

The Effect of Training and Work Motivation on Employee Performance through Job Satisfaction



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ABSTRACT: Employee performance in public service agencies is determined, among other things, by training, work motivation and job satisfaction. This research aims to: examine the effect of training and work motivation on job satisfaction; examine the effect of training, work motivation and job satisfaction on employee performance; and testing the effect of training and work motivation on employee performance through work motivation. The research population was employees at the Magersari District Office, Mojokerto City, East Java who had Civil Servant status. Determining the number of samples used the saturated sampling method, so that all members of the population, totaling 57 people, were determined as samples. Data collection uses questionnaires which are distributed directly to respondents using offline and online methods. The data analysis technique uses SEM PLS. The research results show that: (1) training and work motivation have a positive and significant effect on job satisfaction; (2) training, work motivation and job satisfaction have a positive and significant effect on employee performance; and (3) training and work motivation have a positive and significant effect on employee performance through job satisfaction. For this reason, if the District Office management attempts to improve employee performance, this can be done through increasing training intensity and strengthening motivation accompanied by creating employee job satisfaction.

KEYWORDS: Training, Motivation, Job satisfaction and Employee Performance.

I. INTRODUCTION

The contribution of human resources through optimal work implementation is the key to organizational success. The contribution of organizational members includes, among other things, carrying out work in accordance with established standards (Dessler, 2020). For this reason, organizational management needs to manage human resources appropriately to encourage organizational members to perform optimally in order to help achieve organizational goals.

In government institutions, the main strategic component supporting the success of organizations providing services to the community is the State Civil Apparatus (ASN). For this reason, good HR governance is a necessity for improving employee performance so that they contribute optimally to the delivery of public services. This is in accordance with the mandate of the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation of the Republic of Indonesia Number 6 of 2022 that state civil servants are expected to work optimally in providing services to the community.

In order to achieve targeted performance, it is necessary to design good employee governance so that they are motivated to contribute to achieving public service goals. State civil servants must have measurable performance when providing services to the community. However, it is still found that employees are less than optimal in providing services, especially if they are faced with the target of completing work quickly.

Regarding the high or low performance of employees, there are several influencing factors, namely motivation, competence, career path, leadership, compensation and job satisfaction (Hanafi & Yohana, 2017; Dessler, 2020; Robbins & Judge, 2017). For this reason, in order for employee performance in an agency to increase, it is necessary to strengthen work motivation, job satisfaction along with the intensity of implementing training for employees.

The relationship between job satisfaction and employee performance is based on the idea that employees who feel satisfaction in carrying out their work will have a positive attitude and like their work because the field of work they do can meet their needs and expectations (Rasmi et al., 2017). Job satisfaction has an important role in employee attitudes and beliefs which can influence their behavior and relationship with the organization (Alsafadi & Altahat, 2021). Every organization needs to make employees motivated and feel satisfied in carrying out work through different methods (Inayat & Jahanzeb Khan, 2021).

Apart from job satisfaction, variables that influence employee performance include internal and external factors. Each person's performance is influenced by various accompanying factors including ability and motivation (Mathis & Jackson (2012). Work

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motivation is a potential force (internal encouragement or external encouragement) that moves employees to do something to achieve organizational goals (Loo-Zambrano, et al., 2022). Hasibuan's (2022) research results show that work motivation has a significant positive effect on employee performance.

Motivation is a set of attitudes and values that influence a person to act because of the urge within him. If someone is motivated, then that individual will act positively in doing work, because it can satisfy their desires (Kaswan, 2017). Motivation is also one of the driving factors for improving employee performance and the role of leaders in changing the organization to become more professional (Yumhi et al., 2021). To increase positive attitudes that can encourage employees to achieve organizational goals, it is necessary to increase their motivation, both external and internal motivation (Ali et al., 2015). The stronger the employee's work motivation, the higher their job satisfaction (Cong et al., 2013). If the company always carries out career development and compensation, it will make employees feel comfortable working, so that they will try to optimally contribute to the company (Paais & Pattiruhu, 2020).

Employees can improve their performance if they have sufficient skills to do the work assigned. These skills can continue to be maintained and even improved through training (Dessler, 2020). Employees must be fully involved in training programs in order to improve skills that can be contributed to the company (Mc Connell, 2004). Because, training and development is a process of increasing employee performance and improving their behavior (Naris & Ukpere, 2009). Training and development helps businesses to adapt to new technologies by increasing work efficiency.

