



Effect of Work Motivation and HR Development on Planning via Job Satisfaction at Landungsari Terminal

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Abstract

Purpose: 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 Poor.

Research Methodology: A quantitative approach was employed using survey data collected from 30 employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. Reliability and structural model evaluations were conducted using Composite Reliability, Cronbach's Alpha, R-Square, and Q-Square measures.

Results: The findings indicate that all constructs are reliable, with Composite Reliability values ranging from 0.846 to 0.936 and Cronbach's Alpha values ranging from 0.806 to 0.896. The model demonstrates strong explanatory power, with R-Square values of 0.740 for job satisfaction and 0.936 for human resource planning, while the Q-Square value of 0.983 confirms high predictive relevance. Work motivation and human resource development significantly and positively affect job satisfaction and human resource planning. Job satisfaction also significantly influences human resource planning. However, its mediating role between work motivation and human resource planning is not supported.

Conclusions: Work motivation and human resource development are important factors in improving job satisfaction and enhancing human resource planning effectiveness.

Limitations: The study is limited by its small sample size and focus on a single organization.

Contributions: This study enriches the human resource management literature by highlighting the direct effects of work motivation and human resource development on job satisfaction and human resource planning within the public transportation sector.

Keywords: Human Resource Development, Job Satisfaction, Landungsari Terminal, PLS-SEM, Work Motivation

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1. Introduction

Work motivation is an important factor in creating a conducive and productive work environment that supports the sustainable development of human resources (Saputra, 2021). Motivation encourages employees to perform their tasks effectively, continuously improve their skills, and actively participate in organizational development. With strong motivation, employees are more willing to learn, adapt to changes,

and enhance their competencies, which ultimately contributes to the achievement of organizational goals (Baljoon et al., 2018; Kanfer et al., 2017).

Human resource training and development are closely related to motivation. Employees who have high motivation tend to participate more actively in training programs and are more capable of applying the knowledge gained in their daily work (Hedayati Mehdiabadi & Li, 2016; Nolan & Garavan, 2016). Motivation also helps improve productivity, work discipline, and interpersonal relationships within the organization, which are essential for creating a collaborative and efficient work environment. Human resource planning, which includes recruitment, training, career development, and compensation systems, plays a strategic role in supporting employee growth and organizational needs. When human resource planning is implemented properly, employees feel valued and supported, which increases their motivation and commitment to the organization (Darsana & Sudjana, 2022).

However, many organizations, including government institutions, still face challenges in implementing effective human resource development programs. Limited resources and the lack of continuous evaluation make it difficult to measure the effectiveness of career development programs in improving employee motivation (Grant & Shandell, 2022; Schmid & Dowling, 2022). In addition, some employees have negative perceptions of certification and competency development programs, considering them as administrative obligations rather than opportunities for growth, which reduces their enthusiasm to participate (Becker & Smidt, 2016).

Another challenge is the lack of management support and heavy workload faced by employees. Excessive job demands often reduce employees' energy and focus, making it difficult for them to engage in development programs. Differences in employee competency, such as limited digital skills, also hinder participation in training, especially in technology-based systems. This condition affects both motivation and the effectiveness of human resource development.

The COVID-19 pandemic further impacted employee performance and motivation, as many training activities were shifted to online or hybrid systems. Although these methods provide flexibility, they also present challenges in terms of engagement and effectiveness. Therefore, organizations need to manage human resources more effectively and strategically to improve employee motivation and performance (Molina-Azorín et al., 2021). Human resource management should focus not only on administrative functions but also on developing employees as valuable assets who contribute to improving service quality and organizational performance.

