

## The Influence of Training and Development on Work Quality Mediated by Learning Motivation at PT. Asuransi Sahabat Artha Proteksi

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**Abstract**— This research stems from the urgent need to face the increasingly complex dynamics of the insurance industry and increasingly fierce competition, especially at PT Asuransi Sahabat Artha Proteksi (Sahabat Insurance Jakarta). The company, which has undergone several changes in ownership and identity since its establishment in 1996, currently faces the challenge of improving the quality of human resources (HR) that play a crucial role in this expertise-based industry. Although the company has implemented various initiatives such as financing certification exams, monthly incentives, and integration into performance appraisals (KPIs), it still lacks a sufficient number of experts. This study aims to understand how training and development programmes can motivate employees to improve their productivity and work quality to reach expert status. By analysing the effect of training and development on the quality of employee performance mediated by motivation, this study provides insight into the importance of motivation as a mediator pathway in the context of performance improvement in the insurance industry. The results of this study are expected to provide practical recommendations for PT Asuransi Sahabat Artha Proteksi in their efforts to improve the quality of human resources and overall company productivity. The population in this study amounted to 120 (one hundred and twenty) people and for the sample of this study amounted to 92 (Ninety-two) people. The results of this analysis show that all indicators used in this study are valid and reliable. This study uses a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) using SmartPLS 3.3 software. This study provides evidence of a positive and significant effect.

**Keywords**— Training, Development, Learning Motivation, Work Quality

### 1. Introduction

This research is rooted in the urgent need to face the increasingly complex dynamics of the insurance industry and increasingly fierce competition, especially in PT. Sahabat Artha Proteksi Insurance (Sahabat Insurance Jakarta). PT. Asuransi Sahabat Artha Proteksi (Sahabat Insurance) was previously known as PT Bess Central Insurance. Sahabat Insurance has been established since September 4 1996, when it was named PT AIOI Indonesia. On March 25 2011, PT Asuransi Central Asia took over all shares from PT AIOI Indonesia, which at that time merged and transferred its assets and liabilities to PT. MSIG Indonesia Insurance. Next, new shareholders other than PT. Central Asia Insurance, and along with the change in shareholders, it was decided that PT. AIOI Indonesia changed its name to PT. Bess Central Insurance on May 26 2011 after obtaining the Decree of the Minister of Finance with number KEP-420/KM.10/2011. The company's history reflects dynamic changes in ownership and identity, starting from PT AIOI Indonesia, then becoming PT Bess Central Insurance after being taken over by PT Asuransi Central Asia in 2011. The change from PT AIOI Indonesia to PT Bess Central Insurance reflects the company's adaptation to change. in the insurance industry.

Technological changes, dynamic industry regulations and evolving consumer expectations demand rapid and efficient adaptation from these companies. In this context, the quality and performance of experts is the main factor that supports the continuity and success of PT. Friends of Artha Protection Insurance. Improving the quality of human resources is not just a need, but a strategic imperative. Therefore, the skills and knowledge of experts need to continue to be updated and expanded through ongoing training and development efforts. PT. Asuransi Sahabat Artha Proteksi (Sahabat Insurance Jakarta) as a company is very dependent on the technical expertise of Human Resources (HR), because the industry is based on individual success (people-based industry). Success in providing quality insurance services is greatly influenced by the

availability and quality of human resources, making this factor a key element in the context of the general insurance industry. In this industry, the role of an expert who provides acceptance or approval of a prospective policyholder/insured's application has important significance. The decisions taken by these experts have a major impact on the productivity of insurance companies. Therefore, understanding the importance of motivation in the performance of experts is crucial.

PT. Asuransi Sahabat Artha Proteksi currently has 21 offices consisting of one head office, eight branch offices and eleven representative offices, but only has nine experts at A2IK and A3IK levels. The distribution of experts is not evenly distributed, and several representative offices still do not have experts. Even though PT. Asuransi Sahabat Artha Proteksi encourages employee participation in the A3-IK expert certification program by providing exam funding for up to two opportunities for each exam subject. Apart from that, the company provides incentives or professional allowances to employees who successfully pass the A3-IK certification amounting to IDR. 1,000,000,- and A2-IK Rp. 2,000,000,- every month. This effort is also integrated into employee KPI assessments, especially for branch office heads, representative offices and underwriters who have passed, by giving points in the relevant KPI.

