



# The Effect of Training and Motivation on Employee Performance Mediated by Job Satisfaction at The Agriculture Service of Tabanan District

A. A. Sagung Putri Diantari

Master in Management Study Program, Universitas Warmadewa, Denpasar-Indonesia

Email: [januari12378@gmail.com](mailto:januari12378@gmail.com)

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**Abstract**—This study aims to analyze education and training and motivation on employee work result which is mediated by job satisfaction at the Livestock Service Office of Tabanan Regency with the 2022 research year involving 64 respondents. This study was conducted by using data collection methods with observation, interviews, documentation, surveys. This study used a saturated sample because the population is less than 100, the results use Partial Least Square (PLS). Based on analysis, the results of this study showed that there is the increase of motivation on job satisfaction, education and training increased on job satisfaction, job satisfaction increased on employee work result. Motivation has a positive but not significant effect on employee work result, education and training has a positive but not significant effect on employee work result, job satisfaction is the perfect mediation, the relationship between education and training on employee work result is not significant, while there is an indirect relationship between education and training and performance employee through significant job satisfaction, perfect job satisfaction mediates the relationship between motivation and employee work result is not significant, while the indirect connection between motivation and employee work result through satisfaction does not increase. The implications of this research for related parties to improve employee work result are affected by training and motivation mediated by job satisfaction.

**Keywords:** Education and training; employee performance; job satisfaction; motivation

## I. INTRODUCTION

The Regional Apparatus Organization aims to provide public services and at the same time continuously improve employee performance. Employee performance will have an impact on the employee concerned and the office where he works. Employees are expected to be able to maximize their responsibilities after being provided with education and training related to the implementation of their work. In addition, providing motivation is basically the right of employees and the obligation of the organization to support the contribution of its employees in order to achieve predetermined goals.

The Animal Husbandry Service after the merger of several Regional Apparatus Organizations changed its status to the livestock sector under the Tabanan Regency Agriculture Office, the Livestock and Animal Health Sector serves as an auxiliary element to the head of the service in carrying out its duties and functions. With the existence of the livestock sector, it has the task of organizing coaching, livestock production development facilities, livestock production infrastructure as well as animal health services and veterinary public health to improve people's lives. The management of zoonotic livestock disease outbreaks must be balanced with an increase in education and training as an employee in the livestock sector, especially for veterinary medical personnel and veterinary paramedics.

Some of the problem phenomena are that the employee's performance has not been maximized, especially in the provision of vaccinations to livestock so that the service has not been maximized and there is still a lack of technical knowledge of employees about the procedures for administering vaccinations. The public's understanding of the importance of vaccinating their pets is not maximized.

The study conducted by Zahri et al. (2022) that examined the effect of work environment and training on employee performance with the mediation of job satisfaction Sandabi Group showed the results that training has a positive and significant effect on performance through the mediation of job satisfaction. The effect of job satisfaction can improve employee performance. In addition, Fitria et al. (2022) analyzed the effect of quality of work life and work motivation on employee performance with job satisfaction as a moderating variable at the agriculture office of Lubuklinggau City. The study result of Fitria et al. (2022) showed that there is an indirect effect of work motivation on employee performance through job satisfaction as a moderating variable at the Lubuklinggau City Agriculture Service. Therefore, based on the background and the previous studies above, this study aims to analyze education and training and motivation on employee work results which is mediated by job satisfaction at the Livestock Service Office of Tabanan Regency.

## **II. CONCEPT AND HYPOTHESIS**

The theoretical basis of this research is performance according to Matteson (2018) that employee performance shows the abilities and skills of workers. This opinion emphasizes the competence of human resources owned by the organization, starting from the cognitive, affective and psychomotor abilities of employees. Satisfaction has become an important issue with regard to the development of contemporary human resources and staffing, this issue is mainly related to the increasing level of employee education and the increasing living needs of the employees themselves (Sule & Priansa, 2018:169). Education and training are aimed at employees in order to increase knowledge and skills. Along with advances in technology and demands for professional employees in every organization, to fulfil these demands it is necessary to continuously strive to improve their capabilities through education and training activities according to Mangkunegara

(2017:44). Robbins & Judge (2013:49) define motivation as a process that explains the intensity, direction and persistence of an individual to achieve his goals.

