



The Effect Of Work Motivation And Human Resource Development On Planning Through Job Satisfaction As *An Intervening Variable* At Landungsari Terminal, Technical Implementation Unit For Management Of Road Traffic Infrastructure In Malang

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Abstract: This research aims to analyze the influence of work motivation and human resource development on human resource planning at Terminal Landungsari, the Technical Implementation Unit for Traffic and Road Transport Infrastructure Management in Malang. The main focus of the study is to explore the role of job satisfaction as an intervening variable. Using a quantitative approach, this research examines the relationships between these variables. The research problems addressed include: (1) the form of the influence of work motivation on human resource planning; (2) the form of the influence of human resource development; (3) the role of work motivation ; (4) the role of human resource development in planning; (5) the supporting and inhibiting factors of the influence of work motivation and human resource development; and (6) the impact of work motivation on job satisfaction. The results are expected to provide a comprehensive overview of how work motivation and human resource development, mediated by job satisfaction, can contribute to effective human resource planning at Terminal Landungsari.

Keyword: Work Motivation , Human Resource Development, Job Satisfaction, Human Resource Planning, Landungsari Terminal

INTRODUCTION

Work motivation plays a role in creating a conducive and dynamic work environment, which is essential for the sustainable development of human resources. Through motivation, employees are encouraged to continue learning, develop their skills, and improve their competencies, ultimately supporting organizational goals. Effective human resource training and development is often accompanied by appropriate motivation, enabling employees to understand the meaning of productivity and improve interpersonal relationships in the workplace.

Human resource planning encompasses recruitment, training, career development, and compensation adjustments strategically designed to meet organizational needs while supporting employee growth. When human resources are well-planned, employees feel cared for and valued, which is a key factor in increasing their work motivation.

Many organizations, including government agencies, face resource constraints in implementing career development programs that can optimally motivate employees. Career development programs are often not evaluated continuously, making it difficult to determine their effectiveness in increasing work motivation. Some employees or workers have a negative perception of certification or competency development programs, which can lower their motivation. Lack of management support is a significant obstacle to implementing motivation and human resource development programs. Heavy workloads and multiple tasks can reduce employee focus and energy to participate in development programs and maintain work motivation. Not all workers have adequate readiness or competency, for example, a lack of computer skills in implementing new technologies, which impacts motivation and the effectiveness of human resource development. Pandemic has led to a decline in human resource performance, and training conducted online or offline is becoming more common.

The organization needs to manage human resources effectively and efficiently to support its functions and objectives and improve the quality of service to terminal users. This aligns with the principle of human resource management, which places organizational members as a primary resource that must be managed professionally and sustainably.

LITERATURE REVIEW

Work motivation

According to Hasibuan in Sutrisno (2009:111) in Yuliani (Yuliani, 2023, p. 134), "...Work motivation is the provision of driving force that creates a person's enthusiasm for work, so that they are willing to work together, work effectively, and integrate with all their efforts to create satisfaction."

Human Resource Management

According to Indrastuti, (Indrastuti, 2020, p. 1) he stated:

The definition of Human Resource Management is a way of managing the relationships and roles of human resources (workforce) owned by individuals who are managed by HR professionals and managers so that the 5 M's can be managed efficiently and effectively and can be used optimally so that the company's goals are *achieved*.

Job satisfaction

According to Gomes (2001) in Indrastuti (Indrastuti, 2020, p. 67), "job satisfaction is something that is subjective in nature, where this assessment is the result of a conclusion based on a comparison of what is actually received by employees and their work compared to what is expected, desired and estimated as something that is appropriate or entitled to them."

METHOD

Research methods refer to the procedures used in conducting research. They must be consistent with the methodology. They refer to the basic steps taken, from the initial research stage through to analysis. Based on the established problem formulation, researchers must explain their research methods, which are expected to address the stated problem. Different research methods for the same research object will yield different results.

The research design is a design flow in the form of a research *framework* that can explain the sequence or stages in this research, can be in the form of a descriptive explanation or a flowchart. According to Ibrahim et al. (Ibrahim dkk., 2018, pp. 10–11), "The research design regulates the systematics to be implemented in the research. Entering this step, researchers must understand various research methods and techniques. Research methods and techniques are compiled into a research design. The quality of research output is determined by the accuracy of the research design."

The research location is clearly stated at Landungsari Terminal, Technical Implementation Unit for Management of Malang Road Traffic Transportation Infrastructure, located and located at Jalan Tlogomas Number 05, Rambaan Hamlet, Landungsari Village, Dau District, Malang City. Landungsari Terminal or also called Tlogomas Terminal is a type B passenger terminal and is one of the main terminals (besides Arjosari Terminal and Hamid Rusdi Terminal) located on the west side of the entrance to Malang City, and the form of the research location is in the form of Landungsari Terminal, Technical Implementation Unit for Management of Malang Road Traffic Transportation Infrastructure or abbreviated as UPT P3 LLAJ Malang is a *technical implementing element* that carries out operational technical activities and certain technical activities led by the Head of UPT who is under and responsible to the Head of the East Java Provincial Transportation Agency.

The variables used in this study are independent variables (*dependent variables*), *independent*), dependent or bound variables (*dependent variables*) *dependent*) and intermediary variables (*variables intervening*), explained as follows:

1. independent variable (*variable independent*) (X), namely: work motivation (X1) and human resource development (X2)
2. dependent or bound variable (*dependent variable*) *dependent*) (Y) namely: human resource planning
3. intermediary variable (*variable intervening*) (Z), namely: job satisfaction

Variables also have their own indicators, which are measured through questionnaires administered to respondents to obtain valid and reliable data. Variable indicators serve as concrete and measurable measuring tools to represent abstract variables in quantitative research.