Table 1. Expert Staff Data for 2023

No	Nama	Posisi	Sertifikasi	Status
1	Lusi Andriani	Tenaga Ahli Kantor Pusat	AA-IK	Karyawan Sahabat
2	Aris Harsono	Tenaga Ahli Kantor Cabang Utama - Jakarta	AAA-IK	
3	Veronica Shintauly	Tenaga Ahli Kantor Cabang Pekanbaru		
4	Ali Soepomo	Tenaga Ahli Kantor Cabang Bandung		
5	M. Nur Saripudin	Tenaga Ahli Kantor Cabang Semarang		
6	Erwin Parera	Tenaga Ahli Kantor Cabang Surabaya		
7	E r n a	Tenaga Ahli Kantor Cabang Lampung		
8	Elvi Yunita	Tenaga Ahli Kantor Cabang Medan		
9	Betty Irawati	Tenaga Ahli Kantor Cabang Makassar		
10	Belum Ada	Tenaga Ahli Kantor Perwakilan Batam	Belum Ada	
11		Tenaga Ahli Kantor Perwakilan Pontianak		
12		Tenaga Ahli Kantor Perwakilan Palembang		
13		Tenaga Ahli Kantor Perwakilan Jambi		
14		Tenaga Ahli Kantor Perwakilan Cirebon		
15		Tenaga Ahli Kantor Perwakilan Purwokerto		
16		Tenaga Ahli Kantor Perwakilan Batam		
17		Tenaga Ahli Kantor Perwakilan Solo		
18		Tenaga Ahli Kantor Perwakilan Yogyakarta		
19		Tenaga Ahli Kantor Perwakilan Malang		
20		Tenaga Ahli Kantor Perwakilan Denpasar		
21	Tenaga Ahli Kantor Perwakilan Banjarmasin			

(Source: PT. Asuransi Sahabat Artha Proteksi)

The company's efforts which include exam financing, monthly incentives, and integration in KPI assessments provide an illustration that management has good intentions to improve the qualifications and quality of employee performance to become experts. However, based on this evaluation, it appears that the number of experts possessed by the company is inadequate. This is critical considering that training and development is a key component in improving the quality of employees to become experts which the company has discussed and provided because this will have an impact on the company's productivity. With the problems that occur in companies, the research aims to understand more deeply how motivational encouragement from training and development programs can be a catalyst for increasing work quality productivity as skilled employees. Thus, the research will not only provide insight into the direct influence of training and development on performance, but also explore the mediating pathways of motivation as a key element in this dynamic insurance company context. This research carries out an analysis regarding the influence of training and development on the quality of employee performance mediated by motivation to become experts and this research was conducted at PT. Sahabat Artha Proteksi Insurance (Sahabat Insurance Jakarta).

## 2. Literature Review

### A. Quality of Work

Setiawan (Setiawan, 2022) defines work quality as an assessment of how well someone carries out tasks or work in accordance with their position, education and skills. Views regarding work quality can vary depending on the individual's role and responsibilities in the organization. For an



employee, work quality includes the ability to carry out tasks well, use formal language, and provide clear and structured explanations regarding their work.

According to Widyatmoko (Widyatmoko & Wibowo, 2020) indicates that work quality can be measured through the level of wages received and a comfortable and safe working atmosphere. For a supervisor, work quality is assessed based on the extent to which the work reflects dignity and worth in the field. Performance management plays a key role in ensuring each individual achieves the expected work quality standards, by involving effective performance planning and synergistic management between workers, employers, and individuals and groups within the organization. Work quality, as an evaluation of how well someone carries out tasks according to their position, education and skills, varies depending on the individual's role and responsibilities in the organizational structure.

Nasution (Nasution, 2020) adds a participatory dimension to the concept of work quality, where employees are empowered to actively participate in determining their own work methods and provide maximum contributions according to individual abilities and creativity. This approach promotes inclusive and collaborative management, where each team member feels direct responsibility for achieving shared goals.

Lita (Lita et al., 2023) explains that work quality is not only about the work results provided, but also about the ability to trigger, maintain, or increase individual motivation. Fajar (Fajar & Susanti, 2023) added that work quality also involves giving workers the freedom to make decisions regarding their work, as well as designing their own work environment in order to produce efficient products or services.

## **B. Learning Motivation**

Motivation can be interpreted as a factor that encourages and provides support for human behavior so that they are willing to work diligently and enthusiastically to achieve optimal results. According to Sinambela (Sinambela, 2017), motivation is a collection of attitudes and values that influence individuals to achieve specific goals in accordance with personal desires. Meanwhile, according to Kasmir (Kasmir, 2018), motivation is explained as a factor that triggers and supports human behavior so that they are willing to work diligently and enthusiastically to achieve maximum results.

Work motivation can be observed from the extent to which an individual desires to fulfill higher needs, after lower needs have been met. Meanwhile, according to Antika (Antika et al., 2021) motivation can be defined as an internal drive that appears in employees, triggering enthusiasm and encouragement to work optimally in order to achieve goals. Based on this explanation, it can be concluded that the higher a person's level of motivation, the greater the effort given by employees to achieve company goals. According to Afandi (Afandi, 2018) motivation can be defined as an internal drive that arises from individuals, triggered by inspiration, enthusiasm and encouragement to carry out activities with sincere intentions, full of joy and sincerity, so that the results of the activities carried out can achieve good quality.