Furthermore, training is programmed by the organization after mapping employee skills and areas of work that require new skills (Kum & Cowden, 2014). Training and development programs ensure that employees' skills are developed according to their needs so that they can work optimally (Bataneh, 2014). Training and development programs always provide opportunities for employees to learn something new. Developing tasks and improving employee skills can be considered as expected outcomes of an ideal training program (Chidambaram & Ramachandran, 2012). Training and development helps in improving employee skills in carrying out work (Kulkarni, 2013).

Based on this rationale, the research hypothesis is formulated as follows:

- H1: Training has a positive and significant effect on job satisfaction.
- H2: Motivation has a positive and significant effect on job satisfaction.
- H3: Training has a positive and significant effect on performance.
- H4: Motivation has a positive and significant effect on performance.
- H5: Job satisfaction has a positive and significant effect on performance.
- H6: Training has a positive and significant indirect effect on performance.
- H7: Motivation has a positive and significant indirect effect on performance.

II. RESEARCH METHODS

This research uses an explanatory research approach, namely research that attempts to explain the relationship between variables through hypothesis testing (Singarimbun and Effendi, 2017). The research population was all 57 civil servants in Magersari District, Mojokerto City Government, East Java. Because the population was less than 100, the research sample was taken from the entire population of 57 people.

The operational definition of variables is as follows:

Training (x1) is a learning process designed to increase employee knowledge and skills in carrying out work. Training indicators include: participant participation, training materials, skills transfer and knowledge transfer

Motivation (x2) is an encouragement that comes from oneself or others to work optimally. Motivation indicators include Physiological Needs, Safety Needs, Social Needs, Esteem Needs and Self-Actualization.

Job satisfaction (y1), is the emotional state of employees in the form of feelings of pleasure or displeasure towards their work. Indicators of job satisfaction include: liking work, positive work morale, work discipline and work performance

Employee performance (y2) is the work results achieved by employees in carrying out work in accordance with the standard provisions set by the organization. Employee performance indicators include: quantity, quality, work completion time, costs, service, commitment, initiative, cooperation and leadership.

The data collection method uses a questionnaire distributed to respondents. The instrument for measuring research variables uses a Likert scale with a variety of answers: strongly agree is given a score of 5; agree was given a score of 4; disagree given a score of 3; disagree given a score of 2; and strongly disagree was given a score of 1.

Next, data analysis was carried out using Structural Equation Modeling (SEM) – PLS. The decision to use the SEM PLS data analysis technique is based on the consideration that it does not require normally distributed data, can use a small sample size (recommended at least 30), does not require sample randomization, can use measurement scales other than intervals, can use formative indicators to measure latent variables, appropriate used as a procedure for developing theory at an early stage and allows very complex models with many latent and indicator variables (Ghozali, 2008).

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III. RESULTS AND DISCUSSION

Results

Evaluation of the Measurement Model (Outer Model)

The SEM PLS model measurements in the outer model are reflective measurements, because changes in the construct cause changes in the indicators. Measurement model testing is carried out to determine the results of validity and reliability tests.

The validity test uses discriminant validity, which is a measurement model with indicator reflection by comparing the root of the average variance extracted (AVE) value. If the root of the AVE value is > 0.5 then all variable items are declared valid. The test results can be seen in the following table.

Table 1 Discriminant Validity Test Results

	Training	Motivation	Job satisfaction	Employee Performance
Training	(0.771)	0.389	0.554	0.336
Motivation	0.389	(0.642)	0.539	0.521
Job satisfaction	0.554	0.539	(0.788)	0.589
Employee Performance	0.336	0.521	0.589	(0.705)

Based on table 1, it can be seen that the training construct is $0.771 > 0.389, 0.554$ and 0.336 ; the motivation construct has a value of $0.642 > 0.389, 0.539$ and 0.521 ; the job satisfaction construct has a value of $0.788 > 0.554, 0.539$ and 0.589 ; and the performance construct has a value of $0.705 > 0.336, 0.521$ and 0.589 . So it can be said that all indicators have met the discriminant validity criteria.

The next test is the construct reliability test which can be measured using composite reliability and Cronbach's alpha criteria. A construct is declared reliable if the composite reliability value is > 0.60 . The results of the output latent variable coefficients are presented in the following table.

Table 2 Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Training	0.851	0.763
Motivation	0.775	0.637
Job satisfaction	0.887	0.834
Employee Performance	0.898	0.871

Based on table 2, it is known that the Composite Reliability and Cronbach's Alpha values of all items for each variable are more than 0.6. So it can be concluded that all variables have met the composite reliability criteria.

