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The Influence of Training and Organizational Communication on Job Loyalty with Job Satisfaction as an Intervening Variable

Abstract. Every company needs human resources with special skills, knowledge, and licenses in marketing products for effective work. Employee productivity is closely linked to their job loyalty and job satisfaction. Productivity can also be affected by other factors, including training and organizational communication. The purpose of this study is to assess the influence of training and organizational communication on job loyalty with job satisfaction as an intervening variable. This research was conducted at the Priority Banking Office of PT Bank Tabungan Negara from November 2020 to July 2021. The population in this study is 218 employees – an employee of PT Bank Tabungan Negara, who is under the Wealth Management Division with positions as Priority Banking Manager and Priority Banking Officer. Data collection was done through questionnaires submitted to each selected respondent. This research uses the approach of the Structure Equation Partial Model (SEM). Data analysis includes a validity test, rehabilitation test and hypothesis test with SEM-AMOS against 3 (three) variables. This study results showed that training and organizational communication has a positive and significant influence on job loyalty of PT Bank Tabungan Negara employees. In addition, training and organizational communication affect job satisfaction as an intervening variables. This effect is positive and significant. Job satisfaction as an intervening variable has a positive and significant effect on job loyalty. Job satisfaction indirectly influences the relationship between training and job loyalty and organisational communication and job loyalty.

Keywords: training, organizational communication, job satisfaction, job loyalty, employee productivity.

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Вплив навчання та організаційного спілкування на лояльність працівників при врахуванні задоволеності роботою як проміжної змінної

Анотація. Для ефективної роботи будь-якої компанії потрібні кадри зі спеціальними навичками та знаннями. Продуктивність працівників тісно пов'язана з їх відношенням (лояльністю) до роботи та задоволеністю роботою. На продуктивність праці можуть впливати й інші фактори, зокрема внутрішньокорпоративне навчання та організаційні комунікації. Метою цього дослідження є оцінка впливу навчання та організаційних комунікацій на лояльність працівників з розглядом задоволеності роботою як проміжної змінної. Дані для дослідження зібрані в банківській компанії PT Bank Tabungan Negara за період з листопада 2020 року по липень 2021 року. Вибірку цього дослідження становлять 218 співробітників банку PT Bank Tabungan Negara, які займали посаду менеджера або керівника відділу. Збір даних проводився за допомогою анкет, розданих кожному обраному респонденту. У цьому дослідженні використовується модель часткового структурного рівняння (SEM). Аналіз даних включає тест валідності, тест надійності та тестування гіпотези за допомогою програмного забезпечення AMOS. Результати дослідження показали, що навчання та організаційні комунікації позитивно та суттєво впливають на лояльність працівників банку PT Bank Tabungan Negara. Крім того, навчання та організаційні комунікації впливають на задоволеність роботою як проміжну змінну. Цей ефект є позитивним і суттєвим. Задоволеність роботою як проміжна змінна має позитивний і значний вплив на лояльність працівників. Задоволеність роботою опосередковано впливає на взаємозв'язок між навчанням і лояльністю до роботи та організаційними комунікаціями і лояльністю працівників.

Ключові слова: навчання, організаційні комунікації, задоволеність роботою, лояльність працівників, продуктивність праці.

INTRODUCTION

The current era of globalisation gives rise to competition in the business sector. A company's competitive advantage can be established through various ways, such as creating products with unique designs, modern technology, organisational structure, and effective human resources management (Graduate & Perbanas, 2016).

One banking company that pays attention to the capabilities of its employees is PT Bank Tabungan Negara. This company has a clear corporate business target in operational activities. PT Bank Tabungan Negara makes efforts to improve the quality of its employees by conducting training and providing improved team member quality.

Nevertheless, PT Bank Tabungan Negara still has problems that company leaders often face in running the wheels of the organisation, namely the lack of team member loyalty, especially in Priority Banking. Priority Banking is a unit under the Wealth Management Division and manage customer funds providing alternative financial services investment options from various instruments. Priority Banking needs human resources with special skills, knowledge, and licenses in marketing products for effective work.

Employee loyalty has a significant impact on a company. Employee loyalty is often seen as an attitude toward a particular organisation. A person can be said to be loyal to his organisation when he shows commitment

and believes that it is the best option for him to work in the organisation (Waqas, 2014).

