



The Influence of Training and Motivation on Employee Performance: Mediating Role of Job Satisfaction

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Abstract

Purpose: This study aims to analyze the impact of training and work motivation on employee performance in the Regional Secretariat of Sidoarjo Regency. Additionally, this 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.

Research Methodology: This study employed a quantitative approach, using Structural Equation Modeling (SEM) for data analysis. This study utilized one technique from probability sampling, specifically simple random sampling. The sample consisted of 101 civil servant employees from the Sidoarjo Regency Secretariat. SmartPLS 4.0 was used for the analysis.

Results: The 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 positively and significantly influenced job satisfaction.

Conclusions: 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, Indonesia.

Limitations: The research was conducted only in the Regional Secretariat of Sidoarjo and used a quantitative approach with a limited number of variables, so other factors that may influence employee performance were not examined.

Contributions: This study examines the role of training and motivation in improving employee performance through job satisfaction. It also provides practical insights for enhancing organizational performance.

Keywords: *Employee Performance, Job Satisfaction, Training, Work Motivation*

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1. Introduction

Human resources are a critical element of any organization and significantly influence overall performance and outcomes. When an organization or agency has strong human resources, it tends to operate effectively (Afandi, 2018). Achieving organizational goals is influenced by various factors, including the quality of human resources or employees, work methods, work environment, and supporting facilities, all of which determine the quality of employee performance (Ahmadun et al., 2023; Yenni, 2019). For an organization or agency aiming for high employee performance that meets established targets, it is essential to motivate

employees to be enthusiastic about their work (Edy, 2019; Noer et al., 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. As previously discussed, factors that can influence employee performance include providing training to all employees. Training can enhance their skills, and motivation within the organization is equally important.

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

No	Indicator	Target	Achievement			
			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 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 was not substantial. Allowing this trend to continue could create obstacles for the organization as it strives to move ahead (Nainggolan, 2021; Sitorus, 2020). In addition to training and motivation, job satisfaction plays a crucial role in influencing employees' 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 (Meidita, 2019; Mulyati et al., 2023; Nabilla & Soehaditama, 2023).

Human resources are vital to the success of any organization. Competent work productivity is essential for effectively achieving organizational goals. Training not only benefits employees by equipping them with the 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 the organizational performance. Thus, motivation is closely linked to an individual's and an organization's success in reaching their goals.

Recognizing the importance of motivation in boosting employee performance, organizations must prioritize it. Higher employee motivation tends to correlate with better performance outcomes, thereby contributing to overall organizational success. Human resources are a fundamental factor in achieving objectives in every organization (Jami' Juniawan & Utami, 2020; Kinasih et al., 2024; Masrurotin et al., 2021). Therefore, organizations must implement competency development programs, such as training, to enhance employee capabilities. This allows employees to fulfill their duties as civil servants and achieve organizational goals. Training serves as a significant tool for encouraging employees to boost productivity. It provides opportunities to develop and refine skills, knowledge, and behaviors (Elizar & Tanjung, 2018; Handayani et al., 2024; Kasmir, 2018).

Previous studies have examined the impact of the work environment, job satisfaction, and training on employee performance in the hospitality industry. For instance, Handoko (2020), Hasibuan (2017), and Ismailia et al. (2023) found that a positive work environment, high job satisfaction, and effective training significantly enhance employee performance at the Central Java Marine and Fisheries Office. Training

and motivation simultaneously affect performance in the General Affairs Section of the Madiun Regency Government Secretariat. Motivation influences both job satisfaction and performance, with the former acting as a mediator in this relationship.

Given these insights, the author is motivated to explore the interconnections among training, motivation, job satisfaction, and employee performance. 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.”

2. Literature Review & Hypothesis Development

2.1 Human Resource Management and Employee Performance

Human resources are a fundamental asset in achieving organizational goals. The effectiveness of an organization is largely determined by the quality of its human resources. Employee performance reflects the level of success in carrying out assigned duties and responsibilities within a specific period (Cabral et al., 2020; Commey et al., 2020). High employee performance indicates that individuals are able to complete their tasks efficiently and effectively in accordance with organizational expectations. Therefore, improving employee performance is essential for enhancing organizational productivity and competitiveness (Putra et al., 2023; Suardi et al., 2022).

2.2 Training

Training is a systematic and structured process aimed at improving employees’ knowledge, skills, and abilities required to perform their jobs effectively (Karim et al., 2019; Urbancová et al., 2021). It plays a crucial role in developing employee competencies and supporting organizational goals. Through training, employees can adapt to changes in the work environment, improve efficiency, and reduce errors in their tasks. In addition, training contributes to increasing employee confidence and professionalism, which ultimately leads to better performance outcomes (Sukesi, 2023; Supardi, 2023).