Setiaji's (Setiaji, 2019) work motivation can be observed from the extent to which an individual desires to fulfill higher needs, after lower needs have been fulfilled. So motivation (is a factor that drives and supports human behavior so that they are willing to work diligently and enthusiastically to achieve optimal results. Work motivation is an internal drive that influences individuals to work diligently and enthusiastically, which comes from the desire to fulfill higher needs. high after basic needs are met. This motivation factor has an important role in achieving optimal performance and ensuring the success of individuals and organizations in achieving their goals.

Motivation (Edy, 2018) has a very significant role in supporting individual behavior in the work environment, it can be sourced from internal individual factors as well as factors within the company environment. Internal sources of motivation include aspirations to improve in position or achieve achievements in the work context, while motivation originating from the company

environment involves factors such as working environmental conditions, interactions with co-workers, availability of facilities that support work, and various other forms of reward. Work motivation, as explained by Mangkunegara (Mangkunegara, 2018), includes the following aspects: dedication to work, focus on future goals, having high ambitions, orientation to tasks/goals, efforts to achieve progress, perseverance, selection of colleagues work, and optimizing the use of time.

According to Rosdayanti (Rosdayanti & Suwanto, 2020) Motivation in this context refers to a person's drive and desire to carry out activities or work by giving their best in order to achieve the desired goals. Several factors that can trigger this motivation include salary, benefits, work safety, rewards, promotion systems, interpersonal relationships with co-workers, and opportunities for self-development. According to Arianto (Arianto & Kurniawan, 2020) motivation is an internal force that encourages individuals to achieve certain goals. This motivation involves a drive, desire, or need that moves a person to act or behave in a certain way. In a work context, motivation can direct individuals to improve performance, achieve targets, and achieve success in their careers.

### **C. Development**

Development is a process that aims to improve or expand the skills, knowledge or capacity of an individual or organization so that it can reach its maximum potential (Rahayu et al., 2023). This process involves a series of activities designed to improve abilities or broaden understanding in a particular area, whether in a personal, professional, or organizational context. With development, individuals or organizations can face new challenges, improve performance, and achieve higher goals.

Human resource development in an organization emphasizes the importance of considering humans as an integral part of the organization (Daniel Ayub Dawan, 2022). This involves various factors, including education and training specifically designed to improve employee capabilities. This development process provides structured learning opportunities to improve the competency and performance of current employees, as well as to prepare them for future roles and responsibilities.

In a company, human resource development is also a necessity (Nurhayati & Atmaja, 2021). This development is important for companies to increase employees' knowledge, skills and abilities in accordance with the demands of the work they do. The aim of this development is to improve and overcome deficiencies in carrying out tasks better, as well as maintaining compliance with technological developments used by the company. Apart from that, this development provides benefits for employees in improving their performance, which in turn also provides benefits for the company.

Employee development is the process of improving the skills and expertise of current and future employees so that they can carry out their duties well (Stefanny & Widiyanto, 2022). Career development, as part of employee development, is a series of job positions undertaken by an employee. Training and further education is a form of career development provided to employees in an organization, which aims to improve their competence and performance so that they can achieve individual and organizational goals effectively (Herlina, 2021).

The aim of employee development is to increase work productivity, time efficiency, reduce the occurrence of work damage and accidents, improve excellent service, career advancement, conceptual thinking skills, and form a leadership spirit (Malayu, 2019). This development includes increasing the knowledge, skills and attitudes of employees. Employees selected for this development are usually those who have worked for a certain period of time, because in this development process they are expected to become more specific and skilled in carrying out their duties.

Human resource capacity development basically involves efforts to provide trained workers to improve the skills and knowledge needed by society (Martins & Sudarmo, 2023). The main objective is to increase overall prosperity through building quality skills of industry players. This development is a planned and structured effort to increase employee knowledge in various aspects, including moral, conceptual, technical and theoretical, to suit job demands (Andayani & Hermawan, 2020).



Career development aims to train new employees to acquire the skills needed for work quickly and efficiently (Halim et al., 2019). Apart from that, this development also aims to improve the capabilities of existing staff so that their performance in their current positions increases, and to prepare them to take on greater responsibilities in the future. This process helps employees achieve their full potential and prepares them for more complex roles in the future.

Development is a process in which individuals acquire the skills and experience necessary to succeed in their current jobs and also in the tasks they will face in the future (Syahputra & Tanjung, 2020). Meanwhile, career development is the process of improving individual work skills carried out to achieve the desired career position (Putri & Ratnasari, 2019). This shows how important it is to invest in self-development to achieve professional success.

