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The Effect Of Training And Development on Employee Performance With Mediation of Employee Satisfaction

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Abstract: Employees are one of the most critical assets in the company. Training and development are needed to have good resources to increase employee satisfaction and provide the best performance-one of the state-owned companies, namely PT. Hutama Karya has a policy in which a minimum of 5% of the total cost of Human Capital in 1 year must be budgeted for programs/activities in the fields of Learning and Development, as well as Research and Innovation. Therefore, this study analyzed the effect of training and development on employee performance mediated by worker satisfaction. The employees studied in this study were 301 employees at PT Hutama Karya, whose position is no more than manager level. Data was collected by distributing online questionnaires with answers using a Likert scale. This research is quantitative research, which was analyzed using the SEM-PLS method. The results of this study, namely training and development, respectively, have a direct positive and significant effect on employee job satisfaction; training and development, respectively, have an immediate positive and significant effect on employee performance; employee job satisfaction has a direct positive and significant impact on employee performance; and job satisfaction mediates training and development, respectively, positively, and significantly influence employee performance.

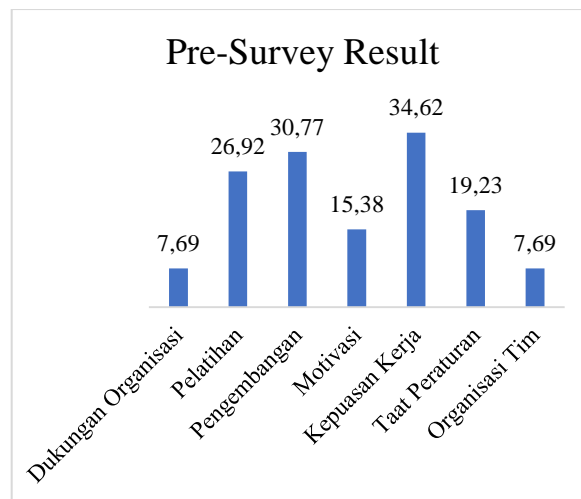
Keyword: Development, Employee Performance, Employee Satisfaction, Training.

INTRODUCTION

Company resources are found in the assets attached to the agency, which can be humans as workers, the technology used, the facilities provided, and the materials the company will use. According to Ardana et al. (2012), the resources owned by the company are an example of prosperity and welfare that has good prospects for the future. The company gives heavy tasks to employees to compete with other competitors. This is demanded by the company to achieve goals and fulfill the vision and mission of the agency. To fulfill the achievements desired by the company, employee performance is required to be better.

The object of research is one of the Indonesian government's infrastructure development companies. PT Hutama Karya (Persero) was established as a Dutch private construction company at the beginning of the 20th century. In the 1960s, the company underwent a transformation phase, which led to organizational restructuring and then nationalization of the business. PT Hutama Karya (Persero) produced several monumental and historic construction works during this period. In the Work Plan and Budget book of PT. Hutama Karya (Persero) Year 2022, there is a fulfillment of Shareholder Aspirations in 2022 regarding budgeting for programs/activities in the fields of Learning and Development, Research, and Innovation, at least 5% of the total Human Capital costs in 1 year.

To support this, there is research that has been conducted by Gustantya (2018) with the title the effect of training, development, and job satisfaction on employee performance. Based on this research is used as a reference for the research to be carried out. Research conducted Setiawan et al. (2021) With the title of the effect of training on employee performance mediated by job satisfaction, triggered by the pre-survey conducted and combining research from the researcher. Gustantya (2018) By adding development and training variables with no response from respondents above 20%, it can provide the best results for PT. Hutama Karya (Persero) after the research is carried out. Figure 1 is the result of a pre-survey that was conducted previously.



Source: Processed Data (2022)

Figure 1. Result of Pre-Survey

Based on the statements that have been described and the results of the pre-survey above that have been found, research is conducted on the effect of training and development on employee performance mediated by worker satisfaction. The influence of this research is based on references from research conducted Setiawan et al. (2021) and Gustantya (2018) who have conducted research by including the variables of development, training, employee satisfaction, and employee performance.

LITERATURE REVIEW

Human Resources

Human Resource (HR) is one of the most important aspects of a corporate entity. There are three definitions of HR: humans who work in an organizational environment, which are also referred to as personnel, workforce, workers, or employees. HR is also a human being who has the potential to drive the organization to maintain its existence. In addition, HR is a non-material asset that can be realized into the real potential in the company's organization. (Nawawi, 2001). There are several important responsibilities

carried out by the human resources department, such as recruiting, providing facilities for employee training and development, and evaluating employee performance and satisfaction.

