independent variable is able to explain the dependent variable. The greater the R2 value, the greater the influence of certain exogenous latent variables on endogenous variables. (Ulum, Tirta, & Anggraeni, 2014). The evaluation of the inner model is seen from the percentage of variance from the R2 value for the dependent latent construct using the size of the Stone-Geisser Q squares test, R2 of 0.75 (strong), 0.5 (moderate), 0.25 (weak) and also by looking at the magnitude of the structural path coefficient.

b. *Predictive Relevance* (Q-Square) Q2 is used to determine the magnitude of the ability of endogenous variables to explain the diversity of exogenous variables. Q2 is used to measure how well the observation values are generated by the model as well as the estimation of its parameters. A Q-Square value greater than 0 (zero) indicates that the model has a predictive relevance, while a Q-Square value of less than 0 (zero) indicates that the model lacks predictive relevance. By using Q-squares predictive relevance for structural models, it is possible to measure how well the observation values generated by the model and also the estimation of its parameters. The value of the Q-square must be greater than 0 (zero) which indicates that the model has good predictive relevance.

c. *Goodness of Fit* (GoF) is used to validate the model as a whole. The GoF index is a single measure used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). This GoF value is obtained from the averages communalities index multiplied by the average R2 of the model. The GoF value ranges from 0 to 1, the interpretation of this value is 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). In general, the explanatory research method is a methodological approach that uses PLS. This is because in this method there is a hypothesis test. So after the outer and inner model analysis is carried out, the next step is hypothesis testing. Testing hypotheses can be seen from t-statistical values and probability values (Hussein, 2015). A hypothesis is a statement about a population that needs to be tested for truth. Testing is carried out by taking samples from the population. After obtaining statistical results from the sample, the results can be used to test the population statement, whether the

empirical evidence from the sample supports or rejects the statement regarding the population, the whole process is known as hypothesis testing.

RESULTS AND DISCUSSION
Outer Model *Analysis*

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability.

Convergent Validity

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score item/indicator and the construction score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the scale development stage of research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant.

Table 1. Outer Loadings stage 1

	Job Satisfaction (Z)	Employee Commitment (Y)	Quality of HR (X1)	Work Motivation (X2)
X1.1			0,833	
X1.2			0,824	
X1.3			0,783	
X1.4			0,769	
X1.5			0,872	
X2.1				0,895
X2.2				0,843
X2.3				0,877
X2.4				0,831
X2.5				0,900
Y.1		0,850		
Y.2		0,821		
Y.3		0,896		
Z.1	0,795			
Z.2	0,763			
Z.3	0,659			
Z.4	0,817			
Z.5	0,773			
Z.6	0,862			
Z.7	0,846			
Z.8	0,784			
Z.9	0,866			

Source : Smart PLS 3.3.3

In the diagram and table above, the Z.3 indicator, has a loading factor < 0.7, meaning that the indicator is a temporary invalid indicator to measure its construct and must be deleted and will be recalculated without any Z.3 indicator to determine whether the removal of the Z.3 indicator will make the data valid, the calculation of stage 2 will be carried out as follows:

Table 2. Outer Loadings phase 2

	Job Satisfaction (Z)	Employee Commitment (Y)	Quality of HR (X1)	Work Motivation (X2)
X1.1			0,833	
X1.2			0,824	
X1.3			0,783	
X1.4			0,769	
X1.5			0,871	
X2.1				0,896
X2.2				0,843
X2.3				0,877
X2.4				0,830
X2.5				0,901
Y.1		0,850		
Y.2		0,820		
Y.3		0,896		
Z.1	0,798			
Z.2	0,745			
Z.4	0,811			
Z.5	0,788			
Z.6	0,868			
Z.7	0,856			
Z.8	0,800			
Z.9	0,871			

Source : Smart PLS 3.3.3

Table 2 above shows that the assessment of phase 2 shows the results of a loading factor of > 0.07, meaning that all indicators are valid after the Z.3 indicator is removed because it is invalid so that the number of indicators is now 21 indicators after the loading of the fator has been vaalid, then further research can be carried out. means that all indicators are valid indicators to measure their construction.