Thus, development becomes a key element in improving individual competence and achieving desired career goals. This development is not only beneficial for individuals but also for organizations who obtain employees who are more skilled and ready to face various challenges. Investment in human resource development is a long-term investment that contributes to the success and sustainability of an organization.

Overall, human resource development is an important and ongoing process that involves increasing the skills, knowledge and capacity of individuals within an organization. Through this development, both employees and organizations can grow and develop, achieve strategic goals, and remain competitive in an ever-changing business environment. Effective development requires good planning, proper implementation, and ongoing evaluation to ensure that development goals are achieved and provide maximum benefits for all parties involved.

#### **D. Training**

Training is a well-organized and planned process for modifying or developing knowledge, skills or attitudes through learning experiences, with the aim of increasing effectiveness in various activities (Lestari & Afifah, 2021). This process is designed in such a way that training participants can gain a significant increase in competency, which in turn has a positive impact on their performance in carrying out daily tasks.

Training provides employees with the skills necessary to carry out their duties (Maysaroh, 2022). This refers to the planned efforts made to achieve mastery of employee or employee knowledge, skills and attitudes. Through training, employees can develop various skills and techniques for carrying out certain detailed and routine work, which are very necessary to carry out work efficiently and effectively.

According to (Wahyuddin & Zaki, 2023), training is an activity that aims to improve employee work abilities in the context of economic activity. This training not only helps employees gain practical knowledge but also applies it, thereby improving the skills, abilities and attitudes needed by the organization to achieve its goals. Effective training allows employees to perform tasks better, innovate, and meet job demands with updated skills.

Apart from that, training is also tailored to the demands of the work that will be carried out by employees. This involves skills in carrying out tasks, innovation, and knowledge that includes mental agility, conceptual flexibility, speed, hard work, communication skills, curiosity, openness to new information, as well as courage and independence in pursuing life's direction. Thus, training focuses not only on improving technical skills but also on developing character and attitudes that support productivity and innovation in the workplace.

Structured and effective training helps employees improve their overall performance. With training, employees can update and increase knowledge and skills that are relevant to technological developments and changes in the industry. This allows them to remain competitive and able to make significant contributions to the organization.

In an organizational context, training plays an important role in human resource development. Through ongoing training, organizations can ensure that their employees have the skills necessary to face future challenges. Training also helps in increasing employee motivation and job satisfaction, as they feel valued and supported in their career development.

Apart from benefits for employees, training also provides benefits for the organization. By having trained and competent employees, organizations can increase operational efficiency, reduce work errors, and improve the quality of products or services provided. Training also helps in building a culture of continuous learning within the organization, which encourages innovation and continuous improvement.

Investing in employee training can also increase employee loyalty and retention. Employees who feel that they are given the opportunity to learn and develop tend to be more loyal and motivated to work hard for the success of the organization. This is important in creating a positive and productive work environment.

Overall, training is a key element in effective human resource development. By designing training programs that suit employee needs and job demands, organizations can ensure that they have a workforce that is ready to face challenges and achieve strategic goals. Effective training helps employees continuously develop and adapt to change, thereby improving individual and overall organizational performance.

### **3. Research Method**

The study focused on the employees of PT. Asuransi Sahabat Artha Proteksi (Sahabat Insurance Jakarta), with a total population of 120 individuals. To determine the appropriate sample size, the Slovin formula was used, which is a method for calculating the minimum sample size when the population behavior is not precisely known. This formula, developed by Taro Yamane, considers the error tolerance level, and in this case, with a 5% margin of error, the sample size was determined to be 92 employees. This number is considered sufficient to provide data that accurately reflects the entire population. The data was collected through online questionnaires, which were distributed to the employees, ensuring efficiency and effectiveness in gathering the necessary information.

Once the data was collected, it was analyzed using Structural Equation Modeling (SEM) through SmartPLS V.3 software. SEM is a statistical technique that allows for the analysis of relationships between latent constructs and their indicators, as well as between different latent constructs themselves. This method was chosen to explore the direct and indirect relationships between the variables in the study, such as training, development, work quality, and motivation. The analysis process began with the evaluation of the measurement model, followed by the structural model, and then hypothesis testing. The outer model assessment focused on evaluating the validity and reliability of the constructs, while the inner model examined the causal relationships between the latent variables.

The hypothesis testing was conducted using critical ratios and alpha or error levels, assessed through T-values and P-values. Specifically, the study utilized a T-value greater than 1.96 and a significance level of less than 0.05 with an alpha of 5% to determine the statistical significance of the relationships between the variables. Path diagrams were created using the SMART PLS program, and the hypothesis testing helped to confirm whether the proposed models accurately depicted the influence of independent variables on the dependent variables. The data processing and analysis involved several steps, including checking the completeness of the questionnaires, performing tabulation, conducting validity and reliability tests, and ultimately testing the hypotheses to determine the effectiveness of the proposed model.