Training

Training is one of the facilities that should be provided by an organization or company. With the training which is an educational process in a short time, employees in improving the skills and knowledge of employees outside the formal education system that has been obtained before. (Flippo, 1996). Training is also a combination of practice and theory that is dominated by trying directly. There are many advantages to training, both for employees and for companies, including that employees will have the ability to do the work that has been given more quickly and precisely, so that the company will benefit more.

Employee Development

In contrast to training, development is a long-term educational process that aims to learn conceptual and theoretical knowledge. With development, companies want to get a workforce or employees who have potential and are also professionals in the future (Suwatno & Yuniarsih, 2013). Employee development is provided by companies as a form of investment in their human resources (Price, 2011).

Employee Satisfaction

Job satisfaction is a pleasant feeling felt by employees towards the results of work and interactions with the work environment (Suwatno & Priansa, 2014). Job satisfaction is an important and interesting thing, because of its great benefits for individuals, industry, and society (Sutrisno, 2014). There are several factors that affect job satisfaction, including opportunities for advancement, job security, salary, company and management, intrinsic and work factors, working conditions, social aspects of work, communication, and facilities (Gilmer, 1996). Job satisfaction is influenced by what employees expect. Employees will feel satisfied when what is expected is lower than what is obtained, conversely, when what is obtained is lower, employees will feel dissatisfied.

Employee Performance

Employee performance is the result of work that has been achieved in carrying out the job obligations that have been given (Syahyuni, 2018). Performance can be measured by several categories, including quality, quantity, timeliness, cost effectiveness, supervision needs, interpersonal impact. When the work produced is good, produces in large quantities, on time, can maximize results at low cost, works without the help of supervision, has good faith and cooperation among fellow employees or subordinates, then the employee's performance is considered good. According to Kasmir (2019), when employees have good performance, it is in line with the image of employees who will get a good view from fellow employees.

METHODS

The research conducted has 2 independent variables, 1 intervening variable and 1 dependent variable. The independent variables are Training (X_1) and Development (X_2), for the Intervening Variable, namely Job Satisfaction and the Dependent Variable, namely Employee Performance (Y). The method used in this research is to use *Structural Equation Modeling Partial Least Square* (SEM PLS). The population in this study were employees of PT Hutama Karya (Persero) with a total of 1368 employees. While the research sample is part of the population under study, taken randomly with the limitation of not having a

position more than the manager level. Of the entire population, 301 respondents were the number of samples used in this study. Data was collected using an online questionnaire.

The following is an operational definition of the variables used in this study.

Table 1. Variable Operational Definitions

Variables	Indicator	Item
Training (Mangkunegara, 2017)	Material	Training material can broaden the horizons of PT Hutama Karya (Persero) employees in work. The material in the Education and Training Program provided is in accordance with the work of PT Hutama Karya (Persero) Employees.
	Methods	Training methods are easy to follow Training methods are not monotonous (varied)
	Facilities	Training facilities use new technology or tools Training facilities are easy to use
	Instructor	The instructor shared how to handle the problem better. Instructors master the material presented in the training
	Training Objectives	PT Hutama Karya (Persero) employees gain new knowledge after attending training. After attending the training, the results of the work of PT Hutama Karya (Persero) employees became more effective.
	Development (Krismiyati, 2017)	Skills
Personal / Personality		The company organizes career counseling for the career advancement of PT Hutama Karya (Persero) employees. The company organizes career information services for PT Hutama Karya (Persero) employees. The boss acts as a mentor for employees of PT Hutama Karya (Persero) in carrying out work.
Motivation		Superiors are able to provide support, advice, and role models to PT Hutama Karya (Persero) employees in terms of work. Employees of PT Hutama Karya (Persero) have the opportunity to expand their experience as employees.
Jobs		The work that PT Hutama Karya (Persero) employees do requires special skills During work, PT Hutama Karya (Persero) employees are given more than one task.
Job Satisfaction (Afandi, 2018)	Salary	Employees of PT Hutama Karya (Persero) receive wages in accordance with the work or position held. Employees of PT Hutama Karya (Persero) receive compensation in accordance with the workload obtained.
	Promotion	PT Hutama Karya (Persero) employees have the opportunity to be promoted by the Company
	Working Conditions	PT Hutama Karya (Persero) employees work in