Training is an educational procedure in a short time through a tiered manner, in which workers can learn about expertise and proficiency in certain techniques at a specified target. Referring to Suwatno & Donni (2016:75), motivation is also a series of activities giving encouragement, that is, not only to others but also to oneself, expected to be able to act towards the desired goals and expressed increasing work results. The same opinion was also expressed by Matteson (2018) that employee performance shows the abilities and skills of workers. Job satisfaction is a positive attitude of the workforce including feelings and behaviour towards work through the assessment of one job as a sense of respect in achieving one of the important values of work (Afandi, 2018:74).

Independent variable (independent), dependent variable (dependent) and one intervening variable (YI) was used in this study. Education and training as the first independent variable (X1), work motivation as the second independent variable (X2) job satisfaction as the intervening variable (YI). employee performance as the dependent variable (Y2). In this study, the framework of thinking begins to discover existing phenomena, and then formulates the problems found, while also conducting theoretical and empirical studies to find out the supporting theories used. The next step is to make a hypothesis and proceed with a statistical test to find out the calculation using PLS from the existing data so that the research results are found.

### **Hypothesis**

H<sub>1</sub>: The higher the education and training, the higher the job satisfaction.

H<sub>2</sub>: The higher the education and training, the higher the work result.

H<sub>3</sub>: The higher the work motivation, the higher the job satisfaction.

H<sub>4</sub>: The higher the work motivation, the higher the work result.

H<sub>5</sub>: The higher the job satisfaction, the higher the work result.

H<sub>6</sub>: Job satisfaction is the mediator relationship between education and training on work result

H<sub>7</sub>: Job satisfaction is the mediator

relationship between motivation on work results.

### III. METHOD

This study is explanatory research in which the data used the data in 2022 at the Livestock Service Office of Tabanan Regency. The population of this study is all employees of the Animal Husbandry Division, totalling 64 people. Data collection was carried out by filling out questionnaires using the method of observation, interviews and documentation to respondents. The data obtained will be analyzed using Partial Least Square (PLS) statistics to confirm the concept of accuracy, validity and reliability of the instrument. In this analysis, validity and reliability tests have been carried out directly on manifest variables or indicators.

### IV. RESULTS AND DISCUSSION

Based on the sample in this study, there were 64 employees in the Animal Husbandry Department of the Tabanan Regency Agriculture Service who were respondents or research data sources. Based on the data obtained to see the characteristics of the respondents are described in the form of table 1.

**Table 1.** Characteristics of Research Respondents

Information	Number of Respondents	Percentage (%)
Gender		
1. Girls	21	32,8%
2. Boy	43	67,2%
Amount	64	100%
Respondent		
Age		
1. 18-25 years	3	4,7%
2. 26-30 years	1	1,6%
3. 31-35 years	4	6,2%
4. > 35 years	56	87,5%
Amount	64	100%
Education		
1. High school	29	45,3%
2. S1.	31	48,4%
3. S2	4	6,2%
Amount	64	100%

Source: primary data processed in 2022

#### Evaluation of the Outer Model Measurement Model

The outer loading coefficient of an indicator can adjust the contribution level of the indicator to its latent variable. on the education and training variables, all indicators show valid with the highest outer loading value, namely understanding the tasks carried out at 0.765 and the lowest outer loading value

is the ability to carry out tasks of 0.705. Then on the motivation variable it has been shown that all indicators are valid with the highest outer loading value, namely feeling safe at work 0.762 and the lowest outer loading value, namely Feeling safe and comfortable 0.660. The role of job satisfaction is that all indicators are valid with the highest outer loading value, namely system job satisfaction. working hours is 0.927 and the lowest post-loading value is the salary received, which is 0.691. And on the employee performance variable, the indicator shows valid with the highest outer loading value of the tasks given by employees with a value of 0.893 and the lowest outer loading value is the quality of employee performance with a value of 0.729. Then the discriminant validity results show that the AVE root coefficients for all constructs show greater correlation between constructs, so the variables in this research model are valid. The AVE value also meets the recommended requirements, which must be greater than 0.50 and finally, it shows that all constructs have a composite reliability value and Cronbach alpha > 0.70, so all constructs are said to be reliable. From the calculation of validity and reliability, as a whole it can be concluded that both the indicators that make up the variables and the variables that make up the model in this study are valid and reliable.

