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The Influence of Employee Training and Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable in the Regional Secretariat of Sidoarjo Regency

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Abstract: The purpose of this research is to analyze the impact of training and work motivation on employee performance in the Regional Secretariat of Sidoarjo Regency. Additionally, the study examines how training and work motivation influence job satisfaction, as well as their effect on employee performance through job satisfaction as an intervening variable among employees in the Regional Secretariat of Sidoarjo. This research employs a quantitative approach, using Structural Equation Modeling (SEM) for data analysis. The study utilizes one technique from probability sampling, specifically simple random sampling. The sample consists of 101 civil servant employees from the Sidoarjo Regency Secretariat. The software used for the analysis is SmartPLS 4.0. The analysis results indicate that training and work motivation have a positive and significant impact on employee performance in the Regional Secretariat of Sidoarjo. Furthermore, training and work motivation also positively and significantly influence job satisfaction. Additionally, the findings reveal that training and work motivation positively and significantly affect employee performance through job satisfaction as an intervening variable among employees in the Regional Secretariat of Sidoarjo.

Keyword: Training, Work Motivation, Employee Performance, Job Satisfacti

INTRODUCTION

Human resources are a critical element of any organization, significantly influencing the overall performance and outcomes. When the human resources within an organization or agency are strong, the organization tends to operate effectively (Noer, 2020). Achieving organizational goals is influenced by various factors, including the quality of human resources or employees, work methods, the work environment, and supporting facilities, all of which determine the quality of employee performance (Yenni et al., 2019).

For an organization or agency aiming for high employee performance that meets established targets, it is essential to motivate employees so they are enthusiastic about their work (Noer, 2020). Performance refers to the results achieved by an employee in executing their responsibilities over a specific period. Improving employee performance is not a quick or easy task; it requires a process to achieve. Factors that can influence employee performance include providing training to all employees, as previously discussed. Training can enhance their skills, and motivation within the organization is equally necessary.

Table 1. Assessment of Employee Performance Target Achievements at the Sidoarjo Regency Secretariat

| No | Indicator | Target | Achievements | | | |
|----|---------------|--------|--------------|------|------|------|
| | | | 2020 | 2021 | 2022 | 2023 |
| 1 | Quality | 100% | 88% | 89% | 88% | 85% |
| 2 | Quantity | 100% | 85% | 86% | 86% | 88% |
| 3 | Timeliness | 100% | 85% | 87% | 86% | 88% |
| 4 | Effectiveness | 100% | 85% | 85% | 86% | 88% |
| 5 | Independence | 100% | 84% | 85% | 85% | 85% |
| | Average | | 85% | 85% | 87% | 87% |
| | Description | | Good | Good | Good | Good |

Source : Internal Data of the Institution

Based on the performance assessment data, it is clear that employee performance within the Sidoarjo Regency Secretariat has generally improved over the years. However, this improvement has not been substantial. Allowing this trend to continue could create obstacles for the organization as it strives to move forward.

In addition to training and motivation, job satisfaction plays a crucial role in influencing employee performance. Enhancing employee performance is not a quick task; it requires a structured process. Factors impacting performance include providing training for all employees, which helps to enhance their skills, and fostering a motivational environment within the organization.

Human resources are vital to the success of any organization. Competent work productivity is essential for achieving organizational goals effectively. Training not only benefits employees by equipping them with necessary skills but also serves as a valuable asset to the organization. Furthermore, motivation is critical for enhancing employee performance. Even with improved skills and knowledge gained through training, a lack of motivation can lead to decreased interest in work, ultimately affecting organizational performance. Thus, motivation is closely linked to an individual's and the organization's success in reaching their goals.

Recognizing the importance of motivation for boosting employee performance, organizations must prioritize it. Higher employee motivation tends to correlate with better performance outcomes, contributing to overall organizational success.

In every organization, human resources are a fundamental factor in achieving objectives. Therefore, it is essential for organizations to implement competency development programs, such as training, to enhance employee capabilities. This allows employees to fulfill their duties as civil servants and meet organizational goals. Training serves as a significant tool for encouraging employees to boost their productivity. It provides them with opportunities to develop and refine their skills, knowledge, and behaviors (Kasmir et al., 2018).

Previous studies have examined the impact of the work environment, job satisfaction, and training on employee performance. For instance, Mila & Eva (2020) found that a positive work

environment, high job satisfaction, and effective training significantly enhance employee performance in the Central Java Marine and Fisheries Office. Similarly, Melyssawati (2022) concluded that there is a simultaneous effect of training and motivation on performance in the General Affairs Section of the Madiun Regency Government Secretariat. Moreover, Wicaksono (2023) highlighted that motivation influences both job satisfaction and performance, with job satisfaction acting as a mediator in this relationship.

Given these insights, the writer is motivated to explore the interconnections among training, motivation, job satisfaction, and employee performance further. The findings of this research will be presented in the paper titled “The Influence of Employee Training and Motivation on Employee Performance through Job Satisfaction as an Intervening Variable in the Sidoarjo Regency.”