2.3 Work Motivation

Work motivation refers to the internal and external forces that drive individuals to perform their tasks and achieve organizational goals. Motivation plays a crucial role in determining the level of effort and persistence employees put into their work (Ahmad, 2021; Bushi, 2021). Employees with high motivation tend to demonstrate better performance, commitment, and productivity. Organizations must create supportive environments that encourage motivation, as motivated employees are more likely to achieve higher levels of performance and satisfaction (Tahir, 2023; Widiastuti et al., 2024).

2.4 Job Satisfaction

Job satisfaction is defined as an individual’s emotional response toward their job and work environment. It reflects how employees feel about various aspects of their work, including tasks, compensation, supervision, and organizational culture (Navas & Vijayakumar, 2018). High levels of job satisfaction lead to positive work attitudes, increased productivity, and reduced turnover intentions. Employees who are satisfied with their jobs tend to perform better and contribute more effectively to organizational success (Yenni, 2019).

2.5 Hypothesis Development

The following research hypotheses were formulated based on this conceptual framework to be tested using the designed statistical methods

H_1 : Training has a positive and significant effect on employee performance.

H_2 : Work motivation has a positive and significant effect on employee performance.

H_3 : Job satisfaction has a positive and significant effect on employee performance.

H_4 : Training has a positive and significant effect on job satisfaction.

H_4 : Work motivation has a positive and significant effect on job satisfaction. [H_4 :] Training and work motivation have a positive and significant effect on employee performance through job satisfaction as a mediating variable.

3. Methodology

This study employed a quantitative approach. The method used for data analysis was 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 used 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

4. Results and Discussion

4.1 Results

Model analysis using partial least squares (PLS) with the Smart PLS program yielded the following results:

4.1.1 Hypothesis Test

Table 2. Data Analysis Results

Variable Relationship	Original Sample	Sample Mean	t-statistic	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	Significsnt
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

No	Title	Authors	Journal	Year	Information
Training (X1) -> Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,022	0,097	8,831	0,001	Significant

4.2 Discussion

4.2.1 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 those of [Suardi et al. \(2022\)](#) and [Kinasih et al. \(2024\)](#), who also confirmed that training positively and significantly affects employee performance.

4.2.2 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 value of 0.017. This suggests a positive and significant relationship between work motivation and employee performance at the Regional Secretariat of Sidoarjo. This is consistent with findings from [Basalamah et al. \(2022\)](#) and [Sariadi and Heryanda \(2020\)](#), which reported that work motivation positively and significantly influences employee performance.

4.2.3 The Influence of Job Satisfaction on Employee Performance

The study found that the p-value for the impact of job satisfaction on employee performance in the Regional Secretariat of Sidoarjo was 0.017, which is less than 0.05. The T-statistic is 6.211, greater than 1.96, and the coefficient was 0.103. This indicates a positive and significant influence of job satisfaction on employee performance in the Regional Secretariat of Sidoarjo, Indonesia. These findings are consistent with those of [Pazrina \(2024\)](#), who confirmed that job satisfaction positively and significantly affects employee performance.

4.2.4 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 was 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 [Jami' Juniawan and Utami \(2020\)](#) and [Meidita \(2019\)](#), which showed that training positively and significantly impacts job satisfaction.

4.2.5 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 was 0.011, which was less than 0.05, indicating significance. The T-statistic is 7.731, which is 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 [Rahayu and Aprianti \(2020\)](#) and [Rivaldo and Ratnasari \(2020\)](#), who indicated that work motivation positively and significantly influences job satisfaction.

4.2.6 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 the findings of [Ismailia et al. \(2023\)](#) and [Handayani et al. \(2024\)](#), who indicated that training and work motivation positively and significantly affect employee performance through job satisfaction.

5. Conclusions

Based on the data analysis and discussions, 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, Indonesia. Additionally, training and work motivation significantly influenced job satisfaction. Furthermore, the findings indicate that training and work Motivation positively and significantly affects employee performance through job satisfaction as an intervening variable in the Regional Secretariat of Sidoarjo.

5.1 Research Limitations

This study has several limitations. First, the research was conducted only in the Regional Secretariat of Sidoarjo, which may limit the generalizability of the findings to other sectors or regions. Second, this study used a quantitative approach with a limited number of variables, so other factors that may influence employee performance were not examined.

5.2 Suggestions and Directions for Future Research

Future research is recommended to expand the scope by including different sectors, such as private organizations or other government institutions, to enhance generalizability. Additionally, future studies should consider incorporating other variables such as leadership, organizational culture, and work environment to provide a more comprehensive understanding of factors influencing employee performance. Using mixed methods or longitudinal approaches is also suggested to gain deeper insights into causal relationships.

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Author Contributions

AAC contributed to conceptualization, methodology, formal analysis, and data collection. SS contributed to investigation, writing—original draft preparation, writing—review and editing, and supervision. AAC and SS contributed to validation.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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