

# The Effect of Job Training and Motivation on Employee Performance with Job Satisfaction as a Mediating Variable (Study at Kusuma Agrowisata Resort and Convention Hotel Batu)

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## ABSTRACT

### Keywords:

Job Training; Work Motivation; Employee Performance; and Job Satisfaction.

*This study aims to analyse the effect of job training and motivation on employee performance with job satisfaction as a mediating variable at Kusuma Agrowisata Resort and Convention Hotel Batu. The population of this study were all employees of Kusuma Agrowisata Resort and Convention Hotel Batu. The sample used was 87 people. Collecting data using saturated sampling. The analysis technique uses Partial Least Square (PLS). The results showed that job training, work motivation, and job satisfaction positively and significantly affect employee performance. Job training and work motivation positively and significantly affect job satisfaction. Job satisfaction can partially mediate the effect of job training on employee performance and work motivation on performance.*

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## INTRODUCTION

Human resource management significantly impacts the era of globalisation and makes competition in every line of life even more challenging, as is the quality of its human resources. Human resources are one resource that has a critical role in determining the success of company goals. The element of human resource management is the human being who is the company's

workforce. Therefore, a company requires good performance from every employee in order to support the company's sustainability (Nawawi, 2004).

Employee performance results from work in quality and quantity carried out by an employee in carrying out his duties following predetermined work standards (Ali & Agustian, 2018; Rachmawati, 2016). Every company will always try to improve the performance of its employees so that the goals set by the company can be achieved and various ways can be taken by the company, namely by changing the mindset, improving organisational management, and prioritising human resource development (Iswanto, 2019; Setiawan & Fitrianto, 2021; Yulianthini *et al.*, 2016). Human resource management development can be realised by providing training and equipping employees to increase individual and company productivity (Bolung *et al.*, 2018; Ulinuha, 2016; Widodo *et al.*, 2018). Then, training will provide opportunities for employees to develop new skills and abilities so that what is known and mastered at this time will be helpful in the future and can help employees understand what should be done and why it should be done (Kaengke *et al.*, 2018; Tuhumena *et al.*, 2017). In addition to providing training, employees also need motivation or encouragement at work, where employees can work even harder with high motivation.

Employee motivation is the level of energy and creativity that employees bring to the company in their work. The growth of motivation in employees is fundamental or fundamental in the direction of the process of achieving human resource management goals, namely achieving optimal employee performance. The study results show that many factors, including work motivation, influence company performance. If employee motivation is high, the company's performance will undoubtedly increase (Alfiyah, 2016; Primandaru *et al.*, 2018; Saputra & Mulia, 2020). Employees with high work motivation will work better than employees who do not have motivation. Good work motivation dramatically influences the success or failure of a company in achieving company goals (Arianto & Kurniawan, 2020; Widiarti *et al.*, 2018).

Then job satisfaction is also one of the factors that can influence employee performance. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his work, which is individual. Each individual has a different level of satisfaction depending on the value system applied to him. The higher the assessment of activities that are felt to be following individual wishes, the higher the level of satisfaction with these activities (Hamdiyah *et al.*, 2016). Thus, satisfaction is an assessment that describes a person's feelings of pleasure or dissatisfaction in his work (Alhamdi, 2018). Job satisfaction is obtained from many factors, including individual performance results at work. The performance of its employees largely determines the success of a company.

Based on some of the research results conducted by previous researchers, some stated that training and motivation had a positive and significant effect on employee performance (Erwin & Suhardi, 2020; Noratta & Prabowo, 2019). While the results of research conducted by (Arika & Sudiro, 2016; Julianry *et al.*, 2017; Paramarta & Suastari, 2018; Subroto, 2018) states that training and motivation do not have a significant effect on employee performance because changes in employee performance are not due to training alone, while work motivation does not entirely affect employee performance because it only encourages employees to work harder.

