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The Effect of Work Environment and Job Training on Employee Performance with Work Loyalty as an Intervening Variable at the Satpol PP Service of Sijunjung District

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ABSTRACT
This study aims to examine the extent of influence of the work environment and job training on employee performance with job loyalty as an intervening variable at the Satpol PP office of Sijunjung Regency. The data collection method was through surveys and distributing questionnaires, with a sample of 47 respondents. The analysis method used was structural equation modeling using smartpls. The results of the study showed a significant influence of the work environment on job loyalty. There was a significant influence of job training on job loyalty. There was a significant influence of the work environment on employee performance. There was an insignificant influence of job training on employee performance. There was a significant influence of job loyalty on employee performance. Work loyalty mediated the influence of the work environment on employee performance. Work loyalty did not mediate the influence of the work environment on employee performance.

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INTRODUCTION

In any organization or agency, human resources are the most important element. Employees, as the embodiment of human resources, play a role as planners and drivers of activities within the organization. Therefore, employees have the greatest contribution to the success of an organization or agency. To be able to achieve this success, employees are required to have good performance. To achieve this, individuals or employees are needed who are able to contribute more to the organization. Human resources, in this case employees, must always play an active and dominant role in every organizational activity because humans are the planners, behaviorists, and determinants of the achievement of organizational goals. Effective utilization of the workforce is key to improving employee performance, so a company policy is needed to motivate employees to be able to work more productively in accordance with the established plan. Productivity is a benchmark for a company to measure employee performance.

Eviction and coercive action are the words that come to mind when people hear the term Public Order Agency (Satpol PP). This is because the duties carried out by the Satpol PP

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as a regional government apparatus regarding the enforcement of regional regulations, maintaining public peace and order, have been found several times using methods that trigger riots or friction between the community and Satpol PP officers. However, on the other hand, Satpol PP certainly considers this to be its obligation to work in accordance with their authority. Satpol PP has the duty to enforce regional regulations and regional regulations, maintain order, peace, and protect the community, as stated in Law Number 23 of 2014 concerning regional government. Furthermore, it is regulated in more detail in Government Regulation, namely Article 1, PP Number 16 of 2018 explaining regarding the Satpol PP that Satpol PP is a regional government apparatus filled with civil servants and is given duties and authorities in accordance with the law in enforcing regional regulations and regional regulations, maintaining public order and public peace and community protection.

The performance data of the Sijunjung Regency Satpol PP employees in 2020 can be concluded that the SKP value for the Head of Satpol PP is 92.04, the secretary 91.32, the Head of Tibum and Tramnas 94.08, the Head of Bimlinmas 84.66, the Head of Planning Sub-Division 87.76, the Head of Public Order 85.16, the Head of Public Order 87.77, the Head of Internal Action 84.88, the Head of Enforcement 88.44, the Head of Facilities and Infrastructure 90.77, the Head of Community Protection 83.15, the Head of Data and Information 89.43, the Head of Finance Sub-Division 88.77, the Head of Investigation and Investigator 82.63, the Head of Prevention and Security 87.78 and for general functions there are several employees who have the lowest SKP value, namely 80.08, 80.54 and 81. This is still influenced by The existence of work loyalty between employees has not been fully realized so that there are still some employees whose performance is quite low.

Based on the results of research conducted by(Rahman & Anwar, 2022)which states that the work environment has a significant influence on performance. The results of research conducted by(Soleh & Nengsih, 2022)which states that the work environment has a significant influence on performance. Research conducted by(Dekas, 2022) The work environment has a significant influence on performance. This is in contrast to research conducted by(Sudarmanto et al., 2022)work environment has no significant effect on performance.

Research conducted by(Fahrozi et al., 2022)which states that training has a significant influence on performance. Research conducted by(Eka & Falhamdany, 2022)which states that training has a significant influence on performance. Research conducted by(Fangiziah et al., 2023)which states that training has a significant influence on performance. This is in contrast to research conducted by(Barus & Siregar, 2023)training has no significant effect on performance.