Variables	Indicator	Item
Performance (Lie & Siagian, 2018)	Working Group	safe and comfortable conditions
		PT. Hutama Karya (Persero) employees receive supportive facilities from the Company
		PT Hutama Karya (Persero) employees relate well with colleagues in the work environment.
	Supervision	Coworkers Employees of PT Hutama Karya (Persero) often help when working
		Superiors give tasks according to the abilities that PT. Hutama Karya (Persero) employees have
	Work Quantity	PT Hutama Karya (Persero) employees work in accordance with the targets set by the Company.
		PT. Hutama Karya (Persero) employees are able to carry out work optimally
	Quality of Work	PT Hutama Karya (Persero) employees are always disciplined in working at the Company
		PT. Hutama Karya (Persero) employees work in accordance with established work procedures
	Work Effectiveness	PT. Hutama Karya (Persero) employees are always focused on carrying out work
PT. Hutama Karya (Persero) employees are able to carry out work correctly and accurately		
Timeliness	PT. Hutama Karya (Persero) employees are always on time when coming to the office	
	PT. Hutama Karya (Persero) employees never leave work during working hours	
Work Behavior	PT. Hutama Karya (Persero) employees are able to work well with fellow coworkers	
	PT Hutama Karya (Persero) employees always prioritize cooperation when carrying out work.	

Source: Processed Data (2021)

RESULT AND DISCUSSION

Results

Respondent Characteristics

Table 2 is a description of the characteristics of 301 respondents based on gender, age, education level, marital status, work unit, employment status, and length of service.

Table 2. Respondents' Characteristics

Characteristics	Description	n
Gender	Men	263
	Women	38
Age	< 21 years old	1
	21 - 30 years	130
	31 - 40 years	68
	41 - 50 years	52
	> 50 years	50
Education Level	High school equivalent	23
	Diploma (D-3)	15
	Bachelor (S-1)	237
	Master (S-2)	25
	Doctorate (S-3)	1
Marriage Status	Unmarried	85
	Marry	216
Work Unit	General Civil	97
	Toll Road Operation & Maintenance (OPT)	90
	EPC	58

	Toll Road Planning (RJT)	36
	Business Development & Investment (PBI)	11
	Risk Management Building	7
	Systems, Information & Technology (SIT)	1
Employment Status	Permanent Organic Employee (KTO)	205
	Permanent Local Employee (KTS)	23
	Contract Employee	73
Length of Service	< 5 years	143
	5 - 10 years	60
	11 - 20 years	44
	21 - 30 years	42
	> 30 years	12

Source: Processed Data (2022)

Coefficient of Determination (R²) - Inner Model

Inner model testing is carried out to see the relationship between constructs and their significance values and *R-square* values. The *R-square* value is used to assess the effect of the independent variable on the dependent variable whether it has a substantive effect. Table 3 is the *inner model* calculation of the data obtained and used by researchers using *Partial Least Square*.

Table 3. R2 Results

Independent Variable	Dependent	R Square
Training	Job Satisfaction	0,618
Development		
Training	Employee performance	0.575
Development		
Job satisfaction		

Source: Processed Data (2022)

The model provides an *R-square* value of 0.618 on the job satisfaction variable, meaning that the ability of the model on the training and development variable to explain the job satisfaction variable is 61.8% and the remaining 38.2% is explained by other variables. While the *R-square* value of 0.575 on the employee performance variable means that the ability of the model on the training, development, and job satisfaction variables to explain the employee performance variable is 57.5% and the remaining 42.5% is explained by other variables.

Direct Effect Hypothesis Testing

Table 4 is the result of hypothesis testing using SEM-PLS analysis. The effect of training (X1) on job satisfaction (Z) obtained an estimated coefficient value of 0.549 and t count of 11.073 and a probability of 0.000 <0.05, it can be concluded that there is a significant influence between training (X1) on job satisfaction (Z). Thus, the hypothesis that says "H1: Training has a positive effect on job satisfaction" is accepted. The effect of development (X2) on job satisfaction (Z) obtained an estimated coefficient value of 0.331 and t count of 6.287 and a probability of 0.000 <0.05, it can be concluded that there is a significant influence between development (X2) on job satisfaction (Z). Thus, the hypothesis that says "H2: Development has a positive effect on job satisfaction" is accepted. The effect