In this study, job satisfaction is used as a mediating variable between training and work motivation on employee performance, and there are several studies using job satisfaction as mediation because there is a relationship between these three variables in improving performance. This opinion is supported by research (Effendi & Kartika, 2016; Fakhri & Djastuti, 2015) which states that training has a significant and positive effect on employee performance through job

satisfaction, meaning that job satisfaction can mediate the impact of training on performance (Fakhri & Djastuti, 2015; M. Hapsari, 2018; Nurcahyani & Adnyani, 2016) states that motivation has a positive and significant effect on employee performance which is mediated by job satisfaction, in this case, if employees have high motivation towards their work they will be able to improve their performance because of a feeling of comfort and enthusiasm in carrying out tasks.

As with the hospitality business, hotels are owner-operated businesses that provide tourists with food, drink and accommodation and may charge a reasonable fee for their services without contract or privileges (Sulastri, 2019). Perhotel is an industrial or commercial service company (Ngindana & Hermawan, 2019). There is a lot of competition in the hospitality sector today, so the management is expected to be able to anticipate this by further increasing training programs that are more optimal and motivating employees.

Likewise, Kusuma Agrowisata Resort and Convention Hotel for the services and facilities provided for rooms, restaurants, swimming pools, spas, etc. Training held for Kusuma Agrowisata Resort and Convention Hotel employees such as maintaining a friendly attitude and courtesy, training to monitor the smooth implementation of check-in, check-out room reservations, luggage handling, service information, task discipline, analysing and evaluating the use of guest supplies, cleaning supplies and responsibilities according to the job. The training is held once a month. Indications of performance problems based on field observations, there was a failure to achieve the targets expected by Kusuma Agrowisata Resort and Convention Hotel Batu during the last six months. This is because there are still several complaints about the service to Kusuma Agrowisata Resort and Convention Hotel where customers feel the services provided are still unsatisfactory, such as when booking a room where the clerk accesses, the room order confirmation process is not following the wishes of the customer, check-in time is too long which are not following the regulations applied by Kusuma Agrowisata Resort and Convention Hotel, and have an impact on decreasing employee performance.

Several things were also complained about by Kusuma Agrowisata Resort and Convention Hotel Batu employees, namely the provision of training with a period that was too long, which made employees feel bored in the room, there was still a lack of motivation given by superiors to employees, and job satisfaction felt by employees which is a factor in employee performance problems at Kusuma Agrowisata Resort and Convention Hotel Batu. This study aims to analyse the effect of job training and work motivation on employee performance partially, analyse the effect of job training and work motivation on job satisfaction partially, analyse the effect of job training on employee performance through job satisfaction, and analyse the effect of work motivation on employee performance through job satisfaction.

## **LITERATURE REVIEW**

Training is a process of teaching knowledge and skills to employees so that they can carry out their duties properly, and it has been proven to result in positive employee performance improvements and influence employee performance through the development of employee knowledge, skills, abilities, competencies and behaviour (Dihan & Pratama, 2018; Permatasari, 2018). Siagian & Khuzaini (2015) shows that training has a direct and significant effect on employee job satisfaction, which means that employee training efforts are positive and will determine employee job satisfaction. Research by (Dewi, 2019; Meidita, 2019; Training et al., 2016) is slightly different; it states that training has a positive and insignificant impact on job

satisfaction, where training can increase satisfaction with increased performance after training can increase self-confidence at work.

**Hypothesis 1:** Job training has a significant effect on job satisfaction

Motivation is an encouragement of needs within employees that need to be fulfilled so that employees can adapt to their environment and achieve the goals that have been set. In other words, motivation is the energy to generate an internal drive to achieve specific goals (Fadil, 2016). Work motivation has a positive and significant effect on job satisfaction, meaning that employees need work motivation to achieve high job satisfaction (Hanafi &, 2017; Lumentut & Dotulong, 2015; Rismayadi & Maemunah, 2016). However, the magnitude is very relative or varies depending on the type of job satisfaction itself from person to person.

**Hypothesis 2:** Work motivation has a significant effect on job satisfaction

Farida (2012) stated that based on path analysis and hypothesis testing, it was found that training positively affected performance. Research by Fakhri *et al.*, (2020), Sujoko (2020) also states that training positively and significantly affects employee performance. Training is one of the company's means so that each employee knows more about the company and is more understanding and capable of the work and tasks given to them.