### **4. Result and Discussion**

#### **4.1 Validity Testing**

Validity testing was carried out on this research instrument using convergent validity, discriminant validity, and average variance extracted. The first validity test is carried out by looking at the convergent validity of an instrument. It can be said to be valid if it has a loading factor value greater than 0.5. If this value is greater than 0.5 then the instrument this time can be said to be valid and can explain the relationship between the indicators and latent variables in the hypothesis model. If in the calculation results there are

indicators that are invalid or less than a value of 0.5, then these indicators will not be included in the analysis calculations that will be carried out. The results of the loading factor calculations can be seen as follows.

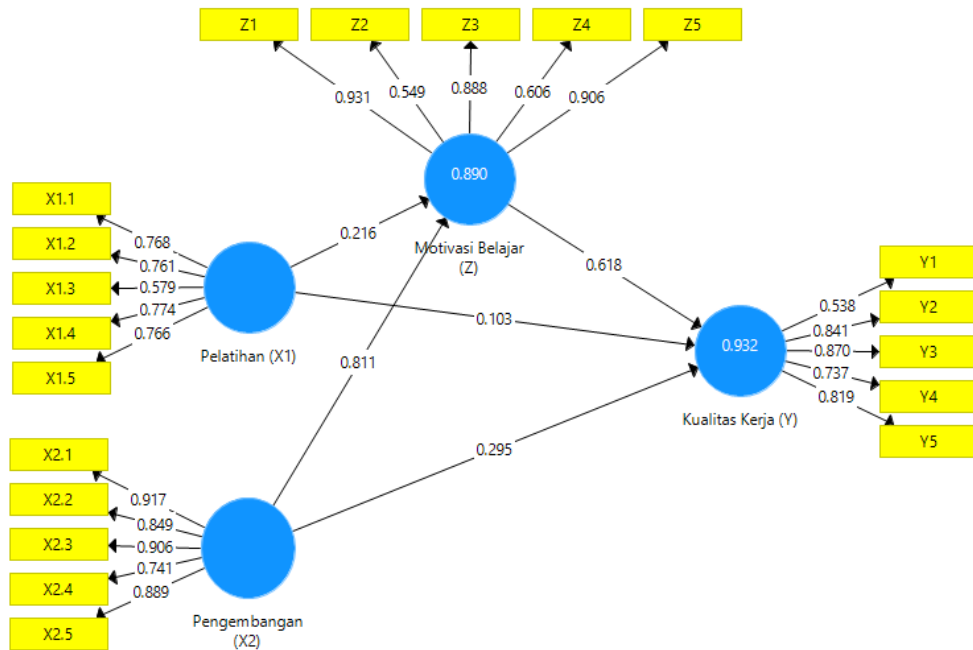


Figure 1 Research Model  
 (Source: Smart PLS)

Based on the research model that has been analyzed using Smart PLS, it can be said that all indicators are valid because they have a loading factor value greater than 0.5 with the data can be seen as follows. It can be concluded that all indicators can be included in the further analysis process because no indicators were removed with a value of less than 0.5

Table 1. Loading Factor Value (1)

Training	Loading Factor	Development	Loading Factor
X1.1	0.768	X2.1	0.917
X1.2	0.761	X2.2	0.849
X1.3	0.579	X2.3	0.906
X1.4	0.774	X2.4	0.741
X1.5	0.766	X2.5	0.889

(Source: Smart PLS)

The factor loading value shows how strongly the indicator measures the underlying factor. For the Training category, the indicator with the highest loading factor value is X1.4 (0.774), followed by X1.1 (0.768), X1.5 (0.766), ). Indicator X1.4, with the highest loading value, has the greatest influence in measuring the Training factor, indicating that this variable best represents the training aspect. On the other hand, X1.3 with the lowest loading value has the smallest influence, indicating that this variable is less effective in representing the Training factor than the others.

For the Development category, the indicator with the highest loading factor value is X2.1 (0.917), followed by X2.3 (0.906), X2.5 (0.889), X2.2 (0.849), and the lowest is ). Indicator X2.1 has the greatest influence in measuring the Development factor, indicating that this variable is the strongest in representing the development aspect. On the other hand, X2.4 with the lowest loading value has the smallest influence, indicating that this variable is less effective in representing the Development factor than the others.

