

THE EFFECT OF EMPLOYEE RETENTION, EMPLOYEE TRAINING, AND EMPLOYEE SATISFACTION ON THE EMPLOYEE PERFORMANCE OF WORKERS SOCIAL SECURITY AGENCY (BPJS KETENAGAKERJAAN) IN BANTEN REGION OFFICE

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ABSTRACT: *Human resource represents an exceptionally essential organizational element as the main pillar and driver of the organization in an effort to realize the vision and mission of organization, and the optimal employee performance is the hope and purpose of BPJS Ketenagakerjaan as a Non-Ministerial Government Institution engaged in employment insurance under and directly responsible to the President. Based on the primary and secondary data, there are three dominant factors that affect the performance of BPJS Ketenagakerjaan employees in Banten Regional Office, they are: Employee Retention (X_1), Employee Training (X_2), and Employee Satisfaction (X_3). Research design used quantitative method. A population of 102 people with the sample used the slovin's formula of 81 respondents. Primary data were collected by the distribution of questionnaires to BPJS Ketenagakerjaan employees in Banten Regional Office and the secondary data were obtained from literature review of various books and journals. Data were analyzed and processed using multiple linear regression. The results concluded that the Employee Training and Satisfaction affected significantly the Performance of BPJS Ketenagakerjaan Employees in Banten Regional Office. While Employee Retention (X_1) had no effect on Employee Performance. Therefore, it is expected that the management can pay attention to these factors in an effort to improve employee performance to achieve organizational goals, vision, and mission.*

Keywords: Employee Retention, Employee Training, Employee Satisfaction, Employee Performance.

INTRODUCTION

Human resource is a very important organizational element. Human resource is the main pillar and driver of the organization in an effort to realize the vision and mission of organizational goals. The challenge faced by organizations today and in the future is how to maintain good quality human resources in order to continue to perform well and survive. Therefore, sustainable retention strategies are necessary to retain the best employees. In addition to employee retention, the employee is also given the training. Basically, employee training is an effort to improve the quality of human resources due to job demands to improve organizational performance while employee satisfaction encourages employee commitment and potential to high performance causing each employee to give the best contribution to the company. Therefore, strategic efforts are necessary to improve Employee Performance with Employee Retention, Training, and Satisfaction.

Based on pre-survey results with questionnaires distributed to employees of *BPJS Ketenagakerjaan* in Banten Regional Office amounted to 30 respondents, there are three dominant factors that affect the Performance of *BPJS Ketenagakerjaan* Employees in Banten Regional Office: Employee Retention (X_1), Employee Training (X_2), and Employee Satisfaction (X_3), with the table as follows:

Table 1. Results of the Summary of *BPJS Ketenagakerjaan* Pre-Survey Banten Regional Office

Number	Factors	Agree	Doubtful	Disagree
		%	%	%
1	Employee Retention	20,0	0,0	80,0
2	Employee Training	3,0	0,0	97,0
3	Employee Satisfaction	13,0	0,0	87,0
Average		12,0	0,0	88,0

Source: Pre-Survey Results (2017)

LITERATURE REVIEW

Employee Retention

According to Mathis and Jackson (2010: 163), the term retention is related to the term employee turnover which means the process where the employees leave an organization and are replaced by new employees. The purpose of employee retention is to retain the qualified employees owned by the company as long as possible, because qualified employees are intangible assets for the company.

Employee Training

According to Dessler (2015: 284), training is the process of teaching new or existing employees, the basic skills they need to carry out their works. Basically, employee training is an effort to improve the quality of human resources due to job demands to improve organizational performance.

According to Zainal (2015: 163) training is part of education concerning the learning process to acquire and improve skills outside the educational system that prioritize practice rather than theory. So the training is considered as a short learning with the aim of forming work skills that include physical skills, intellectual skills, social skills and managerial skills.

Employee Satisfaction

Mathis and Jackson (2010: 158), provides a comprehensive definition of job satisfaction that includes cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is "a happy emotional state or positive emotion derived from a person's work assessment or work experience." Or job satisfaction is a fun or unpleasant feeling perceived by employees, directly affect the emotional and behavior in work in the form of employee performance.