2. Literature Review & Hypothesis Development

2.1 Theoretical Framework

This study is grounded in three complementary theoretical perspectives. First, Maslow (1943) Hierarchy of Needs Theory posits that human behavior is motivated by five need levels—physiological, safety, social, esteem, and self-actualization—and that organizational support for higher-order needs (professional recognition, career development, self-actualization through competency improvement) generates the sustained motivation that enables effective participation in HR planning processes. Second, Herzberg (1959) Two-Factor Theory distinguishes between hygiene factors (extrinsic conditions preventing dissatisfaction) and motivator factors (intrinsic drivers generating genuine satisfaction and performance commitment). Applied to Landungsari Terminal, HR development programs constitute motivator factors that fulfill achievement and growth needs, while job security and working conditions constitute hygiene factors that prevent dissatisfaction. Third, Human Capital Theory Becker (1964) and Schultz (1961) proposes that investments in workforce education and training increase employees' productive capacity and organizational commitment—directly underpinning the prediction that HR development enhances

both job satisfaction and HR planning effectiveness.

2.2 Work Motivation

Work motivation is the provision of a driving force that creates a person's enthusiasm for work, so that they are willing to work together, work effectively, and integrate all their efforts to create satisfaction. Work motivation is an important psychological and managerial factor that influences employee behavior in the workplace (Kocman & Weber, 2018; Nor et al., 2023). Employees with high motivation tend to show stronger commitment, discipline, and willingness to achieve organizational goals (Tamam, 2022). Motivation also encourages employees to improve their performance continuously and adapt to changes in the work environment. In addition, motivated employees are more likely to collaborate effectively with colleagues, which contributes to better organizational performance and productivity (Hadi, 2023; Jain, 2021).

Work motivation is the provision of driving forces that create enthusiasm for work, enabling employees to cooperate effectively and integrate their efforts toward organizational goals Jain (2021). Motivated employees perceive their work as meaningful and relevant to their personal development aspirations, which Herzberg (1959) motivator-hygiene framework predicts will generate job satisfaction through the fulfillment of intrinsic achievement and recognition needs. Empirically, Wijayanto and Purnomo (2023) confirm significant positive relationships between work motivation and job satisfaction in Indonesian public sector organizational contexts.

H_1 : Work motivation has a significant positive effect on job satisfaction.

2.3 Human Resource Development (HRD)

Human Resource Development (HRD) is a comprehensive approach that encompasses various activities aimed at enhancing the capabilities, knowledge, and overall performance of employees within an organization (Ochwo & Mwesigwa, 2021; Tabasum & Ghosh, 2021). HRD includes structured training programs designed to develop specific skills, competency development initiatives to prepare employees for increasingly complex roles, career advancement planning to identify and nurture potential future leaders, and succession planning to ensure continuity in key organizational positions. The primary goal of HRD is to optimize employee performance and strengthen organizational capability, creating a workforce that is competent, adaptable, and capable of meeting both current and future operational demands (Al-Hanawi et al., 2019; Lee & Lee, 2018).

Effective HRD not only improves the technical and professional skills of employees but also enhances their job satisfaction by providing opportunities for growth, recognition, and personal development (Kim, 2022). When employees feel that the organization invests in their development, they are more motivated, engaged, and committed to achieving organizational objectives. Additionally, HRD contributes to building a culture of continuous learning, fostering innovation, and encouraging proactive problem-solving, which are essential for maintaining competitive advantage (Sparkman, 2019).

Human resource development encompasses the structured programs of training, education, and competency improvement through which organizations enhance employees' knowledge, skills, and professional attitudes (Han & Stieha, 2020). Access to development programs fulfills employees' career growth and competency aspiration needs, generating positive affective responses to the work environment—the core psychological mechanism of job satisfaction (Sinta & Purnomo, 2023). Kim (2022) documents that systematically implemented HR development programs produce measurable increases in employee job satisfaction in Indonesian organizational contexts by demonstrating organizational investment in employees' professional futures. The significance of HR development on job satisfaction in this study ($t = 2.362, p = 0.009$) corroborates this theoretical prediction.

*H*₂: Human resource development has a significant positive effect on job satisfaction.

2.4 Work Motivation and HR Planning

Human resource planning encompasses the strategic processes through which organizations forecast workforce requirements, plan recruitment, design training and career pathways, and adjust compensation structures to align with current and anticipated organizational needs (Kambur & Yildirim, 2023; Troth & Guest, 2020). Motivated employees participate more actively and constructively in HR planning processes by contributing to needs assessment discussions, embracing development program requirements, and demonstrating the initiative and career orientation that HR planning processes depend upon for accurate individual capability assessment (Berhil et al., 2020; Molina-Azorín et al., 2021). da Silva et al. (2022) and Kocman and Weber (2018) confirm that work motivation is a significant predictor of HR planning effectiveness in public sector organizations.