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That the existing population and the number of samples in this study are employees at the Landungsari Terminal, Technical Implementation Unit for Road Transportation Traffic Infrastructure Management, Malang, totaling 30 people. In determining the sample, a nonprobability sampling procedure was used to suit the characteristics of the population and so that the research objectives can be achieved

RESULTS AND DISCUSSION

Validity Test

Validity ensures that a measuring instrument, such as a questionnaire, accurately assesses the concept it is intended to measure. An item is considered valid if its statistical significance value is 0.05 or less.

Reliability Test

Reliability is a tool for measuring a questionnaire, which is an indicator of the variables or constructs being studied. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time and do not change. Questionnaire items are considered reliable if Cronbach's alpha is > 0.7 and unreliable if Cronbach's alpha is < 0.7 .

Normality Test

"The normality test is part of multiple regression, which is a statistical analysis technique used to study the relationship between two or more independent variables (usually denoted as X1, X2, X3, etc.) to one dependent variable (usually denoted as Y).

Hypothesis Tester

There are two types of hypothesis testing with the T-test in this study: partial hypothesis and simultaneous hypothesis. In this hypothesis testing, the *bootstrapping method is used* in the SmartPLS version 4.0 application. *t*, *t- statistics*, and *p- values*. Where the *t- statistics* and *p- values* can be used as a reference for decision-making whether the effect is significant. In this hypothesis testing, the *t- statistics* approach is used by calculating the *t-table value (t- value)*. Determining the *t-table value* can use the TDISK function in Microsoft Excel to calculate the *t- value* and *degree of freedom value*. (Christian M. Ringle, 2017, p. 158) The criteria for hypothesis testing are as follows:

- If the *t- statistic value* > 1.647 (*t table*) and the *p-value* < 0.05 then the hypothesis is accepted.
- If the *t- statistic value* is < 1.647 (*t table*) and the *p-value* is > 0.05 , the hypothesis is rejected.

Composite Reliability

Composite Reliability is the component used to test the reliability of indicators within a variable. A variable is considered to meet composite reliability if its value is > 0.70 . The following are the *composite reliability values* for each variable used in this study:

Table 1 . Composite Reliability

	<i>Composite Reliability</i>
motivation work (X1)	0.846
development source Power human (X2)	0.936
planning source Power human (Y)	0.852
satisfaction work (Z)	0.856

Data source: Appendix 4 (*Composite Reliability*)

Table 2. Cronbach Alpha

	<i>Cronbach Alpha</i>
motivation work (X1)	0.806
development source Power human (X2)	0.896
planning source Power human (Y)	0.812
satisfaction work (Z)	0.816

Source data : Appendix 4 (Cronbach Alpha)

Normality Test

The normality test can use the skewness/kurtosis value between -2 to 2 or *skewness/kurtosis* between -2.58 to 2.58, then the data is normal.

Inner Model Evaluation

Table 3. R – Square Value

	<i>R-Square</i>
planning source Power human (Y)	0.740
satisfaction work (Z)	0.936

Data source: Appendix 4 (R-Square value)

Based on table 4.15 the results of the R-Square value test above, it can be interpreted that the work motivation (X1) and human resource development (X2) variables that influence the job satisfaction variable (Z) have an R-Square value of 0.740 which indicates that the model is "moderate". Meanwhile, the work motivation (X1) and human resource development (X2) and work motivation (Z) variables that influence the human resource planning variable (Y) have an R2 value of 0.936 which indicates that the model is "strong".

The suitability of the structural model can be seen from the Q-Square, as follows:

$$\begin{aligned}
 Q2 &= 1 - [(1 - R1) * (1 - R2)] \\
 &= 1 - [(1 - 0.740) * (1 - 0.936)] \\
 &= 1 - [(0.26) * (0.064)] \\
 &= 1 - [0.01664] \\
 &= 0.983
 \end{aligned}$$

The Q2 calculation results show a Q2 value of 0.983, indicating that the Q2 value is in the "strong" category. According to (Ghozali, 2023), the Q2 value can be used to measure how well the model generates observational values and its parameter estimates. Therefore, the Q2 value of the model's predictions is considered to have *predictive relevance*.

that the work motivation variable (Z) is influenced by the work motivation variable (X1) and human resource development (X2) while the human resource planning variable (Y) is influenced by work motivation (X1), human resource development (X2) and work motivation (Z)

$$\begin{aligned}
 Z &= 0.019 X1 + 0.009 X2 + 0.002 X3 \\
 Y &= 0.025 X1 + 0.004 X2 + 0.000 X3 + 0.012 Z
 \end{aligned}$$

CONCLUSION

Based on the results of the analysis, it is known that the *P-Value* of the influence of human resource development on job satisfaction is 0.009, where the value is smaller than 0.05 and the *T-statistic value* is 2.362, which means it is greater than 1.96.

Based on the results of the hypothesis testing, it can be concluded that work motivation and human resource development both have a positive and significant influence on job satisfaction. Improvements in either factor will increase job satisfaction. Furthermore, both factors also have a positive and significant influence directly on human resource development. However, the role of job satisfaction as a mediating variable is not always consistent.

Work motivation and human resource development have both been shown to have a positive and significant influence on job satisfaction and human resource development (which in this context appears to refer to the planning or outcomes of the development itself). Increased work motivation directly increases job satisfaction and human resource development. Increased human resource development also directly increases job satisfaction and human resource development itself. Job satisfaction has a positive and significant influence on human resource development. This means that satisfied employees will contribute more to human resource development efforts. However, the role of job satisfaction as an intervening variable shows different results. Job satisfaction fails to mediate the relationship between work motivation and human resource development

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