The structural model in this study is shown in the following figure:
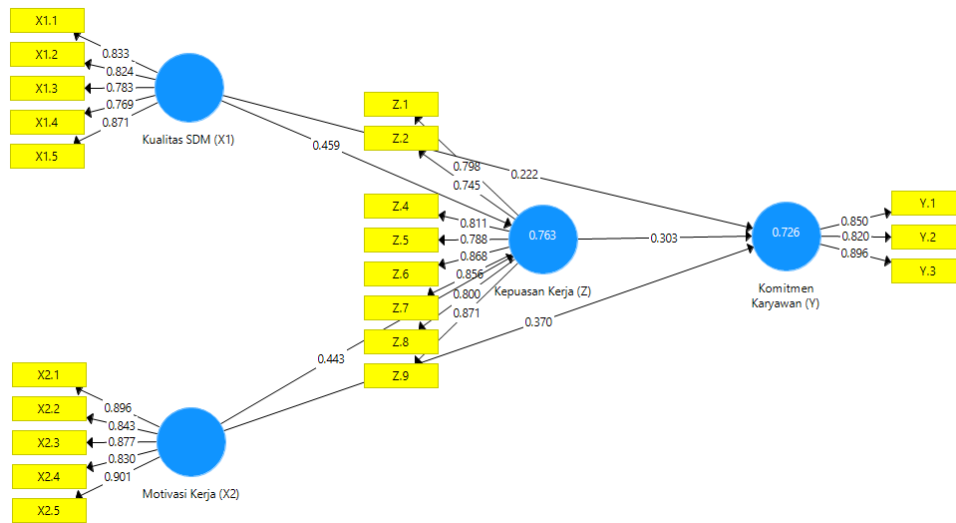
Figure 2.Outer Model

The regression equation of this study is as follows:

Substructure 1

$Z = b_1X_1 + b_2X_2 + e_1$

$Z = 0.459X_1 + 0.443X_2 + e_1$

For substructure 2

$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$

$Y = 0.222 X_1 + 0.370X_2 + 0.303 Z + e_2$

Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses a cross loading value. An indicator is declared to meet the 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 of each indicator:

Table 3. *Discriminant Validity*

	Job Satisfaction (Z)	Employee Commitment (Y)	Quality of HR (X1)	Work Motivation (X2)
X1.1	0,670	0,652	**0,833**	0,712
X1.2	0,785	0,789	**0,824**	0,824
X1.3	0,699	0,547	**0,783**	0,710
X1.4	0,556	0,625	**0,769**	0,650
X1.5	0,724	0,641	**0,871**	0,669
X2.1	0,785	0,695	0,867	**0,896**

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X2.2	0,655	0,598	0,725	**0,843**
X2.3	0,743	0,761	0,728	**0,877**
X2.4	0,690	0,746	0,695	**0,830**
X2.5	0,791	0,754	0,798	**0,901**
Y.1	0,753	**0,850**	0,669	0,745
Y.2	0,554	**0,820**	0,603	0,578
Y.3	0,734	**0,896**	0,777	0,762
Z.1	**0,798**	0,606	0,607	0,665
Z.2	**0,745**	0,595	0,667	0,689
Z.4	**0,811**	0,759	0,711	0,651
Z.5	**0,788**	0,664	0,682	0,693
Z.6	**0,868**	0,669	0,783	0,801
Z.7	**0,856**	0,704	0,686	0,633
Z.8	**0,800**	0,613	0,633	0,640
Z.9	**0,871**	0,636	0,755	0,750

Source : Smart PLS 3.3.3

In table 3 above, the indicators in the research variable have a greater *cross loading* value compared to the *cross loading* value in other variables, the *cross loading* value for the Job Satisfaction variable is greater than other variables, for *the cross loading value* for the Employee Commitment variable is greater than other variables, for the indigo *cross loading* The HR Quality variable is greater than other latent variables, for tilapia cross loading the Work Motivation variable is greater than other latent variables, meaning that *the cross loading* value is valid discriminatory.

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 measured by looking at *the cronbachs alpha* value of the indicator block that measures the construct. A construct is declared reliable if *the cronbachs alpha value* is above 0.7. The following is a description of the construction results for each variable, namely Organizational Commitment, Human Resources Quality and Work Motivation and Performance with each variable and indicator. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the next table:

Table 4. *Construct Reliability and Validity*

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Job Satisfaction (Z)	**0,929**	**0,942**	**0,669**

Employee Commitment (Y)	0,818	0,891	0,733
Quality of HR (X1)	0,875	0,909	0,667
Work Motivation (X2)	0,919	0,939	0,756

Source : Smart PLS 3.3.3

Based on table 4 above, it shows that the *Average Variance Extracted* (AVE) of each variable, namely Human Resources Quality, Work Motivation and Organizational Commitment, has a construct of > 0.50, meaning that 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 of each variable shows a construction value of > 0.60. These results show that each variable has met *the composite realibility* so it can be concluded that all variables have a high level of realism.