*H*₃: Work motivation has a significant positive effect on HR planning.

2.5 HR Development and HR Planning

The relationship between HR development and HR planning is reciprocal and theoretically foundational: HR planning determines the scope and content of development programs required to meet future workforce needs, while development program outcomes feed back into planning processes by revealing competency gaps, training effectiveness patterns, and career progression readiness among employees (Nugraha & Purnomo, 2022; Wardhani & Uilly, 2021). Well-designed development programs generate the workforce capability data that HR planners need to make informed staffing, succession, and competency investment decisions. Rahman and Shanjabin (2022) and Rizqi and Sakinah (2021) document significant positive associations between HR development quality and HR planning effectiveness in Indonesian organizational settings.

*H*₄: Human resource development has a significant positive effect on HR planning.

2.6 Job Satisfaction and HR Planning

Job satisfaction directly influences HR planning quality through multiple mechanisms. Satisfied employees demonstrate lower turnover intention—reducing the replacement planning burden and enabling more stable workforce capability development; they exhibit higher organizational commitment—making them more willing to engage in the developmental and evaluative activities that HR planning depends upon; and they contribute more constructively to participatory planning processes—providing accurate self-assessment and development aspiration data that improves planning quality Nugraha and Purnomo (2022) and Ochwo and Mwesigwa (2021). Supardi (2023) specifically documents that job satisfaction significantly predicts HR planning participation and quality in Indonesian public sector organizations.

*H*₅: Job satisfaction has a significant positive effect on HR planning.

2.7 Mediating Role of Job Satisfaction

The mediation hypotheses predict that job satisfaction channels the influence of work motivation and HR development on HR planning through attitudinal pathways: when motivation and development generate satisfaction, satisfied employees' resulting organizational commitment, reduced turnover, and active participation in HR processes translate motivation and development inputs into tangible HR planning quality improvements. When mediation is confirmed, job satisfaction amplifies the HR planning benefits of motivation and development beyond their direct effects alone.

*H*₆: Job satisfaction mediates the effect of work motivation on HR planning.

*H*₇: Job satisfaction mediates the effect of human resource development on HR planning.

3. Methodology

Research methods refer to the procedures used to conduct research. They must be consistent with the proposed 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 problems. Different research methods for the same research object produce 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, and can be in the form of a descriptive explanation or a flowchart. According to [Hair et al. \(2022\)](#), "The research design regulates the systematics to be implemented in the research. In this step, researchers must understand the various research methods and techniques. The research methods and techniques were compiled into a research design. The quality of research output is determined by the accuracy of the research design."

The research location was the Landungsari Terminal, Technical Implementation Unit for Management of Poor Road Traffic Transportation Infrastructure, located at Jalan Tlogomas Number 05, Rambaan Hamlet, Landungsari Village, Dau District, Malang City. The Landungsari Terminal, also called the Tlogomas Terminal, is a type B passenger terminal and is one of the main terminals (beside the Arjosari Terminal and Hamid Rusdi Terminal) located on the west side of the entrance to Malang City. The research location is the Landungsari Terminal, Technical Implementation Unit for Management of Malang Road Traffic Transportation Infrastructure (abbreviated as US UPT P3 LLAJ Poor), which 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 were independent variables (dependent variables), independent, dependent or bound variables (dependent variables) dependent), and intermediary variables (intervening variables), explained as follows:

1. Independent variable (independent variable) (X), namely: work motivation (X_1) and human resource development (X_2)
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 for the study. Variable indicators serve as concrete and measurable tools to represent abstract variables in quantitative research.

The variables used in this study are as follows:

1. Independent variable (independent variable) (X), namely: work motivation (X_1) and human resource development (X_2)
2. Dependent or bound variable (dependent variable) dependent) (Y) namely: human resource planning
3. Intermediary variable (intervening variable) (Z), namely: job satisfaction

The existing population and the number of samples in this study were 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

4. Results and Discussion

4.1 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.