Based on initial observations and interviews conducted at Priority Banking, it was found that this unit still has many problems regarding employees. In particular, some employees often do not obey superiors' orders, and others procrastinate on work. This indicates that there is a problem with employee loyalty.

Based on the chart of employee satisfaction surveys above, employee dissatisfaction is dominated by lack of training and career development obtained by employees so that employees do not have habits due to training. Raza et al. (2017) found that employee training significantly impacts employee performance and job satisfaction. HePing (2017) mentions that job satisfaction is used to demonstrate training behaviour, and affective commitment and perceived quality of service employees use to measure training results then work-related training.

In addition to training, organisational communication is a source of employee dissatisfaction Priority Banking unit. According to Diasmoro (2017), if communication between employees (organisational communication) goes well, employees will get benefits such as getting feedback, gaining harmonious relationships with other employees, getting support from others, easy anticipation of certain events, and better control of the social environment. The benefits obtained from organisational communication are assumed to increase job satisfaction in employees.

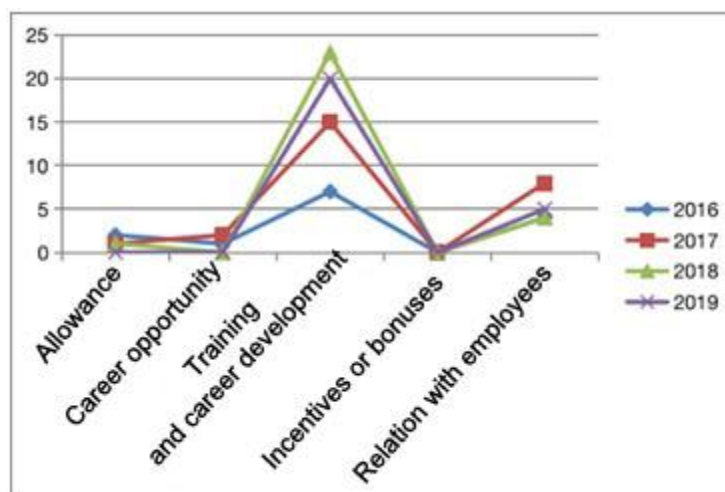


Figure 1. Survey of employee satisfaction during the working period

Source: Human Capital Management Division bank BTN (2019).

In addition, several other factors, such as career opportunities and incentives/bonuses, also influenced the decrease in the number of employees of the Priority Banking unit of the Bank BTN, which indicates job satisfaction.

Priority Banking employee loyalty is related to employee satisfaction triggered by employees' attitudes and unique knowledge. The author believes that Priority Banking employees need training and some certifications that must be owned. This is important for Priority Banking employees to develop their competence in making sales. Therefore, with adequate employee knowledge, employees can have good performance value and job satisfaction for their work. This is expected to increase the loyalty of Priority Banking employees to the company.

Findley & Wheatley (2018) prove that training significantly correlates with job satisfaction. Through training learning, trainees will modify behaviours to increase job satisfaction. Research by Raza et al. (2017) also proves that employee training significantly impacts employee performance and job satisfaction. The studies conducted by Pertiwi et al. (2019), Nellitawati & Yurmanita (2019) and Pambayun (2019) show that organisational communication will provide a sense of comfort for employees in working to create job satisfaction and have an impact on improving employee performance.

LITERATURE REVIEW

Job Loyalty

Job loyalty means being willing to work in an organisation, trying your best for organisational success, thinking about doing work in that organisation, deciding not to go, and not planning on going to another organisation (Waqas, 2014). According to Robbins (2009), loyalty is the desire to protect and save faces for others. According to Hasibuan (2011), loyalty is reflected by the willingness to maintain and defend the organisation inside and outside the work of the wreckage

of irresponsible people. Finally, according to Meyer and Herskovits, loyalty is a psychological condition that binds employees and their companies.

Another opinion on the dimensions of job loyalty assessment, according to (Zanabazar & Jigjiddorj, 2018), is as follows: The role of employees is a form of participation of organisational members in using their energy and mind and time in realising organisational goals in the company concerned. The role of employees in this work can be assessed through 1) Employee willingness to work, 2) Active actions of employees in carrying out work, 3) Employee participation in each work problem, 4) Employee involvement in policymaking. Furthermore, employee awareness at work is a form of employee responsibility based on full awareness in obeying and doing all his work duties well in the company concerned. Therefore, an employee's awareness at work can be assessed through the following indicators: 1) Knowledge of work, 2) Initiative while working, 3) Work creativity, 4) Employee obedience and compliance.