Employee Performance

According to Mathis and Jackson (2010: 156), Performance is what employees do or do not do. Performance of individual employees is a factor that affects the success of an organization. In addition to employees can be a competitive advantage, they can also be a liability or obstacle.

According to Bangun (2012: 231) said performance (performance) is the result of work achieved by someone based on job requirements (job requirements). A job has certain requirements to be done in achieving a goal which is also called a standard job (job standard).

RESEARCH METHODS

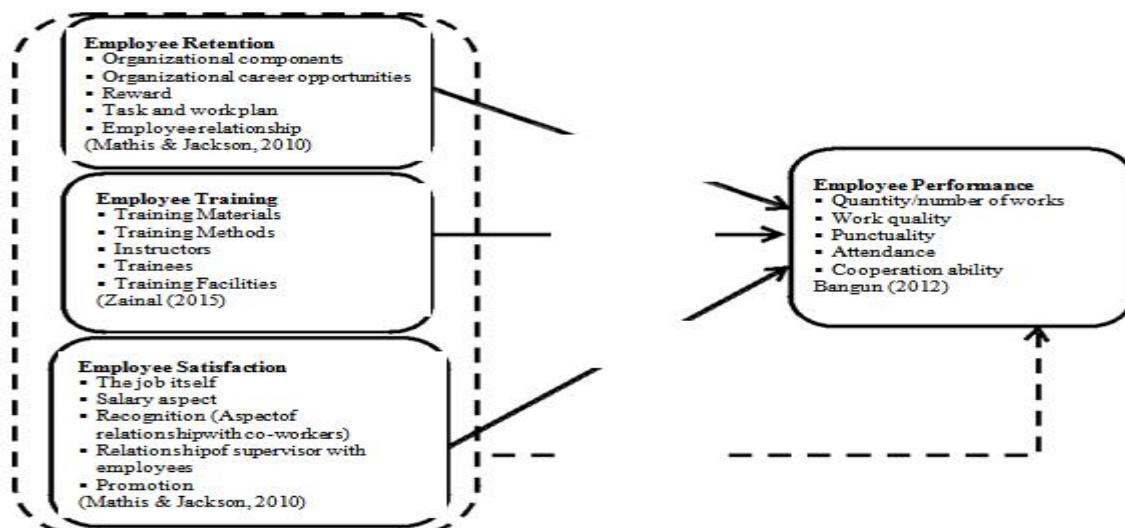


Figure 1. Research Methods

Hypothesis

Based on the results of previous relevant research with theoretical basis used and research model above, then the hypothesis in this process are as follows:

1. Hypothesis 1 Ha₁: Employee Retention has an effect on Employee Performance.
2. Hypothesis 2 Ha₂: Employee Training has an effect on Employee Performance.
3. Hypothesis 3 Ha₃: Employee Satisfaction has an effect on Employee Performance.
4. Hypothesis 4 Ha₄: Employee Retention, Employee Training, and Employee Satisfaction simultaneously affect the Employee Performance.

Research Methods

This research is descriptive to explain the effect/relationship between models. The population was 102 people and the sample used the Slovin's formula of 102 is 81 respondents. Primary data were obtained from the questionnaires distributed directly to *BPJS Ketenagakerjaan* employees in Banten Regional Office and the secondary data were obtained from literature review of various relevant books, journals, and articles. Data processing used multiple regression. Based on the instrument test used validity and reliability tests, it can be concluded that all questionnaire items were valid and reliable. Hypothesis test (F-test and t-test) was carried out after successfully through classical assumption tests namely multicollinearity, heteroscedasticity, normality, and autocorrelation. The analytical method used multiple linear analysis. Calculation of correlation coefficient and testing techniques was done with the help of computer through SPSS version 23 application program.