Overall, a higher factor loading value indicates a better indicator in measuring the underlying factors. In this case, X1.4 and X2.1 are the most powerful indicators for the Training and Development factors, respectively. This means that in the model used, X1.4 and X2.1 make the largest contribution in representing their latent



variables, so they are more important to pay attention to in further analysis. Indicators with lower loading values still contribute, but their influence is not as big as indicators with higher loading values

**Table 2. Loading Factor Value (2)**

Learning Motivation	Loading Factor	Quality of Work	Loading Factor
Z1	0.931	Y1	0.538
Z2	0.549	Y2	0.841
Z3	0.888	Y3	0.870
Z4	0.606	Y4	0.737
Z5	0.906	Y5	0.819

(Source: *Smart PLS*)

The factor loading value shows how strongly the indicator measures the underlying factor. For the Learning Motivation category, the indicator with the highest loading factor value is Z1 (0.931), followed by Z5 (0.906), Z3 (0.888), Z4 (0.606), and the lowest is Z2 (0.549). The Z1 indicator, with the highest loading value, has the greatest influence in measuring the Learning Motivation factor, indicating that this variable best represents the learning motivation aspect. On the other hand, Z2 with the lowest loading value has the smallest influence, indicating that this variable is less effective in representing the Learning Motivation factor than the others.

For the Work Quality category, the indicator with the highest loading factor value is Y3 (0.870), followed by Y2 (0.841), Y5 (0.819), Y4 (0.737), and the lowest is Y1 (0.538). Indicator Y3 has the greatest influence in measuring the Work Quality factor, indicating that this variable is the strongest in representing aspects of work quality. On the other hand, Y1 with the lowest loading value has the smallest influence, indicating that this variable is less effective in representing the Work Quality factor than the others.

Overall, a higher factor loading value indicates a better indicator in measuring the underlying factors. In this case, Z1 and Y3 are the most powerful indicators for the Learning Motivation and Work Quality factors, respectively. This means that in the model used, Z1 and Y3 make the largest contribution in representing their latent variables, so they are more important to pay attention to in further analysis. Indicators with lower loading values still contribute, but their influence is not as big as indicators with higher loading values.

The research instrument was then analyzed using discriminant validity. Discriminant validity testing aims to determine the extent to which the variance of an observed variable is greater than the variance of other variable indicators. In this test, discriminant validity is assessed using cross loading values. The cross loading value must be greater than 0.5, and the dependent variable must have a value greater than the other variable indicators. The following is discriminant validity data that has been processed using Smart PLS.

**Table 3 Cross Loading**

Variable	Quality of Work	Learning Motivation	Trainning	Development
X1.1	0.607	0.610	0.768	0.572
X1.2	0.538	0.549	0.761	0.393
X1.3	0.237	0.175	0.579	0.167
X1.4	0.379	0.357	0.774	0.266
X1.5	0.497	0.482	0.766	0.384
X2.1	0.848	0.870	0.544	0.917
X2.2	0.719	0.758	0.475	0.849
X2.3	0.785	0.773	0.440	0.906
X2.4	0.736	0.655	0.316	0.741
X2.5	0.871	0.906	0.493	0.889
Y1	0.538	0.549	0.761	0.393
Y2	0.841	0.790	0.482	0.779
Y3	0.870	0.881	0.612	0.806



Y4	0.737	0.647	0.328	0.729
Y5	0.819	0.773	0.417	0.777
Z1	0.895	0.931	0.558	0.861
Z2	0.538	0.549	0.761	0.393
Z3	0.797	0.888	0.496	0.820
Z4	0.630	0.606	0.340	0.590
Z5	0.871	0.906	0.493	0.889

(Source: Smart PLS)

Based on the data above, it can be seen that the overall value of the construct above is greater than 0.5 and meets the requirements which must be greater than the values of other variables. Therefore, it can be said that the instrument has good discriminant validity.

Validity testing can also be seen using average variance extracted (AVE). This value is used to determine the correlation between each latent construct and as a condition for validity it is 0.5. If the AVE value is smaller than 0.5, it can be said that the indicator has a fairly high average error rate.

**Table 5. Cronbach'S Alpha, Composite Rability, dan AVE**

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Kualitas Kerja (Y)	0.820	0.846	0.877	0.594
Motivasi Belajar (Z)	0.838	0.881	0.890	0.629
Pelatihan (X1)	0.791	0.817	0.852	0.538
Pengembangan (X2)	0.913	0.921	0.935	0.744

(Source: Smart PLS)

The results of calculating the AVE value using Smart PLS can be seen in table 5 These results show that all indicators have an AVE value greater than 0.5, therefore, the instrument shows fairly good validity results.

#### 4.2 Reliability Test

Reliability testing was carried out by testing the Composite Reliability and Cronbach's Alpha values using the Smart PLS program. The Composite reliability value must be above 0.7 to be said to be reliable and the Cronbach's alpha value must be above 0.7 to be considered reliable. Calculation results to determine the composite reliability value can be seen in Table 5

The results above show that all indicators show composite reliability values above 0.7. So it can be said that all indicators are reliable to test. This is also supported by the Cronbach's alpha value which is usually used to test research instruments related to reliability. Table 5 above shows that all indicators are reliable because they have a Cronbach's alpha value of more than 0.7.