Structural Model Evaluation (Inner Model)

The next stage is to carry out a structural evaluation (inner model) which includes model suitability tests (model fit), path coefficient, and R². In the model suitability test there are 3 test indices, namely average path coefficient (APC), average R-squared (ARS) and average variance factor (AVIF) with the APC and ARS criteria being accepted with the condition that p -value < 0.05 and $AVIF < 5$ (Sholihin and Dwi Ratmono, 2013). The results of the inner model test are presented in the following table.

Table 3 Inner Model Test Results

	Index	p-value	Criteria	Information
APC	0.351	$p < 0.001$	$p < 0.05$	accepted
ARS	0.443	$p < 0.001$	$p < 0.05$	accepted
AARS	0.417	$p < 0.001$	$p < 0.05$	accepted
AVIF	1.270	-	$AVIF < 3.3$	accepted

Table 3 explains that all structural model testing indices meet the specified criteria so that the inner model is declared to have met.

Hypothesis Testing

Hypothesis testing is used to determine the effect of training and work motivation on employee performance directly or through job satisfaction. The results of the SEM PLS analysis parameter significance test on direct influence were used to test hypotheses

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1 to 5. Meanwhile, indirect influence was used to test hypotheses 6 and 7. The results of the SEM PLS test on direct influence are as follows.

Table 4. Hypothesis Results

Connection	Coefficient	P-value
Training → Job satisfaction	0.478	0.001
Motivation → Job satisfaction	0.374	0.001
Training → Employee Performance	0.161	0.002
Motivation → Employee Performance	0.313	0.005
Job satisfaction → Employee Performance	0.430	0.001
Training → Job satisfaction	0.205	0.011
Motivation → Job satisfaction → Employee Performance	0.161	0.037

Table 4 shows that the coefficient of direct and indirect influence between research variables is positive and the P value is <0.05 , so it can be said that all research hypotheses are proven.

DISCUSSION

Training Influences Job Satisfaction

Based on table 4, it can be seen that the significance value of the training variable on job satisfaction is $0.001 < 0.05$ and the SEM path coefficient is 0.478, which is positive. This means that training has a positive and significant effect on job satisfaction; If the intensity of training is increased, employee job satisfaction will also increase.

Job satisfaction is an employee's attitude towards their work as a manifestation of pleasant and unpleasant attitudes towards the work they do and their hopes for that work in the future (Goetz & Wald, 2022). If employees are satisfied with their work, a positive attitude will emerge, but if they are not satisfied, a negative attitude will emerge. Employee job satisfaction can be caused by management's attention to employee needs in the form of optimal self-development. Employee self-development can be done through providing continuous training to them while working in the company. This is where the urgency of training to increase job satisfaction lies.

As is known, employee skills can be improved through continuous training. On the job training and off the job training is a form of organizational attention to the development of individual skills and careers. Employees who feel that organizational governance provides opportunities for optimal development will certainly feel satisfied in carrying out their work. This argument is in accordance with the opinion of Robbins and Judge (2017) and the research results of Pareraway et al. (2018) that training has a positive and significant effect on job satisfaction. For this reason, the intensity and consistency of training for employees needs to be increased so that employee job satisfaction also increases.

Motivation Influences Job Satisfaction

Based on table 4, it can be seen that the significance value of the motivation variable on job satisfaction is $0.001 < 0.05$ and the SEM path coefficient is 0.374, which is positive. This means that motivation has a positive and significant effect on job satisfaction; If employee motivation increases it will increase employee job satisfaction. The results of this research are in accordance with Istighfar's (2023) research that there is a positive relationship between motivation and employee job satisfaction.

Job satisfaction is needed so that employees are willing to contribute optimally to the organization. This is because employees who do not get job satisfaction tend to have a negative attitude which can trigger feelings of frustration and aggressive behavior. Forms of aggressive behavior include deliberately making mistakes while working, carrying out acts of sabotage, fighting against leaders and even going on strike. According to Soetrisno (2017) that job satisfaction is influenced by several factors, including: psychological factors, social factors, physical factors, and financial factors. For this reason, strengthening employee motivation is important in efforts to increase job satisfaction.

Motivation Influences Job Satisfaction

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Motivation Influences Employee Performance

Based on table 4, it can be seen that the significance value of the motivation variable on employee performance is $0.005 < 0.05$ and the SEM path coefficient is 0.313, which is positive. This means that employee motivation has a positive and significant effect on employee performance; If employee work motivation increases, their performance will increase.