**Hypothesis 3:** Job training has a significant effect on employee performance

Bianca *et al.*, (2014), Farisi *et al.*, (2020) state that motivation positively and significantly influences employee performance variables. Hastuti's (2019) research results also show that work motivation has a positive and significant effect on performance; motivation causes human behaviour to want to work hard and enthusiastically to achieve optimal results to produce even better performance. The higher the motivation at work, the better the performance will be.

**Hypothesis 4:** Work motivation has a significant effect on employee performance

Employee performance is the result of work in quality and quantity carried out by employees in carrying out their duties following the responsibilities assigned and focused on efforts to improve performance in achieving company goals to carry out their duties responsibilities (Baihaqi & Paulus, 2020; Febrianti & Triono, 2020). Research conducted by (Hidayat, 2021; Mulyatna *et al.*, 2018) suggests that job satisfaction positively and significantly affects employee performance. This indicates that the higher employee job satisfaction, the employee will show the best performance.

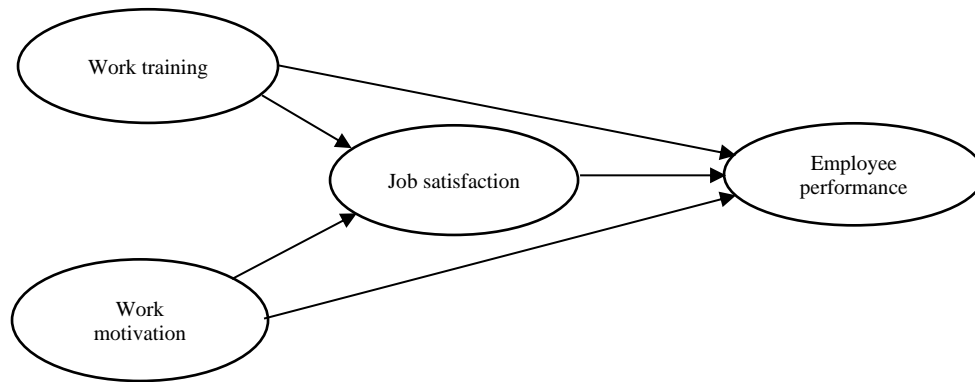
**Hypothesis 5:** Job satisfaction has a significant influence on employee performance

Job satisfaction is a person's feelings of pleasure or displeasure towards his work, taking into account the aspects that exist in the work situation and co-workers, individually a person has a different level of job satisfaction even though he is in the same type of work this can be seen from the group of requirements and the system that applies to him. himself (Ali & Agustian, 2018; Shobirin *et al.*, 2016). Training has a significant and positive effect on employee performance through job satisfaction, meaning that job satisfaction can mediate the effect of training on performance (Fakhri & Djastuti, 2015; Kartikasari & Djastuti, 2017). Motivation positively and significantly affects employee performance mediated by job satisfaction (MI Hapsari, 2016; Novianti *et al.*, 2015; Nurcahyani & Adnyani, 2016).

**Hypothesis 6:** Job training has a significant effect on employee performance through job satisfaction

**Hypothesis 7:** Work motivation has a significant impact on employee performance through job satisfaction

Therefore, the following conceptual framework of this research :



**Figure 1.** Research Framework

Source: developed in this research, 2023

## RESEARCH METHOD

The type of research used is "explanatory" with a quantitative descriptive approach. This research was conducted at Kusuma Agrowisata Hotel, which is located in the centre of the tourist town of Batu with the address Jalan Abdul Gani Atas, PO BOX 36, Ngaglik sub-district, Batu sub-district, East Java province, Indonesia. The population in this study were all employees at Kusuma Agrowisata Resort and Convention Hotel Batu, totalling 87 employees. The data source used in this study is primary data with a questionnaire as a data collection tool and uses a Likert scale as a measurement tool. The research instrument uses validity and reliability tests. Data analysis techniques used statistical techniques and Structural Equation Model (SEM) with data analysis using SmartPLS software.