#### Inner Model

Evaluation of the inner model can be done through several approaches including a) R-Square (R<sup>2</sup>), b) Q-Square Predictive Relevance (Q<sup>2</sup>), and c) Goodness of Fit (GoF). In evaluating the structural model of the approaches above, it will be based on the overview results (results of smart PLS calculations). The R<sup>2</sup> value of 0.360 means that 36.60% of employee performance variations are affected by variations in Training, Motivation, and Job Satisfaction, the remaining 63.40% outside the research model due to the effect of other variables. The R<sup>2</sup> value of 0.360 is included in the moderate model criteria according to chin and hair. The results of the Q<sup>2</sup> calculation of 0.220 above show that 22.0% of the model can be explained through the relationship between variables in the study, while the remaining 78.0% are other factors outside the research model. Referring to the strength and weakness of the model based on the Q-Square Predictive Calculation of GoF, it shows a value of 0.538, then it refers to the criteria for the strength and weakness of the measurement model through Goodness of Fit (GoF) according to Lathan

and Ghosali (2012: 88), then this model belongs to the strong models.

### **The Effect of Training on Job Satisfaction**

The analysis yields the effect of education and training on employee job satisfaction indicating that education and training have an increasing effect on job satisfaction, this means that the more training held can significantly increase employee job satisfaction. The results of this study are evidenced by the respondent's answers to the independent variables of training and education tasks carried out and having the ability to carry out tasks with very good criteria. This shows that employees in the Animal Husbandry Sector of the Tabanan Regency Agriculture Office have increased education and training which can increase employee job satisfaction. The results of the research are supported by Haidar's research (2018) which found that proper education and training create and improve employee performance and have an increasing effect on job satisfaction. Andi (2019) and Paembonan, *et al* (2020) support this research's positive on job satisfaction and Setiawan *et al.* (2021) found education and training to have an increasing effect on job satisfaction. Mahayasa *et al.* (2022) research is that training has an effect on increasing results on job satisfaction. The higher the education and training held, the higher the employee job satisfaction.

### **The Effect of Training on Employee Work Results**

Research on the effect of training on employee performance results in an analysis showing that training has a positive but not significant effect on employee performance. This means that more and more training and education programs are not able to significantly improve employee performance. Respondent's answers to the variable criteria for human resources understand the task better, have the ability to carry out tasks, education is still not in accordance with the task, and supports the task carried out so that it is further improved. The results of the research are supported by Ramadhan's research (2017) which found that proper education and training create and improve employees and have an increasing effect on employee work results. Andi (2019) with the results of his research that the performance of education and training employees has a positive and significant effect.

### **The Effect of Motivation on Job Satisfaction**

Based on the analysis shows that

motivation has an increasing effect on job satisfaction. This means that more and more motivation can significantly increase employee job satisfaction. Vice versa, the lower the motivation, the lower the job satisfaction. The results of this study are evidenced by the respondents' answers to the variable of having a good relationship with fellow employees and getting awards when achieving. The results of this study are supported by the research of Yasa, *et al* (2017), Akbar (2018) and Noermijati (2015), Richar *et al* (2020), Widnyana (2021) who found work motivation to have a positive and significant effect on job satisfaction. The better the motivation, the more there will be an increase in employee job satisfaction.

### **The Effect of Motivation on Employee Work Results**

Based on the research analysis, the effect of motivation on employee work results shows a positive but not significant effect on employee work results, stating that the better the work motivation, the work results increase significantly. This means that motivation has not been able to significantly improve employee performance. This result is evidenced by the answers of respondents who feel safe and comfortable with the benefits provided. They get recognition in the form of promotions if they excel, get awards if they excel, feel safe in the work environment, good social relations with fellow employees need to be improved. Yasa, *et al* (2017), Richar *et al* (2020), Kuswati (2020) found research results where motivation has a positive and significant effect on employee performance. This finding is supported by research by Kuddy (2017), Akbar (2018) that motivation has a significant effect on employee performance. Employee performance will increase if the motivation for performance is getting better.