Thus, loyalty is not just carrying out their duties and obligations as employees following their job descriptions, but doing as optimally as possible to produce the best from the organization. The emergence of job loyalty is influenced by factors, namely the existence of work facilities, welfare benefits, the wage work atmosphere received, personal characteristics of individuals or employees, job characteristics, organisational design characteristics and experiences gained during the employee's work.

Training

One of the most decisive strategic efforts to improve the quality and ability of employees is training. Various studies show that practical training significantly affects the rapid improvement of work processes (Sutrisno, 2016). A good training program will produce employees who work more effectively and productively to increase their work performance. Training is a planned effort to

facilitate employees' learning about work-related knowledge, skills, and behaviours. The training aims to improve individual abilities for the benefit of the job, improve short-term performance and in a particular job by improving employee competence (Raza et al., 2017).

According to Sedramayanti (2016), the training method is divided into two, off the job (training outside the workplace) in the form of simulation and presentation of information and on the job (on-site training). An effective training program is a training program that brings positive results to improve performance, both individual performance and organisational performance. According to Jackson (2011), training programs are 1) On the job, such as e-learning, internship training, job experience, and education and teaching assistance. One of the advantages of this training is its high level of training transfer. 2) On-site is like interactive video training, a program that provides a short video presentation with its narration then requires trainees to respond to the video. 3) Off-site simulations, formal courses, open training, and business board games. Training outside the company will be appropriate when complex competencies must be mastered or when employees focus on specific interpersonal competencies that do not seem natural in the usual work environment.

Thus, training refers to the efforts planned by a company to facilitate learning in employees about the competencies that must be mastered with this training job in the form of briefing, guidance, facilities, information delivery, skills training, organising a learning environment. The training indicator in this study uses the theory expressed by Mondy (2008), namely the reaction of job training, learning outcomes, habit changes and organisational impact.

Organizational Communication

Communication controls the behaviour of members of the organisation. Every organisation has a standard hierarchy of authority and guidelines that employees should adhere to. Communication should include the transfer and understanding of the meaning (Robbins & Judge, 2015). According to Ruliana (2014), organisational communication is the process of creating and exchanging messages in a network of interdependent relationships with each other to overcome uncertain or ever-changing environments. According to Pace & Faules (2015), organisational communication can be explained through several indicators as follows: 1) Downward communication means that information flows from higher-tenured positions to lower-level ones. 2) Upward communication within an organisation means that information flows from a lower level (subordinate) to a higher level (superior). 3) Horizontal communication consists of delivering information among peers in the same work unit. A work unit includes individuals placed at the same level of authority in the organisation and have the same superiors.

Thus, organisational communication is a tool to build a good organisation. If there is an error in communication interpretation, it will affect the organisation's objectives. Indicators of organisational communication are downward, upward, and horizontal communication.

Job Satisfaction

Job satisfaction is one of the psychological aspects that reflects a person's feelings towards his job. Satisfaction is essentially the result of comparing what employees receive from work, as it is worthy or entitled to it (Waluya et al., 2018). Factors that affect job satisfaction, according to Mangkunegara (2015), are: 1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, personality, emotions, way of thinking, perception, and work attitude. 2) Work factors, namely the type of work, organisational structure, rank (class), position, quality of supervision, financial guarantee, promotion opportunities, social interaction, and employment relations. Job satisfaction is an individual thing. Each individual has a different satisfaction in working according to the values that apply to him. The more aspects of the work that follow the individual's wishes, the higher the level of satisfaction. The fewer aspects in the work that are not following the individual's wishes, the lower the level of satisfaction felt (Sutrisno, 2009).

Thus, job satisfaction is a positive feeling that is a psychological aspect of the job due to the evaluation of characteristics or, in other words, a person's pleasant feelings after one assesses the work. Indicators of job satisfaction are the job itself, salary, opportunities to rise, supervision and co-workers. The worker's response to dissatisfaction is exit, voice, loyalty and neglect.

RESEARCH HYPOTHESIS

This study is based on the hypothesis that:

H₁: Training directly positively influences job loyalty in Priority Banking of PT Bank Tabungan Negara.