## RESULT AND DISCUSSION

A total of 87 respondents were used in this study which showed several characteristics. Most of the Kusuma Agrowisata Resort and Convention Hotel Batu employees are male; namely 73.6%, and more respondents are aged 26 - 35 years and 36 - 45 years; this shows that most of the employees of Kusuma Agrowisata Resort and Convention Hotel Batu are involved in this study were still in their productive age. The percentage of married respondents is 63.2%; this shows that most of the Kusuma Agrowisata Resort and Convention Hotel Batu employees involved in this study are married. Most of Kusuma Agrowisata's employees have graduated with Bachelor's Degrees, which shows that most of the employees of Kusuma Agrowisata Resort and Convention Hotel Batu who were involved in this study had bachelor's degrees. The most job descriptions are 14.9% in the food & beverage sector. Other characteristics are described in the table below.

**Table 1.** Characteristics of Respondents

No	Content	Frequency	Percentage
1	<i>Gender</i>		
	Man	64	73.6%
	Woman	23	26.4%
2	<i>Age</i>		
	17-25 Years	15	17.2%

No	Content	Frequency	Percentage
	26-35 Years	32	36.8%
	36-45 Years	32	36.8%
	46-55 Years	6	6.9%
<b>3</b>	<b>Status</b>		
	Marry	55	63.2%
	Not married yet	28	32.2%
	Other	4	4.6%
<b>4</b>	<b>Education</b>		
	Senior High School	25	28.7%
	D1-D4	12	13.8%
	S1	44	50.6%
	S2	6	6.9%
<b>5</b>	<b>Job description</b>		
	A&G	5	5.7%
	FrontOffice	8	9.2%
	House Keeping	7	8.0%
	Food & Beverages	13	14.9%
	Engineering	9	10.3%
	Personnel	5	5.7%
	accounting	10	11.5%
	Marketing Hotels	6	6.9%
	marketing	3	3.4%
	BTT	10	11.5%
	Recreation	6	6.9%
	Sport	5	5.7%

Source: Processed data (2022)

Convergent validity is the value of the loading factor on each latent variable with its indicators. Convergent validity measurements can be seen through the loading factor value ( $> 0.7$ ) and the Average Variance Extracted (AVE) value ( $> 0.5$ ). The results of the measurement model analysis show that the variables of job training, work motivation, employee performance, and job satisfaction, as measured by the five indicators, show that all indicators have a loading factor value greater than 0.7; thus, all indicators are valid. Based on the Average Variation Extracted (AVE) calculation results, it shows that all indicators that measure the variables of job training, work motivation, employee performance and job satisfaction produce an average extracted variance value (AVE) of more than 0.5. Thus declaring a valid indicator to measure the variable. The results of the calculation of Convergent Validity and AVE values are shown in Table 2.

After testing Convergent Validity, the subsequent analysis is Composite Reliability testing. This test aims to test the consistency of the measuring instrument used for Measure the consistency of respondents' answers. This test was determined using Cronbach alpha measurements ( $< 0.60$ ) and composite reliability ( $> 0.70$ ). Based on the calculations performed show that the composite reliability for the variables of job training, work motivation, employee performance and job satisfaction is more significant than 0.7 and is declared reliable. While Cronbach's Alpha value on the variables of job training, work motivation, employee performance, and job satisfaction is more significant than 0.6. Thus declared reliable.

The results of the calculation of Composite Reliability and Cronbach Alpha values are shown in Table 3.