Research conducted by(Dian Sudiantini & Farhan Saputra, 2022)which states that loyalty has a significant influence on performance. Research conducted by(Armadita, 2022)which states that loyalty has a significant influence on performance. Research conducted by(Sholihin & Arida, 2021)which states that loyalty has a significant influence on performance. This is in contrast to research conducted by(Suhardi et al., 2021)loyalty has no significant effect on performance.

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METHOD

Structural Equation Modeling (SEM) Analysis

This study used the Structural Equation Modeling (SEM) analysis tool using the SmartPLS program. SmartPLS is a component-based approach for testing structural equation models, commonly called SEM. SmartPLS is based on the idea of having two iterative procedures that use least squares estimation for single and multi-component models. By applying these procedures, this algorithm aims to minimize the variance of all dependent variables, therefore the cause and direction between all variables need to be clearly defined. SmartPLS is divided into measurement models and structural models. SmartPLS is a powerful method because it is not based on many assumptions. Data does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model). SmartPLS is also more efficient with algorithmic calculations that are capable of estimating larger and more complex models with hundreds of latent variables and thousands of indicators.(Sukmawati, 2023).

Measurement Model Test (Outer Model)

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated using SmartPLS software. An indicator is considered to have good reliability if it has a value above 0.7. We can see this figure by referring to the Outer Loading table in SmartPLS.(Darwin, 2021).In this composite reliability test, there are two tables that must be observed: the values contained in the Composite Reliability table and Cronbach's Alpha, which must be greater than 0.7. For the Discriminant Validity test, it can be seen from the cross-loading value. The correlation value of the indicator to its construct must be greater than the correlation value between the indicator and other constructs. There is another way to test Discriminant Validity by comparing the root value of the Average Variance Extracted (AVE) for each construct with the correlation between the construct and other constructs.

1. *Measurement Model*or Validity
   The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, indicating the level of validity of a statement item. Outer model testing is conducted based on the results of a questionnaire trial conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered acceptable. In research, the limit for convergent validity is above 0.7.
2. *Reliability*
   Once the data validity level is known, the next step is to determine the level of data reliability or the level of reliability of each construct or variable. This assessment is done by looking atComposite reliability value and Crombach alpha value. A construct is said to be reliable if it provides a Crombach alpha value > 0.70.

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3. R-square
   Next, as explained previously, the inner model assessment will be evaluated through the R-Squared value, to assess the influence of certain exogenous latent constructs on endogenous latent constructs to see whether they have a substantive influence.

Path Coefficient and Hypothesis Testing

Inner model or structural model testing is conducted to examine the relationships between variables, their significance values, and the R-square of the research model. Model assessment using PLS begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the substantive influence of a particular independent latent variable on the dependent latent variable.

RESULTS AND DISCCUSION

Research Description

Table 1. Calculation of Questionnaire Distribution Results

No.	Questionnaire	Amount	Percentage %
1	Distributed questionnaires	47	100
2	Unreturned questionnaires	0	0
3	Incorrectly filled out (defective or damaged) questionnaire	0	0
4	Questionnaires suitable for data processing	47	100

Source: Survey Results, 2025

Research Data Analysis

The data processing technique in this study uses the SEM method based on Partial Least Square (PLS) which requires two stages for the assessment of a research model: the outer model and the inner model. The outer model assessment aims to assess the correlation between item or indicator scores and their construct scores, which indicate the level of validity of a statement item. Outer model testing is carried out based on the results of questionnaire trials that have been conducted for all research variables. There are three criteria in the use of data analysis techniques to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit for convergent validity values is above 0.7.