H₂: Training directly positively influences job satisfaction in Priority Banking of PT Bank Tabungan Negara.

H₃: Organisational communication directly positively influences job satisfaction in Priority Banking of PT Bank Tabungan Negara.

H₄: Organisational communication directly positively influences job loyalty in Priority Banking of PT Bank Tabungan Negara.

H₅: Job satisfaction directly positively influences job loyalty in Priority Banking of PT Bank Tabungan Negara.

H₆: Training indirectly affects job loyalty through job satisfaction.

H₇: Organisational communication indirectly affects job loyalty through job satisfaction.

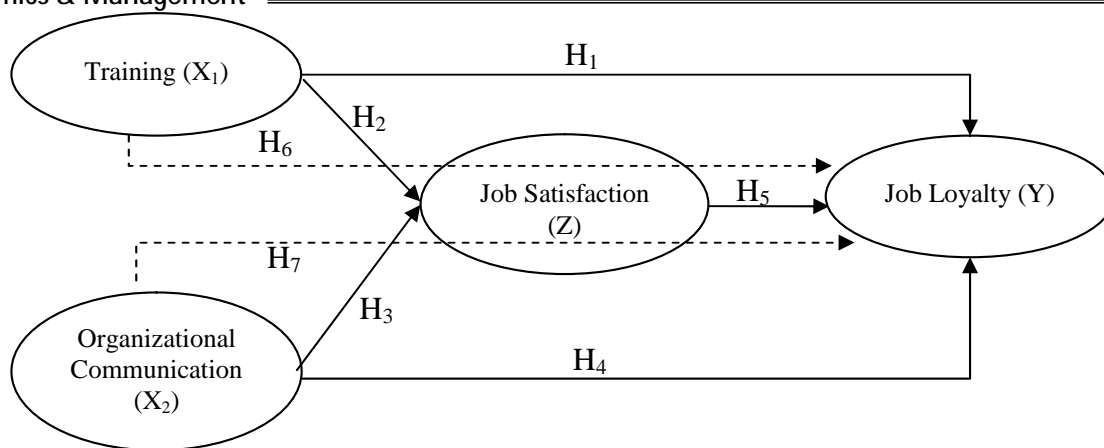


Figure 2. Research Conceptual Framework

RESEARCH METHODOLOGY

This study is non-experimental quantitative research and uses an assessment of numbers in the absence of treatment fidelity. This research will be tested the influence of training and organizational communication on job loyalty with job satisfaction as an intervening variable. This research was conducted at the Priority Banking Office of PT Bank Tabungan Negara from November 2020 to July 2021.

The research sample is a collection of individuals or research objects with quality qualities and characteristics established (Sugiyono, 2019). The population in this study is 218 employees of the Priority Banking Office of PT Bank Tabungan Negara. The employee is an employee of PT Bank Tabungan Negara, who is under the Wealth Management Division with positions as Priority Banking Manager and Priority Banking Officer (PBO). Therefore, the sample is part of the population studied. As in statistical methods, sample size results in a basis for estimating sampling errors. According to, the sample is part of the number and characteristics of the population.

The sample consists of selected members of the population (Sekaran, U. and Bougie, 2016). The sample used in this study was probability sampling. Probability sampling is a sampling technique that provides an equal opportunity for an element (member) of a population to be selected into a sample member. Researchers chose probability sampling because it is expected that the samples selected can support population characteristics objectively. In addition, probability theories in probability sampling allow researchers to know the emerging biases and the extent to which the emerging bias deviates from estimates. The calculations' results can infer the variations that each sampling technique may cause.

According to Hair et al. (2010), the size of the sample, if it is too large, will make it difficult to get a suitable model, and it is recommended that the appropriate sample size between 100-200 respondents can be used interpretation estimation with structural equation model (SEM). For that, the number of samples will be determined based on the results of the minimum sample calculation. According to Hair et al. (2010), choosing the minimum sample number for SEM is the number of indicators multiplied by 5.

Data collection was done through questionnaires submitted to each selected respondent. Researchers could relate directly to respondents, provide explanations as necessary, and be directly collected after completing respondents' answers with a personal questionnaire. At the same time, the disadvantage of this method is the need for a relatively high cost, mainly when the geographical location is scattered. Regarding the measurement scale in preparing questionnaires, researchers used the Likert scale, a closed question that measures attitudes from negative states to positive levels. It was designed to obtain data on the dimensions of the variables analysed in the study, with five alternative numbers to measure respondents' attitudes. Therefore, the questions in this section are created using a scale of 1-5 to obtain data that is intervals and is given a score or value (Table 1).