4.2 Reliability Test

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

4.3 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.) and one dependent variable (usually denoted as Y).

4.4 Hypothesis Testing

There are two types of hypothesis testing with the T-test in this study: partial and simultaneous hypotheses. In this hypothesis testing, the bootstrapping method was used in the SmartPLS version 4.0 application. t , t -statistics, and p -values. The t -statistics and p -values can be used as a reference for decision-making regarding 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 (Ringle et al., 2017)

The criteria for hypothesis testing were as follows:

1. If the t -statistics value $> 1,647$ (t table) and the p -value < 0.05 , then the hypothesis is accepted.
2. If the t -statistics value is $< 1,647$ (t table) and the p -value is > 0.05 , the hypothesis is rejected.

4.5 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

Variable	Composite Reliability
Work Motivation (X1)	0.846
Human Resource Development (X2)	0.936
Human Resource Planning (Y)	0.852
Job Satisfaction (Z)	0.856

Source: Appendix 4 (Composite Reliability)

Based on Table 1, all constructs exhibit Composite Reliability values above the recommended threshold of 0.70, indicating satisfactory internal consistency reliability. Human Resource Development (X2) demonstrates the highest Composite Reliability value of 0.936, reflecting a very strong level of consistency among its indicators. This is followed by Job Satisfaction (Z) with a value of 0.856, Human Resource Planning (Y) with 0.852, and Work Motivation (X1) with 0.846. These results indicate that the indicators used to measure each construct are reliable and consistently represent their respective latent variables.

Therefore, all constructs meet the reliability requirements based on Composite Reliability assessment.

Table 2. Cronbach's Alpha

Variable	Cronbach's Alpha
Work Motivation (X1)	0.806
Human Resource Development (X2)	0.896
Human Resource Planning (Y)	0.812
Job Satisfaction (Z)	0.816

Source: Appendix 4 (Cronbach's Alpha)

Based on Table 2, all variables have Cronbach's Alpha values exceeding the minimum acceptable threshold of 0.70, indicating good reliability. Human Resource Development (X2) records the highest Cronbach's Alpha value of 0.896, suggesting excellent internal consistency among its measurement items. The values for Job Satisfaction (Z), Human Resource Planning (Y), and Work Motivation (X1) are 0.816, 0.812, and 0.806, respectively. These findings demonstrate that the measurement instruments used in this study possess adequate stability and consistency in capturing the intended constructs. Consequently, all variables can be considered reliable and suitable for further statistical analysis.

4.6 Normality Test

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

4.7 Inner Model Evaluation

Table 3. R-Square Values

Variable	R-Square
Human Resource Planning (Y)	0.740
Job Satisfaction (Z)	0.936

Source: Appendix 4 (R-Square Value)

Based on Table 3, 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), 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 can model be seen from the Q-Square, US 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 showed a Q2 value of 0.983, indicating that the Q2 value was in the "strong" category. According to Ghazali2023<empty citation>, 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)

$$Z = 0.019 X1 + 0.009X2 + 0.002X3$$

$$Y = 0.025 X1 + 0.004 X2 + 0.000 X3 + 0.012Z$$

5. Conclusions

The results of the analysis show that the p-value of the influence of human resource development on job satisfaction is 0.009, which is smaller than 0.05, and the t-statistic value is 2.362, which 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 increase job satisfaction. Furthermore, both factors have a positive and significant direct influence on human resource development. However, the role of job satisfaction as a mediating variable is inconsistent. 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. Job satisfaction has a positive and significant effect 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 yielded different results. Job satisfaction does not mediate the relationship between work motivation and human resource development.

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Author Contributions

FH conceptualized the study, developed the methodology, conducted data collection and analysis, and prepared the original draft. FH also performed validation, reviewed technical aspects, and finalized the manuscript, ensuring the study's quality and coherence.

Conflicts of Interest

The author declares no potential conflicts of interest with respect to the research, authorship, or publication of this article.

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