Furthermore, in the table above *Cronbachs alpha*, each variable shows a construct value of > 0.70, thus this result shows that each of the research variables has met the requirements of *Cronbach's alpha* value, so it can be concluded that all variables have a high level of realism. So it can be concluded that the indicators used in this study have 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 stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:

Table 5.R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0,763	0,756
Employee Commitment (Y)	0,726	0,713

Source : Smart PLS 3.3.3

In table 5, there is an R square value of the job satisfaction variable of 0.763, meaning the influence of human resource quality and work motivation on job satisfaction is 0.763 if it is a percentage of 76.3%, the rest is in other variables. The R square value of the employee commitment variable is 0.726, meaning the influence of human resource quality and work motivation, job satisfaction on employee commitment of 0.763 or 76.3%, the rest is in other variables.

Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics* value > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* direct influence:

Table 6. *Path Coefficients*

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Job Satisfaction (Z) -> Employee Commitment (Y)	0,303	2,653	0,004	Accepted
Human Resource Quality (X1) -> Job Satisfaction (Z)	0,459	3,305	0,001	Accepted
HR Quality (X1) -> Employee Commitment (Y)	0,222	1,631	0,052	Rejected
Job Motivation (X2) -> Job Satisfaction (Z)	0,443	2,861	0,002	Accepted
Work Motivation (X2) -> Employee Commitment (Y)	0,370	2,749	0,003	Accepted

Source : Smart PLS 3.3.3

The results of the hypothesis in table 6 have a direct influence which will be explained as follows:

1. Job Satisfaction has a positive and significant effect on Employee Commitment with the original sample value of 0.303 and p values of 0.004, if job satisfaction increases well, then employee commitment will increase well and vice versa, if it decreases, employee commitment decreases.

2. The quality of human resources has a positive and significant effect on job satisfaction with the original sample value of 0.459 and p values of 0.001, meaning that if the quality of human resources increases, job satisfaction increases, on the contrary, if it decreases, job satisfaction decreases.

3. The quality of human resources has a positive and insignificant effect on Employee Commitment with the original sample value of 0.222 and p values of 0.052, the quality of human resources has less effect on employee commitment and some employees consider the quality of human resources to have a significant effect and as employees have less influence.

4. Work Motivation has a positive and significant effect on Job Satisfaction with the original sample value of 0.443 and p values of 0.002, if motivation increases well,

job satisfaction will increase, on the contrary, if it decreases, job satisfaction decreases.

5. Work Motivation has a positive and significant effect on Employee Commitment with the original sample value of 0.370 and p values of 0.003, if work motivation increases well, then employee commitment will also increase, vice versa, if it decreases, then employee commitment also decreases.

Table 7.*Path Coefficients*

	Original Sample (O)	T Statistics (I O/STDEV I)	P Values	Result
HR Quality (X1) -> Job Satisfaction (Z) -> Employee Commitment (Y)	0,139	2,524	**0,006**	**Accepted**
Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Commitment (Y)	0,134	1,597	**0,055**	**Rejected**

Source : Smart PLS 3.3.3

In table 7 there are indirect influences that will be explained by the researcher in the following:

1. The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.139 and p values of 0.006, meaning that job satisfaction is an intervening variable because it is able to significantly affect the quality of human resources and employee commitment so that it can be summarized with job satisfaction being able to improve the quality of human resources and employee commitment.

2. Work Motivation has a positive and insignificant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.134 and p values of 0.055, meaning that job satisfaction is not an intervening variable because it is not able to affect significantly.

Conclusion

The results have been obtained and explained, the results will be concluded, so the conclusion of this study is as follows:

1. Job Satisfaction has a positive and significant effect on Employee Commitment with the original sample value of 0.303 and p values of 0.004.

2. Human resource quality has a positive and significant effect on Job Satisfaction with the original sample value of 0.459 and p values of 0.001.

3. The quality of human resources has a positive and insignificant effect on Employee Commitment with the original sample value of 0.222 and p values of 0.052.

4. Work Motivation has a positive and significant effect on Job Satisfaction with the original sample value of 0.443 and p values of 0.002.

5. Work Motivation has a positive and significant effect on Employee Commitment with the original sample value of 0.370 and p values of 0.003.
6. The quality of human resources has a positive and significant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.139 and p values of 0.006.
7. Work Motivation has a positive and insignificant effect on Employee Commitment through Job Satisfaction with the original sample value of 0.134 and p values of 0.055.

Suggestion

After concluding the research, the researcher gave suggestions, the suggestions from this study are as follows:
1. Organizations must improve the quality of existing human resources in the organization or look for employees who have high quality human resources.
2. To increase employee job satisfaction, the organization must provide facilities to the organization for work needs and organizational achievements.
3. Employee commitment is built well and wisely by the organization to develop employee performance.
4. Work motivation must be carried out every month to increase employee confidence and improve employee performance.
5. This research is expected to be a reference material for future research with new research and new titles.
6. It is hoped that this research can be developed by future researchers with other research models and techniques.

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