The data obtained in this study were analysed to receive information and be drawn to precise and correct conclusions. This research uses the approach of the Structure Equation Partial Model (SEM). It means that this study predicts and explains latent variables more than testing a theory. Therefore, the number of samples of this study is not significant.

Table 1

Likert scale	
Scale	Assessment Level
1	Disagree
2	Disagree
3	Enough
4	Simply Agree
5	Strongly Agree

Data analysis includes a validity test, rehabilitation test and hypothesis test with SEM-AMOS against 3 (three) variables. This study's formation of latent variables into all of them was reflective, meaning all three latent variables affected the indicator. For all variables, there are 29 indicators: 8 (eight) training variable indicators, 11 (eleven) job loyalty variable indicators and 10 (ten) job satisfaction variable indicators.

RESULTS AND DISCUSSION

Validity Test

The validity test is a test that has been the extent of the measuring instrument that presents what we will want to measure instead of taking other measurements (Sekaran, 2006). In this study, the validity test was done using the AMOS program by comparing p-value with alpha 0.05; when said with *** or ≤ 0.05 , the indicator can be valid. The results of the validity test are shown in the table. At the same time, the question is valid if the loading factor has a $>$ value of 0.5. Grains with a loading factor of 0.5 or more are considered to have sufficiently clear validity to explain latent constructs, according to Ghozali (2004).

This reliability test determines how much consists of data by using the Cronbach Alpha indicator. For example,

if in the data there is a coefficient value of α is between 0.7-0.9, then the reliability is high while the coefficient value α is less than 0.5. On the other hand, the reliability is low, and if the data reliable coefficient value is closer to the value of 1, it will be considered a better reliable value (Sekaran and Bougie, 2010). This study in calculation or testing the reliability of data will use a soft combative application, namely SPSS.

The data calculation was used the AMOS Ver. 22 application. The validity test determines whether it is worth the questions that will be given in this data creation activity. As far in the comparison for decision making, namely corrected item-total correlation with a table R-value with a level of 0.05 worth 0.1443, then if the value is > 0.1443 , the data is declared valid. At the same time, the corrected item-total correlation is < 0.1443 ; then, the value is invalid.

After the validity test, the next step is to perform a reliability test by comparing the value of Cronbach's Alpha > 0.7 . Then, the data can be called reliable, while if Cronbach's Alpha value is < 0.7 , it can be ascertained that the value is not reliable. Furthermore, here the results of the validity and reliability test from table 1 are as follows:

Table 2

Exploratory Factor Analysis

Latent Construct	Reliability (<i>Cronbach's Alpha</i>)	Item (Indicator)	<i>Corrected Item Total Correlation</i>
1	2	3	4
Job loyalty	,535	LK1	,796
	,442	LK2	,810
	,499	LK3	,801
	,627	LK4	,785
	,690	LK5	,778
	,521	LK6	,799
	,465	LK7	,807
	,561	LK8	,795
Training	,872	P1	,789
	,879	P2	,669
	,884	P3	,571
	,888	P4	,519
	,887	P5	,513
	,876	P6	,709
	,875	P7	,741
	,883	P8	,590
	,889	P9	,503
	,883	P10	,615
	,882	P11	,620
Organizational communication	,890	KO1	,791
	,892	KO2	,758
	,907	KO3	,594
	,888	KO4	,810
	,908	KO5	,573
	,888	KO6	,825
	,898	KO7	,697
	,905	KO8	,613

Table 2: Continuation

1	2	3	4
Job satisfaction	,903	KK1	,673
	,906	KK2	,615
	,905	KK3	,630
	,893	KK4	,833
	,905	KK5	,636
	,906	KK6	,616
	,896	KK7	,787
	,898	KK8	,754
	,909	KK9	,569
	,903	KK10	,670

Table 2 show that all indicators are valid because several indicators have been eliminated with loading factor values below 0.70 (Ghozali, 2014). While Cronbach's Alpha rehabilitation results have a > value of 0.7, it can be said that the variables of training, organizational communication, job satisfaction, and job loyalty have high reliability.

Hypothesis Test

This study uses Structural Equation Model, and some data were dropped from the previous model to find fit model.