Outer Model (Structural Model) Testing Before Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

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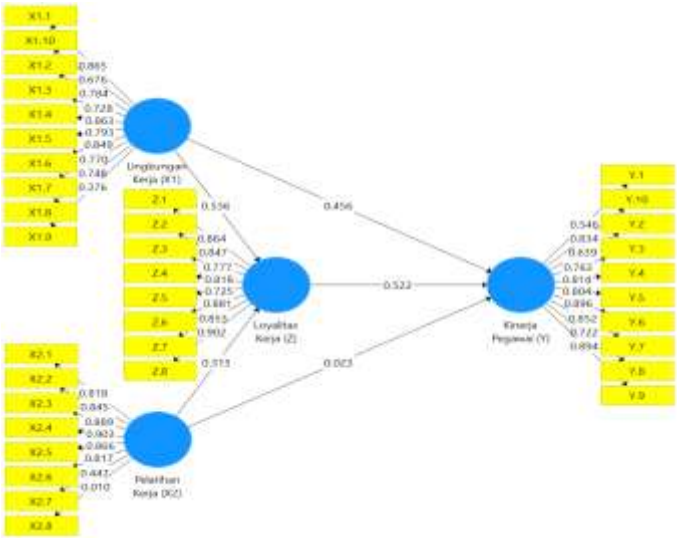

Figure 1. Outer Loadings Before Elimination

In data analysis techniques using SmartPLS, there are three criteria for assessing the outer model: convergent validity, discriminant validity, and composite reliability. Convergent validity of a measurement model with reflective indicators is assessed based on the correlation between item scores or component scores estimated with PLS software. Indicators are considered to have good reliability if they have a value above 0.7. There are three criteria in the use of data analysis techniques to assess the outer model: convergent validity, discriminant validity, and composite reliability. In the development stage, a correlation of 0.50 to 0.6 is considered adequate or acceptable. In research, the limit value of convergent validity is above 0.7.

Outer Model (Structural Model) Testing After Elimination

Based on the resultsTesting the outer model using SmartPLS, obtained the correlation values between the statement items of the research variables as follows:

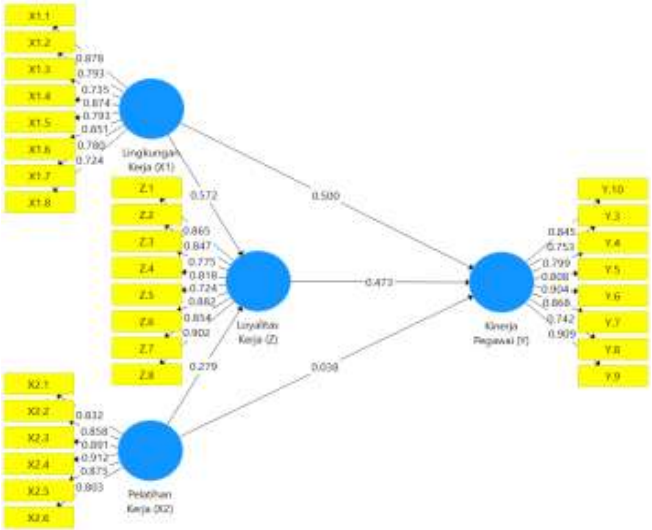

Figure 2. Outer Loadings After Elimination

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Average Variance Extracted (AVE) Assessment

The validity criteria for a construct or variable can also be assessed through the Average Variance Extracted (AVE) value for each construct or variable. A construct is considered to have high validity if its value is above 0.50. The AVE values for all variables are presented below.

Table 2. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Employee Performance (Y)	0.690
Work Loyalty (Z)	0.698
Work Environment (X1)	0.649
Job Training (X2)	0.744

Based on Table 2, it can be concluded that all constructs or variables above meet good validity criteria. This is indicated by the Average Variance Extracted (AVE) value above the recommended 0.50 criterion.

Outer Model Testing (Structural Model)

The next testing process is testing the inner model, or structural model, which aims to determine the relationships between hypothesized constructs. The structural model is evaluated by observing the R-Square value for the endogenous construct and the influence it receives from the exogenous construct.