Dimensions and Indicators of Operational Research

Table 2. Definition of Dimensions and Indicators of Operational

Variable	Dimension	Indicator	Statement Number
Employee Retention (X₁)	Source: Mathis & Jackson (2010)	Source: Adapted from Mathis & Jackson (2010)	
	Organizational Components	1. Continuity/sustainability	1
		2. Organizational management strategy	2
		3. Culture and positive values	3
	Career Opportunities	4. Career development	4
		5. Career planning	5
	Employee Reward	6. Provide incentives	6
		7. Reliability/recognition of achievement	7
		8. Health benefits	8
	Task and work plan	9. Work schedule flexibility	9
		10. Management support	10
		11. Balance of work and personal life	11
	Employee Relationship	12. Fair leadership	12
13. Employee relationship with co-worker		13	
Employee Training (X₂)	Source: Zainal (2015)	Source: Adapted from Zainal (2015)	
	Training Materials	1. Training needs analysis	1
		2. Employee training needs in accordance with work program	2
		3. Relationship of job with training	3
		4. Training materials adjusted to task and work	4
		5. Latest material training is given	5
		6. Training program materials related to performance	6
Training Methods		7. Training development method in	7

		accordance with work program	
		8. Continuous training as needed	8
		9. Training instructor ability	9
	Instructors	10. Training instructor qualification	10
		11. Trainees ability in improving achievement	11
		12. Trainees success	12
	Training Facilities	13. Trainees success supported by training facilities	13
Employee Satisfaction (X₃)	Source: Mathis & Jackson (2010)	Source: Adapted from Mathis & Jackson (2010)	
		1. Fun/proud job	1
	Aspects of task and work (Job satisfaction itself)	2. Facilities and technologies that support the work	2
		3. workplace comfort	3
		4. Relevance of salary and work	4
	Salary aspect	5. Rewards and incentives in accordance with work performance	5
	Recognition (Aspect of relationship with co-workers)	6. Cooperative co-workers	6
		7. Social needs to interact with co-workers	7
	Relationship of supervisor with employees (Aspect of supervisor relationship)	8. Tasks from supervisor	8
		9. Decision-making	9
		10. Supervisor response	10
	Promotion (Chance to move forward)	11. Mutation opportunity	11
		12. Job promotion opportunity	12
Employee Performance (Y)	Source: Bangun (2012)	Source: Adapted from Bangun (2012)	
	Quantity/number of works	1. Carry out the work in accordance with output target produced by per person per one working hour.	1
		2. Carry out the work in accordance with the number of activity cycles completed.	2
	Work quality	3. Carry out the work in accordance with SOP (standard operating procedures)	3
		4. Carry out the work in compliance with Internal Control (PI)	4
	Punctuality	5. Finish the work in accordance with deadline that has been determined according to SLA (Service Level Agreement)	5
		6. Use the work time optimally to produce output expected by company	6
	Attendance	7. Come to work on time	7
		8. Carry out the work in accordance with specified working hours	8
	Cooperation ability	9. Help the supervisor by giving suggestions for improving company productivity	9
		10. Appreciate co-workers with each other	10
		11. Cooperate well with co-workers	11

RESEARCH RESULTS

Characteristics of respondents

From the research results, the characteristics of respondents including: the majority of respondents were male amounted to 43 employees or equal to 53.1 percent. While the female respondents were amounted to 38 employees or equal to 46.9 percent. For the educational level of respondents, the majority of employees had undergraduate (S1) educational level amounted to 78 employees or 96.3 percent, and Diploma III (D3) educational level was the least amounted to 3 employees or 3.7 percent. In case of working period, the large-numbered respondents containing new respondents who serve as employees under 3 years were amounted to 40 employees or 49.4 percent, then respondents with 3-9 years working period were amounted to 20 employees or 24.7 percent, and respondents with 9-20 years working period were amounted to 12 employees or 14.8 percent. While the small-numbered respondents containing employees who have served with more than 20 years working period were amounted to 9 employees or 11.1 percent.