#### 4.3 R-Square Test

R-Square testing is a step in regression analysis that measures how well the regression model explains the variation in the dependent variable (Y) by the independent variable (X). The R-Square value ranges from 0 to 1, where the closer it is to 1, the better the regression model is at explaining variations in the dependent variable. R-Square testing is carried out using Smartpls. The calculation results can be seen in the following table.

**Table 6. R-Square Test**

Variabel	R Square
Kualitas Kerja (Y)	0.932
Motivasi Belajar (Z)	0.890

(Source: Smart PLS)

The R-Square value measures how much of the variance in the dependent variable can be explained by the independent variables in the research model. In the table presented, the R-Square value for Work Quality (Y) is 0.932. This means that 93.2% of the variance in Job Quality can be explained by the variables used in the research model. This value is very high, indicating that the model used has very good abilities in predicting Work Quality based on the existing independent variables.

For Learning Motivation (Z), the R-Square value is 0.890. This means that 89.0% of the variance in Learning Motivation can be explained by the variables in the research model. Although slightly lower than Job Quality, this value is still very high and shows that the research model is able to explain variations in Learning Motivation well. These two R-Square values indicate that the research model used has a very good fit and is able to explain most of the variance in the dependent variable studied.

Meanwhile, to measure how well the model is built from existing data, the Q2 method is needed, which is a cross validation method used in statistics.

$$\begin{aligned}
 Q2 &= 1 - 1 [(1 - R12) (1 - R22)] \\
 &= 1 - 1 [(1 - 0.932) (1 - 0.890)] \\
 &= 1 - [(0.068) * (0.110)] \\
 &= 0.99252
 \end{aligned}$$

Based on the results of calculations using (Q2), it can be concluded that the value is above 0 with a value of 0.992 or 99% (predictive relevance). which shows how well your model fits the test data.

#### 4.4 Hypothesis Testing

Hypothesis testing is carried out by looking at the P-Value value using the Goodness of Fit Model. P-Value is a measure used in statistics to evaluate the significance of hypothesis testing results. In the context of Goodness of Fit Model, P-Value is used to determine how well the model being tested fits the observed observational data. In this study there are five relationships tested in the Goodness of Fit model:

**Table 7. Path Coefficient**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivasi Belajar (Z) -> Kualitas Kerja (Y)	0.618	0.621	0.099	6.218	0.000
Pelatihan (X1) -> Kualitas Kerja (Y)	0.103	0.097	0.042	2.441	0.015
Pelatihan (X1) -> Motivasi Belajar (Z)	0.216	0.225	0.059	3.629	0.000
Pengembangan (X2) -> Kualitas Kerja (Y)	0.295	0.294	0.091	3.236	0.001
Pengembangan (X2) -> Motivasi Belajar (Z)	0.811	0.796	0.062	13.132	0.000

(Source: Smart PLS)

A P-Value that is smaller than the specified significance level (usually 0.05) indicates that the relationship is statistically significant. In this case, the relationship between Motivation (Z) -> Work Quality (Y) is proven to be significant at the 0.05 significance level because the P-Value is less than 0.05.

To measure the total effect of one variable on another variable, you need the results of the total effect between the two variables. Total influence is the overall influence of one independent variable on the dependent variable, including direct influence and indirect influence carried out through mediator variables.

**Tabel 8 Total Effect**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivasi Belajar (Z) -> Kualitas Kerja (Y)	0.618	0.621	0.099	6.218	0.000
Pelatihan (X1) -> Kualitas Kerja (Y)	0.236	0.238	0.053	4.423	0.000
Pelatihan (X1) -> Motivasi Belajar (Z)	0.216	0.225	0.059	3.629	0.000
Pengembangan (X2) -> Kualitas Kerja (Y)	0.796	0.788	0.052	15.265	0.000
Pengembangan (X2) -> Motivasi Belajar (Z)	0.811	0.796	0.062	13.132	0.000

(Source: Smart PLS)



From the results of the total effect of several independent variables on the dependent variable, namely Work Quality (Y), using the Goodness of Fit Model method and the research results show that the P-Value value is smaller than the specified significance level (usually 0.05) indicating that the total effect is statistically significant. In this case, the total effects of Training (X1), Development X2), Motivation (Z), and Work Quality (Y) are all significant at the 0.05 significance level because the P-Value is less than 0.05.