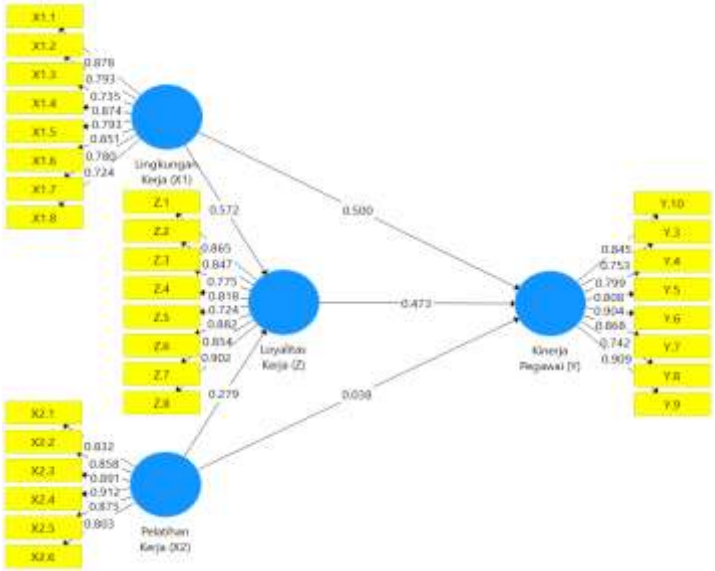

Figure 3. Structural Outer Model

Based on the image above, the structural model above can be formed into the following model equation:

a. Equation model I, is a description of the magnitude of the influenceconstructwork environmentand job trainingtowards work loyaltywith the existing coefficients plus the error rate which is an estimation error or which cannot be explained in the research model.

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Work Loyalty= 0.572Work environment + 0.279Job Training

b. Equation model II, is a description of the magnitude of the influenceconstructwork environment,job training andwork loyaltytoemployee performance with each coefficient for each construct plus an error which is an estimation error.
Employee Performance = 0.500 Work Environment + 0.038Job Training + 0.473 Work Loyalty

Next, as explained previously, the inner model assessment will be evaluated through the R-Square value of the employee performance variable of 0.913 or 91.3%, so the contribution of the work environment, job training and work loyalty variables to employee performance is 91.3%, the remaining 8.7% is influenced by other variables outside this research such as leadership style, organizational culture and job satisfaction.

PenHypothesis test

TestingThe hypothesis aims to answer the problems in this study, namely the influence of certain exogenous latent constructs on certain endogenous latent constructs, either directly or indirectly through mediating variables. Hypothesis testing in this study can be assessed from the magnitude of the t-statistic or t-count compared to the t-table of 1.96 at 5% alpha. If the t-statistic/t-count < t-table 1.96 at 5% alpha, then Ho is rejected and if the t-statistic/t-count > t-table 1.96 at 5% alpha, then Ha is accepted. The following SmartPLS output results illustrate the estimated output for testing the structural model.

Table 4. Results for Inner Weights Direct Affect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Environment (X1) -> Work Loyalty (Z)	0.572	0.553	0.152	3,770	0,000
Job Training (X2) -> Job Loyalty (Z)	0.279	0.301	0.126	2,206	0.028
Work Environment (X1) -> Employee Performance (Y)	0.500	0.491	0.110	4,533	0,000
Job Training (X2) -> Employee Performance (Y)	0.038	0.041	0.093	0.408	0.683
Work Loyalty (Z) -> Employee Performance (Y)	0.473	0.479	0.093	5,074	0,000
Work Environment (X1) -> Work Loyalty (Z) -> Employee Performance (Y)	0.270	0.268	0.099	2,736	0.006
Job Training (X2) -> Job Loyalty (Z) -> Employee Performance (Y)	0.132	0.145	0.070	1,887	0.060
Work Environment (X1) -> Work Loyalty (Z)	0.572	0.553	0.152	3,770	0,000
Job Training (X2) -> Job Loyalty (Z)	0.279	0.301	0.126	2,206	0.028
Work Environment (X1) -> Employee Performance (Y)	0.500	0.491	0.110	4,533	0,000

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CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn as follows: There is a significant influence on the work environmenttowork loyalty. There is a significant influence of job trainingtowork loyalty. There is a significant influence on the work environmenton employee performance. There is no significant influence of job trainingon employee performance. There is a significant influence on work loyaltyon employee performance. Job loyalty mediates the influence of the work environmenton employee performance. Job loyalty does not mediate the influence of the work environmenton employee performance.

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