### **The Effect of Job Satisfaction on Employee Performance**

Shows that job satisfaction has an increasing effect on employee work results based on the analysis of the effect of job satisfaction on employee performance. This means that increasing job satisfaction is actually able to increase job satisfaction significantly. Vice versa, the lower the job satisfaction, the lower the employee's performance. These results are evidenced by the respondents' answers to the variables of completing tasks and jobs well with performance with very good criteria. Research findings from Yasa, *et al.* (2017), Richar *et al*

(2020), Widnyana (2021), Jufpisen (2021), Mahayasa et al. (2022) found that job satisfaction has a positive and significant effect on employee performance. The better the job satisfaction, the higher the employee's performance.

### **The Job Satisfaction Mediates the Relationship Between Education and Training on Performance**

Based on the results of an analysis of job satisfaction mediating education and training on employee performance, it shows that the indirect relationship between education and training on performance through job satisfaction is not significant with the respondents' answers so that there is a better understanding of tasks and better human resources. This means that job satisfaction has not been able to maximally mediate the relationship between education and training on work results. Ramadhan (2017) who found from the results of his research that proper training creates and improves employee performance as well. This is supported by research by Mukminin (2020) and Setiawan et al. (2021) which found that training has a positive effect on employee performance which is mediated by job satisfaction and Efendi et al. (2020) found that training provides a good increase in employee performance. From those who found training and education to have a positive and significant effect on employee performance, the research results of Mahayasa et al. (2022).

### **The Relationship between Employee Motivation and Performance Mediated by Job Satisfaction**

Based on the results of the analysis of the effect of motivation, the direct relationship between motivation and performance is not significant, while the indirect relationship between motivation and performance through satisfaction is significant. means that motivation with the employee. The results of this study are supported by research by Yasa, et al (2017), which found work motivation has an effect on increasing employee performance. This finding is supported by the research of Indah & Riana (2020) and Nurdiansyah et al. (2020) who found a relationship between motivation and employee performance which is mediated by job satisfaction providing an increase in employee performance and Tan & Sudhartio (2021) found that motivation has a positive and significant effect on job satisfaction. Motivation has a positive and significant effect on employee performance

mediated by job satisfaction from research by Richar et al. The better work motivation, employee performance will also increase.

Job satisfaction determines employee performance and education and training as well as motivation determine job satisfaction. Employee responsibility towards their work is the dominant indicator of employee performance variables. In the field of Animal Husbandry, the Agriculture Service has good indicators because it is already responsible for its work, the variable shown by the employee's performance. Job satisfaction from the indicators of employees, the tasks given by the agency where they work are the most dominant, meaning that all employees are satisfied with all the work given by the agency where they work. Indicators supporting the tasks carried out are a reflection of the training. Shows that training from good indicator because the work given is in accordance with the skills possessed by employees. The most dominant work motivation is reflected by indicators of good social relations with fellow employees, this means good social relations among employees.

## **V. CONCLUSION**

Based on the research objectives, problem formulation, research hypotheses and research results and discussions that have been described, the following research conclusions can be drawn. 1) The higher the work motivation, the higher the job satisfaction. The value of the motivational variable has a positive effect of 0.479 and shows a significant relationship at the 0.05 level to job satisfaction. 2) The higher the education and training, the higher the job satisfaction. The value of education and training variables has a positive effect of 0.384 and shows a significant relationship at the 0.05 level to job satisfaction. 3) The higher the job satisfaction, the higher the work result. The value of the job satisfaction variable has a positive effect of 0.367 and shows a significant relationship at the 0.05 level on the employee. 4) The higher the work motivation, the higher the work result. The value of the work motivation variable has a positive effect of 0.178 but shows no significant relationship with a statistical T value of 1.201 on employee performance. 5) The higher education and training, however, does not affect work result. The value of education and training variables has a positive effect of 0.131 but shows an insignificant relationship with a statistical T value of 0.807 on employee performance. 6)

Job satisfaction is a perfect mediation of the relationship between education and training on performance. This can be seen from the direct relationship between education and training on performance is not significant, while the indirect relationship between education and training on performance through job satisfaction is significant. 7) Job satisfaction perfectly mediates the relationship between motivation and performance. This can be seen from the direct relationship between motivation and performance does not increase while the indirect relationship between motivation and performance through satisfaction is significant.

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