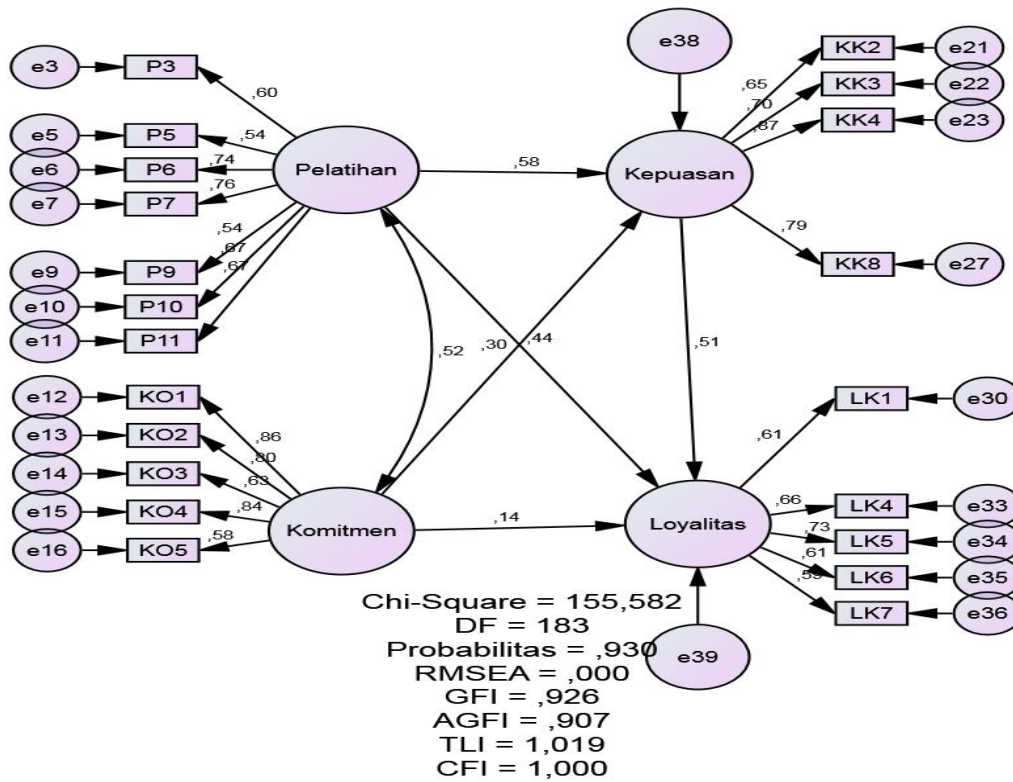


Figure 3. Modification of Structural Model Analysis

Based on model testing data with several criteria of the Goodness of Fit Model, it can be noted that this is to evaluate the criteria using limit values or Cut value with data such as the table below:

Table 3

Model Accuracy Test			
The goodness of Fit Index	Cut of Value	Estimated Results	Information
Chi-Square	Expected to be small	155.582	Fit Model
P-Value	<0.05	0.00	Fit Model
CMIN/DF	<2.00	0.850	Fit Model
GFI	>0.90	0.907	Fit Model
RMSEA	<0.05	0.00	Fit Model
TLI	>0.90	1.019	Fit Model
AGFI	0.80 ≤ GFI < 0.90	0.907	Fit Model
CFI	>0.90	1.000	Fit Model

Source: Processed by Researchers (2021).

Based on the table above, it is stated that the value of Chi-Square is 155.582, with a P-value value of $0.00 < 0.05$. Therefore, the probability value corresponds to what is expected. Furthermore, the GFI value of $0.907 > 0.90$ with a RMSEA value of $0.00 < 0.05$ in the TLI value of $1.019 > 0.90$ and also a CFI value of $1.000 > 0.90$ with the conclusion that in the test it is feasible and marginally fit.

This study found the hypothesis test using a significance level of 0.05 with Critical Ratio (CR) is 1.96, and the hypothesis is accepted.