**Table 2.** Convergent Validity and AVE

Variable	Indicator	Loading Factor	AVE	Information
Job Training (X1)	X1.1	0.826	0.688	Valid
	X1.2	0.813		Valid
	X1.3	0.859		Valid
	X1.4	0.832		Valid
	X1.5	0.816		Valid
Work Motivation (X2)	X2.1	0.810	0.679	Valid
	X2.2	0.850		Valid
	X2.3	0.833		Valid
	X2.4	0.846		Valid
	X2.5	0.778		Valid
Employee Performance (Y)	Y1	0.800	0.671	Valid
	Y2	0.853		Valid
	Y3	0.833		Valid
	Y4	0.840		Valid
	Y5	0.765		Valid
Job Satisfaction (Z)	Z1	0.849	0.689	Valid
	Z2	0.831		Valid
	Z3	0.831		Valid
	Z4	0.835		Valid
	Z5	0.804		Valid

Source: Processed data (2022)

**Table 3.** Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Cronbach's Alpha	Information
Job Training (X1)	0.917	0.887	Reliable
Work Motivation (X2)	0.913	0.881	Reliable
Employee Performance (Y)	0.910	0.877	Reliable
Job Satisfaction (Z)	0.917	0.887	Reliable

Source: Processed data (2022)

The structural model is evaluated using the Coefficient of Determination R<sup>2</sup> for endogenous structures. R-square value can be used to assess the effect of independent latent variables (exogenous) on the independent latent variable (exogenous). The higher the value of R<sup>2</sup>, the better the model in the research. Predictive Relevance (Q<sup>2</sup>) test to get an overview of the feasibility of predictive relevance to get variations that related constructs can explain. A Q<sup>2</sup> value greater than 0 indicates the model has solid predictive relevance.

The R-square variable of job satisfaction is 0.610 (61.0%). This can indicate that the diversity of job satisfaction variables can be explained by job training and work motivation variables of 61.0% or, in other words, the contribution of job training and work motivation variables to job satisfaction variables is 61.0%. The R-square for the employee performance variable is 0.833 (83.3%). This shows that the diversity of employee performance variables can be explained by the variables of job training, work motivation and job satisfaction of 83.3%, or

in other words, the contribution of job training variables, work motivation and job satisfaction to employee performance variables has a value of 83.3 %.

**Table 4.** The Goodness of Fit Model

Endogenous	R Square
Job Satisfaction (Z)	0.610
Employee Performance (Y)	0.833

Source: Processed data (2022)

While the value of Q2 Q-Square predictive relevance (Q2) is 0.935 or 93.5%, this shows that the diversity of employee performance variables can be explained by the overall model of 93.5%, in other words, the contribution of job training, work motivation, and job satisfaction variables to the overall employee performance variable (direct and indirect influence) is 93.5%.

**Table 5.** Direct Hypothesis Testing

Hypothesis	Path Coefficient	T Statistics	P Value	Information
Job Training → Job Satisfaction	0.348	2,601	0.010	Accepted
Work Motivation → Job Satisfaction	0.502	4,027	0.000	Accepted
Job Training → Employee Performance	0.250	4011	0.000	Accepted
Work Motivation → Employee Performance	0.304	4,074	0.000	Accepted
Job Satisfaction → Employee Performance	0.460	6,726	0.000	Accepted

Source: Processed data (2022)

Based on direct hypothesis testing shows that there is a positive and significant effect of each variable exogenous to endogenous variables, meaning that all hypothesis testing is directly declared accepted. The test results show that job training positively and significantly affects job satisfaction. This means that the more influential the provision of job training, it will increase the ability and expertise of employees so that employees are satisfied with the work achieved. These results align with previous research, namely, job training positively and significantly affects job satisfaction (Saprudin, 2018; Setiawan *et al.*, 2021; Salim *et al.*, 2022). Employees who have attended the training will find it easier to do their work and feel satisfied with the results and vice versa.

Hypothesis testing shows that work motivation positively and significantly affects job satisfaction. This means that if employees get positive motivation from superiors, it triggers them to work well to get good work results and ultimately can make them feel satisfied with their current working conditions. This research follows previous research (Solihatun *et al.*, 2021; Ardianti *et al.*, 2018; Ratnaningsih, 2017). The results of this study are consistent with the theory put forward by Hasibuan (2017), saying that several causes can affect employee job satisfaction, including work motivation. The results of the following hypothesis show that job training has a positive and significant effect on employee performance. This means that the training at Kusuma Agrowisata Resort and Convention Hotel Batu has been running effectively so that employees can work well and successfully in the work they are engaged in to produce a good performance. This research follows previous research (Suryantiko & Lumintang, 2018; Subroto, 2018; Rakhman, 2022).