Data Analysis

Research Instrument Test

The instrument test used validity and reliability tests. The validity test in the questionnaires of X_1 , X_2 , X_3 , and Y are valid because all of r_{count} are greater than r_{table} or the value of r_{count} and r_{table} is 0.2185. The reliability test is presented in the following table:

Table 3. Results of Reliability Test Analysis of Research Instruments

Number	Instrument	α value	Std. Min. α	Conclusion
01	Employee Retention (X_1)	0.9038	> 0.600	Reliable
02	Employee Training (X_2)	0.8710	> 0.600	Reliable
03	Employee Satisfaction (X_3)	0.9183	> 0.600	Reliable
04	Employee Performance (Y)	0.7581	> 0.600	Reliable

Classical Assumption Test

Results of classical assumption test indicate that the normality test is fulfilled because the significant value obtained is greater than 0.05 which means that the data has been distributed normally. Multicollinearity test results show that among the employee retention, employee training, and employee satisfaction variables are not correlated or the multicollinearity is not applied in regression model because it obtains VIF value of < 10 and Tolerance of > 0.1. The heteroscedasticity test results indicate that the three independent variables are free from the heteroscedasticity problem because the independent variables including employee retention, employee training, and employee satisfaction have significant value of > 0.05. Meanwhile, the autocorrelation test shows that the observational data in this research do not have autocorrelation.

Regression Analysis

Table 4. Multiple Regression Test

Model	Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations			Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error				Zero order	Partial	Part	Tolerance	VIF
(Constant)	5.540	3.115		1.778	.079					
R (Employee Retention)	-.155	.088	-.191	-1.767	.081	.592	-.197	-.105	.302	3.306
L (Employee Training)	.712	.073	.817	9.794	.000	.834	.745	.583	.509	1.965
S (Employee Satisfaction)	.226	.075	.277	3.006	.004	.575	.324	.179	.418	2.391

a. Dependent Variable: K

Source: Results of data processing with SPSS version 23 (2018)

Values on multiple regression output are:

$$Y = 5.540 + 0.155X_1 + 0.712 X_2 + 0.226 X_3 + e.$$

The meaning of numbers in the equation above is:

1. Value of constant (a) is 5.540 means that if the Employee Training and Employee Satisfaction are considered constant then Employee Performance has value of 5.540.
2. Value of regression coefficient of the Employee Training variable is 0.712 means that any increase in employee training of 1 value will improve employee performance of 0.712.
3. Value of regression coefficient of the Employee Satisfaction variable is 0.226 means that every increase in employee satisfaction of 1 value will improve employee performance of 0.226.

Partial Hypothesis Test

Basic decision-making based on the significance value, if the significant value is smaller than the error rate of 5% (sig < 0.05) then Ho is rejected. The test results are summarized in Table 5 below:

Table 5. Partial Hypothesis Test Results (t-test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.540	3.115		1.778	.079
R (Employee Retention)	-.155	.088	-.191	-1.767	.081
L (Employee Training)	.712	.073	.817	9.794	.000
S (Employee Satisfaction)	.226	.075	.277	3.006	.004

a. Dependent Variable: K

Source: Results of data processing with SPSS version 23 (2018)

Table 6. Distribution Value (t) of t Table value

df	t	r
	0.05	0.05
1	12.7062	0.9969
...
78	1.9908	0.2199
79	1.9905	0.2185
81	1.9897	0.2159

(t Table by using formula = TINV(B\$2,\$A81)).

Based on Table 6. The obtained t Table value required is **1.9905**. Therefore it can be concluded that X₂ and X₃ variables affect Y variable because the significance is below 0.05.

For X₁ variable (Employee Retention) does not affect Y variable (Employee Performance) because the significance is above 0.05.

F test Hypothesis

The results of hypothesis testing with F-test can be seen in Table 7 below.

Table 7. Simultaneous Hypothesis Results (F-Test)

ANOVA ^a						
Model	Sum Squares	of	df	Mean Square	F	Sig.
Regression	1202.638		3	400.879	68.418	.000 ^b

1	Residual	451.164	77	5.859
	Total	1653.802	80	

a. Dependent Variable: K
b. Predictors: (Constant), S, L, R

Source: Results of data processing with SPSS version 23 (2018)

Table 7. Anova table to analyze whether multiple regression is feasible to be analyzed or not by comparing F count and F Table or see in the Table of significant column with alpha = 5% amounting to 0.000 which means that F count is significant and multiple regression is valid. F count is to test whether or not the regression is feasible. Since the probability is less than 0.05, it can be said that X₁, X₂, and X₃ together have an effect on Y.