METHOD

This study employs a quantitative approach. The method used for data analysis is Structural Equation Modeling (SEM), a second-generation multivariate analysis technique that combines factor analysis and path analysis. This allows researchers to simultaneously test and estimate the relationships among multiple latent independent variables, dependent variables, and intervening variables. The research was conducted at the Regional Secretariat Office of Sidoarjo, located at Jalan Diponegoro No. 14, Sidoarjo. For this study, we utilized a probability sampling technique known as simple random sampling. Simple random sampling involves selecting sample members from a population randomly, without regard to the existing strata within that population (Sugiyono, 2018). The sample consisted of 101 civil servants (ASN) working within the Sidoarjo Regional Secretariat. The analysis was conducted using SmartPLS 4.0 software

RESULTS AND DISCUSSION

Model analysis using Partial Least Square (PLS) using the Smart PLS program gave the following results:

Hypothesis Test

Table 2 Data analysis results

| Variable Relationship | Original Sample (O) | Sample Mean (M) | T Statistics (O/STDEV) | P Values | Results |
|--|------------------------|--------------------|-----------------------------|----------|-------------|
| Training (X1) -> Employee Performance (Y) | 0,117 | 1,452 | 7,534 | 0,000 | Significant |
| Work Motivation (X2) -> Employee Performance (Y) | 0,017 | 0,086 | 7,224 | 0,003 | Significant |
| Job Satisfaction (Z) -> Employee Performance (Y) | 0,103 | 0,111 | 6,221 | 0,017 | Significant |
| Training (X1) -> Job Satisfaction (Z) | 0,203 | 0,054 | 7,011 | 0,011 | Significant |
| Work Motivation (X2) -> Job Satisfaction (Z) | 0,003 | 0,065 | 7,731 | 0,021 | Significant |
| Training (X1) -> Work Motivation (X2) -> Job Satisfaction (Z) -> | 0,022 | 0,097 | 8,831 | 0,001 | Significant |

| Variable Relationship | Original | Sample | T Statistics | | Results |
|--------------------------|------------|----------|--------------|----------|---------|
| | Sample (O) | Mean (M) | (O/STDEV) | P Values | |
| Employee Performance (Y) | | | | | |

Source: Researcher Processed Data (2024)

Discussion

The Influence of Training on Employee Performance

The results of the analysis reveal that the p-value for the impact of training on employee performance in the Regional Secretariat of Sidoarjo is 0.000, which is less than 0.05. Additionally, the T-statistic is 7.534, exceeding the threshold of 1.96, with a coefficient of 0.117. This indicates a positive and significant influence of training on employee performance in the Regional Secretariat of Sidoarjo. These findings align with previous research conducted by Suardi et al. (2022) and Kinasih et al. (2024), which also confirmed that training positively and significantly affects employee performance.

The Influence of Work Motivation on Employee Performance

The analysis also shows that the p-value for the effect of work motivation on employee performance in the Regional Secretariat of Sidoarjo is 0.003, indicating a significant result as it is below 0.05. The T-statistic stands at 7.224, surpassing 1.96, with a coefficient of 0.017. This suggests a positive and significant relationship between work motivation and employee performance in the Regional Secretariat of Sidoarjo. This is consistent with findings from Muhammad Rizal M Basalamah (2022) and L. Sariadi et al. (2020), which reported that work motivation positively and significantly influences employee performance.

The Influence of Job Satisfaction on Employee Performance

The study finds that the p-value for the impact of job satisfaction on employee performance in the Regional Secretariat of Sidoarjo is 0.017, which is less than 0.05. The T-statistic is 6.211, greater than 1.96, and the coefficient is 0.103. This indicates a positive and significant influence of job satisfaction on employee performance in the Regional Secretariat of Sidoarjo. These findings are in line with research by Siti Pazrina et al. (2024) and Briyan Cadalora et al. (2023), which confirmed that job satisfaction positively and significantly affects employee performance.

The Influence of Training on Job Satisfaction

The analysis further reveals that the p-value for the effect of training on job satisfaction in the Regional Secretariat of Sidoarjo is 0.021, indicating significance as it is below 0.05. The T-statistic is 7.011, exceeding 1.96, with a coefficient of 0.203. This suggests a positive and significant effect of training on job satisfaction in the Regional Secretariat of Sidoarjo. This finding is supported by studies conducted by Alfian Jami et al. (2020) and Anggi Meidita et al. (2019), which showed that training positively and significantly impacts job satisfaction.

The Influence of Work Motivation on Job Satisfaction

According to the analysis, the p-value for the effect of work motivation on job satisfaction in the Regional Secretariat of Sidoarjo is 0.011, which is less than 0.05, indicating significance. The T-statistic is 7.731, greater than 1.96, with a coefficient of 0.003. This indicates a positive and significant influence of work motivation on job satisfaction in the Regional Secretariat of Sidoarjo. This aligns with the findings of Ningrum Rahayu et al. (2020) and Yandra Rivaldo et al. (2019), which indicated that work motivation positively and significantly influences job satisfaction.

The Influence of Training and Work Motivation on Employee Performance Through Job Satisfaction

This study shows that the p-value for the combined influence of training and work motivation on employee performance through job satisfaction as an intervening variable in the Regional Secretariat of Sidoarjo is 0.001, which is less than 0.05. The T-statistic is 8.831, exceeding 1.96, with a coefficient of 0.022. This suggests a positive and significant impact of training and work motivation on employee performance through job satisfaction in the Regional Secretariat of Sidoarjo. This is consistent with findings from Ismailia et al. (2023) and Handayani et al. (2024), which indicated that training and work motivation positively and significantly affect employee performance through job satisfaction.

CONCLUSION

Based on the analysis of the data and discussions conducted, several conclusions can be drawn. First, both training and work motivation have a positive and significant impact on employee performance in the Regional Secretariat of Sidoarjo. Additionally, training and work motivation significantly influence job satisfaction. Furthermore, the findings indicate that training and work motivation positively and significantly affect employee performance through job satisfaction as an intervening variable in the Regional Secretariat of Sidoarjo.

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