Based on the research results, work motivation has a positive and significant effect on employee performance. This means that the more positive encouragement given by superiors to employees, the better the resulting performance because work motivation drives employees to



work harder. These results align with research conducted by (Budianto, 2017; Hanafi & Yohana, 2017; Astria, 2018). Motivation is a condition that encourages a person to try to achieve the desired goals and results. Hypothesis testing found that job satisfaction positively and significantly affects employee performance. This means that the higher the job satisfaction, the more employee performance will increase because when employees are satisfied with their work, the better employee performance will be. These results align with previous research (Lie & Siagian, 2018; Oktavianti, 2020; Fernanda & Sagoro, 2016). The results of this study are consistent with the theory put forward by Kreitner & Kinicki (2001), which states that job satisfaction is a cause that can affect employee performance because when workers are satisfied with their jobs will be more productive and will be able to produce a good performance.

**Table 6.** Indirect Hypothesis Testing

Hypothesis	Indirect Coefficients	T Statistics	P Value	Information
Job Training → Job Satisfaction → Employee Performance	0.160	2,426	0.011	Accepted
Work Motivation → Job Satisfaction → Employee Performance	0.231	3,455	0.002	Accepted

Source: Processed data (2022)

Based hypothesis testing indirectly shows that the effect of job training variables on employee performance through job satisfaction produces a path coefficient of 0.160 with a significant t statistical value of 2.426. This means that job training has a positive and significant effect on employee performance through job satisfaction. At the same time, the influence of work motivation variables on employee performance through job satisfaction produces a path coefficient of 0.231 with a t statistics value of 3.455. This means that work motivation has a positive and significant influence on employee performance through job satisfaction.

Based on the study's results, it states that job satisfaction can mediate the effect of job training on employee performance. This means that the higher job satisfaction caused by practical job training tends to improve employee performance because when the training carried out can develop skills, skills and can make it easier for employees to overcome work problems, it will have an impact on employee performance where the resulting performance tends to be better than before. The employees themselves will also feel satisfied with the work they do. This research aligns with research (Dihan & Pratama, 2018; Sitawati et al., 2020). Testing the last hypothesis shows that job satisfaction can mediate the effect of motivation on employee performance. This means that the higher the job satisfaction felt by employees due to the increased work motivation received, it tends to improve employee performance because when employees get positive encouragement from their superiors, they will think that they are considered and valued and, in the end, will make a good contribution in their place of work; thus they tend to be satisfied with the work they do. This aligns with previous research (Muhajir, 2019; Dewi & Sutrischastini, 2016; Lusri & Siagian, 2017).

## CONCLUSION

Based on the research and discussion results, the research yields the following conclusions: job training has a positive and significant effect on job satisfaction. This means that the more influential the provision of job training, the more capabilities and expertise of employees to make employees satisfied with the work results achieved. Work motivation has a positive and

significant effect on job satisfaction. This means that if employees at the Kusuma Agrowisata Resort and Convention Hotel Batu get positive motivation from superiors, it will trigger employees to work well to get good work results and, ultimately, make them feel satisfied with their current working conditions.

Job training has a positive and significant effect on employee performance. This means that the training at the Kusuma Agrowisata Resort and Convention Hotel Batu has been running effectively so that employees can work well and succeed in their jobs to perform well. Work motivation has a positive and significant effect on employee performance. This means that the more positive encouragement given by superiors to employees, the better the performance produced because work motivation drives employees to work harder. Job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction, the employee performance will increase because when employees are satisfied with the work done, the resulting employee performance will be even better.

Employee satisfaction can mediate job training on employee performance. This means that the higher the job satisfaction caused, the more effective job training tends to improve employee performance because when the training is carried out, it can develop skills, employee skills and can make it easier for employees to overcome work problems; it will have an impact on employee performance where performance the results tend to be better than before and the employees themselves will also be satisfied with the results of the work they are doing. Work motivation positively and significantly affects employee performance through job satisfaction.

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