These results prove that employees who receive recognition in the form of adequate salaries, promotions, receive awards for their achievements, feel safe, have harmonious social relations with fellow employees tend to be motivated to contribute optimally to the organization. The research results of Kuswati (2020), Mardiana et al. (2020) and Masriah et al., (2022) found that motivation has a positive and significant influence on employee performance. For this reason, training needs to be optimized in order to improve employee performance.

Job Satisfaction Influences Employee Performance

Based on table 4, it can be seen that the significance value of the job satisfaction variable on employee performance is $0.001 < 0.05$ and the SEM path coefficient is 0.430, which is positive. This means that job satisfaction has a positive and significant effect on employee performance; If employee job satisfaction increases, it can improve employee performance. The results of this research are in line with research by Goetz & Wald (2022) and Hanafi & Syah (2021) that job satisfaction has a positive and significant effect on employee performance.

As is known, job satisfaction is a person's attitude towards work as a reflection of pleasant and unpleasant experiences with the work carried out as well as hopes for the work in the future (Goetz & Wald, 2022). If employees are satisfied with their work, a positive attitude will emerge, but if they are not satisfied, a negative attitude will emerge. Employees' positive attitudes towards work are manifested in the form of a willingness to contribute optimally to the organization.

Employees who are satisfied in carrying out their work will have motivation, commitment to the organization and high work participation which will lead to efforts to improve their performance. The results of this research are in line with research by Nasir, et al. (2020) and Vivaldy & Toni (2020) that satisfaction with the work carried out has a significant effect on employee performance. For this reason, employee performance can be improved, among other things, by increasing job satisfaction.

Training Influences Employee Performance Through Job Satisfaction

Based on table 4, it can be seen that the significance value of the training variable on employee performance through job satisfaction is $0.011 < 0.05$ and the path coefficient is 0.205 which is positive. These results mean that training has a significant effect on employee performance through job satisfaction, and when the intensity of training increases it will also be followed by an increase in job satisfaction which leads to increased employee performance. In other words, if employees are continuously trained, they can increase job satisfaction because they feel cared for in their careers so that they will optimally contribute to realizing organizational goals.

Job satisfaction is an individual's positive emotional response to the work within their scope of responsibility. Employee job satisfaction is closely related to work behavior to accelerate the organization's achievement of goals (Kaur & Kang, 2021). Employees feel satisfied at work if their needs are met by the company, including personal development needs. Training as a means of employee self-development is a method of increasing job satisfaction. Employees' feelings of satisfaction with their work will have an impact on positive work behavior, which will lead to increased performance (Robbins & Judge, 2017). Therefore, if the management of the Magersari District Office, Mojokerto Municipality, East Java Province seeks to improve employee performance, this can be done through ongoing training for employees accompanied by increased job satisfaction.

Motivation Influences Employee Performance Through Job Satisfaction

Based on table 4, it can be seen that the significance value of the motivation variable on employee performance through job satisfaction is $0.037 < 0.05$ and the path coefficient is 0.161 which is positive. These results mean that motivation has a significant effect on employee performance through job satisfaction, and when work motivation increases it will also be followed by an increase in job satisfaction, which leads to increased employee performance. If employees' motivation is strengthened, they can increase job satisfaction because they feel that their needs are being cared for so that they will optimally contribute to helping realize the organization's goals. The results of this research strengthen the research of Nurdiansyah et al. (2020) and Indah & Riana (2020) who found that the relationship between motivation and employee performance was mediated by job satisfaction.

Job satisfaction is a general attitude resulting from several specific attitudes towards work factors, personal adjustment and individual relationships outside of work. The causes of job satisfaction can take the form of promotion, compensation, the job itself, supervision, coworkers, job security, working conditions, communication, recognition and opportunities for development (Robbins & Judge, 2017). Furthermore, employee job satisfaction can have a positive impact on performance. Employees who are satisfied with their work will tend to improve their performance. For this reason, if an organization seeks to improve employee performance, it can take action in the form of increasing work motivation and job satisfaction.

CONCLUSIONS

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Employee performance is an important component for improving the quality of public services in government offices in Magersari District, Mojokerto Municipality, East Java Province. Increased employee performance can be caused by work motivation, intensity of skill improvement and job satisfaction. The position of training and motivation as independent variables has been proven to have a positive and significant effect on employee performance and job satisfaction. When training is intensified accompanied by strong work motivation, job satisfaction and employee performance also increase.

The role of job satisfaction as a determinant variable and as a mediating variable has been proven to have a positive and significant effect on employee performance. For this reason, if sub-district leaders try to improve employee performance, this can be done by intensifying training accompanied by strengthening motivation and at the same time creating job satisfaction for employees.

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