of training (X1) on employee performance (Y) obtained an estimated coefficient value of 0.249 and t count of 3.024 and a probability of 0.003 <0.05, it can be concluded that there is a significant influence between training (X1) and employee performance (Y). Thus, the hypothesis that says "H3: Training has a positive effect on employee performance" is accepted. The effect of development (X2) on employee performance (Y) obtained an estimated coefficient value of 0.337 and t count of 4.957 and a probability of 0.000 <0.05, it can be concluded that there is a significant influence between development (X2) and employee performance (Y). Thus, the hypothesis that says "H4: Development has a positive effect on employee performance" is accepted. The effect of job satisfaction (Z) on employee performance (Y) obtained an estimated coefficient value of 0.280, t count of 3.981 and a probability of 0.000 where the value is smaller than 0.05 (5% significance level), it can be concluded that there is a significant influence between job satisfaction (Z) on employee performance (Y). The positive coefficient indicates that the higher the employee job satisfaction, the higher the employee performance and vice versa. Thus, the hypothesis that says "H5: Job satisfaction has a positive effect on employee performance" is proven and accepted.

Table 4. Hypothesis Testing Result (Direct)

	Original Sample (O)	T Statistics (O/STDEV)	P-Values
Job Satisfaction -> Performance	0.280	3.981	0.000
Training -> Job Satisfaction	0.549	11.073	0.000
Training -> Performance	0.249	3.024	0.003
Development -> Job Satisfaction	0.331	6.287	0.000
Development -> Performance	0.337	4.957	0.000

Indirect Effect Hypothesis Testing

Based on table 5 *indirect effect* testing above, it can be seen that the indirect effect coefficient of training (X1) on employee performance (Y) through job satisfaction (Z) is 0.154 with a significance test obtained t value of 3.612 and a probability of 0.000 where the value is smaller than 0.05 (at a significant level of 5%), it can be concluded that there is a significant influence between training (X1) on employee performance (Y) through job satisfaction (Z). This result also supports the hypothesis, namely "H6: The effect of job satisfaction mediates training on employee performance". While the coefficient of the indirect effect of development (X2) on employee performance (Y) through job satisfaction (Z) is 0.093 with a significance test obtained t value of 3.583 and a probability of 0.000, where the value is smaller than 0.05 (at a significant level of 5%), it can be concluded that there is a significant influence between development (X2) on employee performance (Y) through job satisfaction (Z). These results also support the seventh hypothesis which states "H7: The effect of job satisfaction mediates development on employee performance".

Table 5. Hypothesis Testing Result (Indirect)

Variable Relationship	Coefficient	T count	P-values
Training -> Job Satisfaction -> Employee Performance	0.154	3.612	0.000
Development -> Job Satisfaction -> Employee Performance	0.093	3.591	0.000

Discussion

The Effect of Training on Employee Satisfaction

The results of this study indicate that training positively affects job satisfaction in accordance with previous research conducted by Mangkunegara (2017). Setiawan et al. (2021) revealed that training positively influences on job satisfaction. Research conducted by Puspitasari (2019) also found that training positively effects on job satisfaction. This means that the more positive and significant the implementation of training, the more positive and significant job satisfaction will be. In a recent study by Mangkunegara (2017), it was suggested that training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Thus, training is an effort to improve a person's knowledge and skills in current work with material that has been determined and carried out relatively quickly. By providing training, company productivity for individuals can be increased knowledge, skills, attitudes, and behavior of people, and as a result, will improve their position in the workplace, this will encourage job satisfaction.

The Effect of Development on Employee Satisfaction

Employee development is an activity to increase employee knowledge theoretically in the long term. Development is a staffing activity that helps employees plan their careers so that the company and the employees concerned can develop themselves to the maximum. One way to develop an employee's career is through promotion, which is a transfer that increases the authority and responsibility of employees to higher positions within an organization so that their obligations, rights, status, and income are greater and causes high job satisfaction (Sugesti, 2015). Based on this opinion, it shows that development has a positive effect on job satisfaction; namely if the development program is good, employee job satisfaction is high, and vice versa. Development is not only very beneficial for an employee in carrying out his duties, but also for the company. The results of this study support the research of Faronsyah & Trisninawati (2020) who found that Career Development has a significant effect on Employee Job Satisfaction. In his research, he supports the Equity theory by Adams (1963), that a person's job satisfaction depends on whether he feels fairness or not to the situation. Feelings of justice or injustice over a situation are obtained by comparing themselves with others in the same class, office or elsewhere. The results of the study also support research Jumiyati & Azlina (2019) and Rulianti & Nurlilah (2020) which found that career development affects job satisfaction.