Table 4

Hypothesis Test Results

Hypothesis	Path	Estimates	S.E	C.R	Conclusion
H ₁	Training -> Job Loyalty	,444	,107	4,143	Accepted
H ₂	Training -> Job Satisfaction	,634	,120	5,264	Accepted
H ₃	Organizational Communication -> Job Satisfaction	,209	,057	3,698	Accepted
H ₄	Organizational Communication -> Job loyalty	,089	,044	2,029	Accepted
H ₅	Job Satisfaction -> Job Loyalty	,472	,105	4,481	Accepted

The data in Table 4 show that each critical ratio (CR) has a value equal to the value-t. Therefore, it will cause a comparison between the value-t with a significance of 5% with the value of that significance of 1.96. If the value of the CR > 1.96 , the hypothesis is declared accepted, while if the value of the CR is < 1.96 , the hypothesis is rejected. Based on these criteria, it can be concluded that H₁, H₂, H₃, H₄, and H₅ hypotheses have a positive relationship with each variable because the critical ratio value of each hypothesis as a whole is > 1.96 , H₆ and H₇ have an indirect effect of training on job loyalty through job satisfaction positively and significantly and indirect influence of organizational communication on job loyalty through job satisfaction in a positive and significant.

Discussion

This study results showed that training directly positively affected job loyalty with a Critical Ratio of $4.14 > 1.96$. Therefore, the training will increase the job loyalty of PT Bank Tabungan Negara employees. These results are in line with previous research conducted by Alyani & Djastuti (2017), Siregar & Dalimunthe (2017), and Sharma (2019), which confirm that training has a direct positive and significant influence on job loyalty.

In addition, training directly positively affected job satisfaction with a Critical Ratio of $5.264 > 1.96$. Therefore, the training will increase the job satisfaction of PT Bank Tabungan Negara employees. These results are in line with previous research conducted by Nanda & Namora (2020), Sharma (2019) Karimi & Nejad (2018), which confirm that training has a direct positive and significant influence on job satisfaction.

This study results showed that organizational communication directly positively affected job satisfaction with a Critical Ratio of $3.698 > 1.96$. Therefore, if the organizational communication happening well, it will increase the job satisfaction of PT Bank Tabungan Negara employees. These results are in line with research conducted by Dharma (2019), that confirm that organizational communication has a direct positive and significant influence on job satisfaction.

In addition, organizational communication directly positively affected job loyalty with a Critical Ratio of $2.029 > 1.96$. Therefore, if the good organizational

communication will increase the job loyalty of PT Bank Tabungan Negara employees. These results are in line with research conducted by Goenawan (2017), that confirm that organizational communication has a direct positive and significant influence on job loyalty.

This study results showed that job satisfaction directly positively affected job loyalty with a Critical Ratio of $4.481 > 1.96$. Thus, job loyalty largely depends on job satisfaction, which confirms the research conducted by Sharma (2019), Alyani & Djastuti (2017) and Onsardi et al. (2017).

It was also found that there is an indirect effect of training on job loyalty through job satisfaction. This effect is positive and significant. Therefore, a good training program will increase job loyalty of PT Bank Tabungan Negara employees. These results are in line with research conducted by Alyani & Djastuti (2017) and Alshraideh et al. (2017), which confirm that training has an indirect influence on job loyalty through job satisfaction.

In addition, there is an indirect effect of organizational communication on job loyalty through job satisfaction. This effect is positive and significant and is able to mediate the influence of organizational communication on job loyalty. These results are in line with research conducted by Goenawan (2017).

CONCLUSIONS

The results of this study based on hypothesis testing prove that training and organizational communication has a positive and significant influence on job loyalty of PT Bank Tabungan Negara employees. In addition, training and organizational communication affect job satisfaction as an intervening variables. This effect is positive and significant.

Job satisfaction as an intervening variable has a positive and significant effect on job loyalty. Job satisfaction indirectly influences the relationship between training and job loyalty and organisational communication and job loyalty.

The results of this study are the basis for the following recommendations:

- To improve training methods through two-way communication. With a 2-way communication method,

employees will be allowed to issue opinions, responses, ideas, rebuttals, and so on so that the delivery of training materials will take place effectively where the instructor can directly improve and straighten the employee's understanding of training material and also in the effective use of training time to make employees not bored and better understand the material provided.

– To improve the coordination of work from superiors to subordinates. That way, every job assigned to

employees must be straightforward and follow the goals or targets to be achieved, and there is no mistake about how to complete the work.

– To increase promotional opportunities for employees and balance compensation between employees. It will increase employee job satisfaction if they can promote their position without obstacles and do not cause jealousy about the compensation provided between employees.

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