Results of R² Determination Coefficient Test

Table 8. R² Determination Coefficient Test

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change statistics R Square Change	F Change	df1	df2	Sig.	F Change
1	.853 ^a	.727	.717	2.42059	.727	68.418	3	77	.000	

a. Predictors: (Constant), S, L, R
b. Dependent Variable: K

Source: Results of data processing with SPSS version 23 (2018)

Table 8 above illustrates the closeness of the effects of Employee Retention, Employee Training, and Employee Satisfaction independent variables on the Employee Performance dependent variable with R² value = 0.727 (0.853 x 0.853). The closeness of the effects of X variables on Y variable is seen from R Square of 0.727. This means that X₁, X₂, and X₃ variables have strong effect of 72.7% and another variable effect of 27,3% on Y variable.

Discussions

In connection with the results of hypothesis testing, the discussions are described as follow.

a. Employee Retention affects the Employee Performance

The first hypothesis shows that Employee Retention has no significant effect on the Performance of BPJS *Ketenagakerjaan* Employees in Banten regional office. This means that if Employee Retention is good, it will improve the employee performance and affect employee performance positively.

b. Employee Training affects the Employee Performance

The second hypothesis indicates that Employee Training has significant effect on the Performance of BPJS *Ketenagakerjaan* Employees. This means that if employee training is good, it will improve employee performance. The results of this hypothesis support that the role of employee training is very important to improve the performance BPJS *Ketenagakerjaan* employees.

c. Employee Satisfaction affects the Employee Performance

The third hypothesis shows that Employee Satisfaction has significant effect on the Performance of BPJS *Ketenagakerjaan* Employees in Banten regional office. This means that if employee satisfaction is high, it will increase employee performance. The results of this hypothesis support that employee satisfaction significantly affects the organization performance, that employee satisfaction has positive and significant impacts on employee performance.

CONCLUSIONS and SUGGESTIONS

Conclusions

Referring to the research results and discussions that have been presented in the previous chapter, the conclusions of research results are as follows:

- a. Employee retention process independently declared to has no effect on the performance of BPJS *Ketenagakerjaan* employees in Banten Regional Office while the employee retention with organizational component as standardization of human resources management reference system has already realized well, it is because the employees consider it as something that has no impact or effect. Organizational components including provide career opportunities, employee reward, task and work plan, and employee relationships have no impact or effect on the employee performance.
- b. Employee training independently declared to has great effect on the performance of BPJS *Ketenagakerjaan* employees in Banten Regional Office because employee training provides better opportunity to improve employee performance.
- c. Employee satisfaction condition independently has an effect on the performance of BPJS *Ketenagakerjaan* employees in Banten Regional Office. The process of managing existing human resources, resulting in responsibilities in carrying out work that is always followed by the number of works, the work quality, punctuality, attendance, and cooperation ability in accordance with employee performance so the employees consider them as something that has an effect on the employee satisfaction for the benefits and values related to employee performance process.
- d. Employee retention, employee training, and employee satisfaction simultaneously have significant effect on the performance of BPJS *Ketenagakerjaan* employees in Banten Regional Office.

Suggestions

Based on the results of multiple regression test, the most dominant dimension variable associated with employee performance was found, it can be suggested that:

Synergy needs to be increased on the retention of BPJS *Ketenagakerjaan* employees in Banten Regional Office so the organizational component of providing career opportunities and employee performance can be further improved.

To improve employee training, management is expected to continue to develop training materials adjusted to the work program. And the employee training is a determining factor that can give effect on employee performance. However, when providing employee training, it is necessary to have standardized reference that can be used effectively and efficiently.

To create employee satisfaction including task and work aspect, salary aspect, employee relationship, and employee promotion, the company's management is suggested to make improvements in an effort to improve employee satisfaction that affects employee performance.

In this research, although employee retention factor has no effect on employee performance, it should still be considered to improve employee performance, while the employee training and employee satisfaction that effect the performance of BPJS *Ketenagakerjaan* employees in Banten Regional Office are expected to be the attention of the management in accordance with the company's road map target in improving employee performance.

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