The Effect of Training on Employee Performance

Training is learning the basic skills new employees need to do the job. Training is very important to improve performance. Training is an important factor in HR development. Training increases knowledge and work skills, thereby improving work performance (Setiawan et al., 2021). According to Dessler (2007), training is an integrated process used by employers to ensure that employees work to achieve organizational goals. The role of job training in an organization is so important because job training is one of the spearheads in the organization to achieve quality employee performance for the company's continuity. With job training, companies can place human resources correctly according to employee skills, achieving increased employee performance. The results of this study support research conducted by Setiawan et al. (2021), who proved that training has a positive and significant effect on employee performance. The study's results also support research by Suprpty (2020) which consistently found that training programs have a positive and significant effect on employee performance.

The Effect of Development on Employee Performance

Development is a process of increasing the workability of an employee, which encourages increased performance to achieve the desired career. Development supported by the company expects feedback from employees in the form of good performance. According to Balbed & Sintaasih (2019), development is self-development activities taken by a person to realize his career plan. Pratama & Pasaribu (2020) research shows that career development positively affects employee performance. Research results from Niati et al. (2021), career development positively affects employee performance. Research Asriani (2020) Research also shows that career development affects employee performance. This shows that with career development, employees feel certainty in the career that will be achieved in the future so that it is balanced by providing optimal performance.

The Effect of Employee Satisfaction on Employee Performance

Employee job satisfaction is closely related to employee performance. Someone who is satisfied in their job will be motivated, committed to the organization, and have high work participation to continue improving their performance. In addition, employee job dissatisfaction can be identified from low employee performance, high absenteeism at work, and low commitment to the organization. Setiawan et al. (2021) state that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed on the job, outside the job, and a combination of on and off the job. Job satisfaction in work is job satisfaction that is observed in work by getting praise for work results, placement, treatment, equipment, and a good work environment atmosphere. Employees who prefer to enjoy job satisfaction in the job will prioritize their work over, even though compensation is important. The results of this study support research conducted by Hendri (2019), who found that it has a positive and significant impact on Employee Performance. The study's results also support research by Field Putra (2021), which found that job satisfaction has a positive and significant effect on employee performance. In the research Puspitasari (2019) also found that Job Satisfaction has a significant influence on Nurse Performance.

Employee Satisfaction Mediates Training on Employee Performance

The results of this study are in line with research Setiawan et al. (2021) which proves that training has a positive and significant effect on employee performance mediated by job satisfaction. This means that the job satisfaction variable can mediate the effect of training on employee performance. This study's findings align with previous research, which states that job satisfaction can mediate the effect of training on employee performance (Fakhri & Djastuti, 2015). Based on the results of testing the indirect effect between the variables tested in this study which states that the job satisfaction variable can mediate the effect of training on employee performance at PT Hutama Karya (Persero), which cannot be separated from the results of testing the effect of job satisfaction variables on employee performance which are found to have a significant effect, making the results of this test quite reasonable. The job satisfaction variable that can mediate the effect of training on employee performance at PT Hutama Karya (Persero) is a small part of the many variables that affect employee performance directly or indirectly that is not tested in this study. This provides an opportunity for future researchers to use this research as a reference in other studies.

Employee Satisfaction Mediates Development on Employee Performance

One of the factors that can be used as a link to make employee performance better with HR development is job satisfaction. According to Gibson (2008), one factor that influences employee performance is individual variables consisting of abilities and skills, background,

and demographics. Abilities and skills can be trained and improved by conducting HR development. Job satisfaction results from perceptions of work based on work environment factors, such as supervisory style, policies and procedures, workgroup affiliation, working conditions, and benefits. This is supported by research Pratama & Pasaribu (2020) show that career development has an indirect effect on employee performance through the intermediary of employee satisfaction. From the results of the description above, it can be concluded that employee development will provide job satisfaction to employees who encourage an increase in their performance.

CONCLUSION

From the research that has been done, analyze the influence between training and employee development on employee performance mediated by employee satisfaction at PT Hutama Karya (Persero). The result is that training and development directly has a positive and significant effect on job satisfaction and employee performance. Employee job satisfaction directly has a positive and significant effect on employee performance. In addition, job satisfaction mediates positively and significantly on training and development variables on employee performance.

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