Next is the influence test, Influence Test refers to the process of analyzing the impact of independent variables on the dependent variable in a model. In this analysis, we are often interested in understanding the direct contribution of the independent variable to the dependent variable, as well as the indirect contribution through mediator variables between them. Direct influence refers to the directly observed impact of the independent variable on the dependent variable without going through the mediator variables. This is often measured by a path coefficient that provides a direct link between the two variables in the model. Indirect influence is an impact that occurs through an indirect path involving one or more mediator variables between the independent and dependent variables. This is an effect that is not seen directly, but through additional variables in the model. Indirect effects are often calculated by summing the contributions of all paths linking variables via a mediator. "Total effect" is the sum of the direct and indirect effects of the independent variable on the dependent variable. This provides a complete picture of how much the independent variable influences the dependent variable in the model, including direct effects and indirect effects through mediators. Thus, in research, influence tests are used to analyze how variables are interconnected in a model, and understand the direct and indirect contribution of independent variables to the dependent variable in the context of the research being conducted.

**Table 8. Influence Testing**

<b>Influence Testing</b>	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
Motivasi Belajar (Z) -> Kualitas Kerja (Y)	0.618		
Pelatihan (X1) -> Kualitas Kerja (Y)	0.236		
Pelatihan (X1) -> Motivasi Belajar (Z)	0.216		
Pengembangan (X2) -> Kualitas Kerja (Y)	0.796		
Pengembangan (X2) -> Motivasi Belajar (Z)	0.811		
Pelatihan (X1) -> Kualitas Kerja (Y) dimediasi Motivasi Belajar (Z)	0.236	0,216 x 0,618 = 0,133488	0,369488
Pengembangan (X2) -> Kualitas Kerja (Y) dimediasi Motivasi Belajar (Z)	0.796	0,811 x 0,618= 0,501198	1,297198

(Source: *Smart PLS*)

Based on the results of the analysis carried out above, the calculation results are divided into two results, namely direct and indirect research and the following are the explanation results of the calculation results above:

Direct influence:

- Learning Motivation (Z) -> Work Quality (Y): 0.618, Direct influence from Learning Motivation on Work Quality is 0.618, indicating that increasing Learning Motivation significantly improves Work Quality.
- Training (X1) -> Work Quality (Y): 0.236, Direct effect of Training on Work Quality is 0.236, indicating that Training also improve work quality, although the effect is not as strong as learning motivation.
- Training (X1) -> Learning Motivation (Z): 0.216, Direct training increase Learning Motivation with an influence of 0.216.
- Development (X2) -> Work Quality (Y): 0.796, Direct influence of Development of Work Quality is very strong, amounting to 0.796.
- Development (X2) -> Learning Motivation (Z): 0.811 Development too has a very strong direct influence on Learning Motivation, amounting to 0.811.

Total Indirect Effect:

- Training (X1) -> Work Quality (Y), Total influence is 0.236 (direct influence) + 0.133488 (indirect influence) = 0.369488.



- Development (X2) -> Work Quality (Y), Total influence is 0.796 (direct influence) + 0.501198 (indirect influence) = 1.297198.

Development (X2) has the largest total influence on Work Quality (Y) with a value of 1.297198, both through direct and indirect influence. Learning Motivation (Z) as a mediator plays an important role in strengthening the relationship between the independent variables (X1 and X2) and the dependent variable (Y). Training (X1) also improves Work Quality, but with a smaller total effect than Development. This shows that effective development efforts not only directly improve work quality, but also strengthen learning motivation which in turn also improves work quality.

## 5. Conclusion

Based on the findings of this study, it can be concluded that both training and development significantly contribute to enhancing work quality among employees. The analysis confirmed that training programs not only directly improve work quality but also significantly boost employee motivation. Likewise, development initiatives positively impact both work quality and motivation, underscoring the importance of continuous professional growth. Moreover, the study demonstrated that motivation itself plays a crucial role in improving work quality, serving as a vital link between training, development, and the overall performance of employees. This highlights the intertwined relationship between these factors and their collective importance in fostering a productive and motivated workforce at PT. Asuransi Sahabat Artha Proteksi.

In light of these conclusions, several recommendations are put forward. Theoretically, PT. Asuransi Sahabat Artha Proteksi should enhance its training programs, ensuring they are tailored to meet specific job needs and address employee weaknesses. Expanding development opportunities, such as advanced courses, certifications, and specialized training, should be a priority to boost both motivation and work quality. Additionally, the company should actively work to increase learning motivation among employees by recognizing and rewarding their achievements, offering financial incentives, promotions, and better career prospects. Practically, the study highlights the mediating role of learning motivation in the relationship between training, development, and work quality, suggesting that future research should explore this dynamic further. The insights gained from this research are particularly valuable for the insurance industry, offering practical guidance on how to enhance employee performance through targeted training and development initiatives. Further studies could broaden these findings by testing the proposed model across different industries and organizational contexts to achieve more generalized results.

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