

## TRAINING EFFECT CONTRIBUTE TO THE JOB SATISFACTION AND PERFORMANCE OF CIVIL SERVICE IN THE TRANSMIGRATION AND MANPOWER SERVICE OF BULUNGAN REGENCY

Sumarni<sup>1</sup>, Ana Sriekaningsih<sup>2</sup>, Milwan<sup>3</sup>  
Universitas Terbuka

[sumarni.cabo@gmail.com](mailto:sumarni.cabo@gmail.com)<sup>1</sup>, [an\\_juf19@yahoo.co.id](mailto:an_juf19@yahoo.co.id)<sup>2</sup>, [milwan@ecampus.ut.ac.id](mailto:milwan@ecampus.ut.ac.id)<sup>3</sup>

### ABSTRACT

The rationale of this study was to analyze and prove the training effect on the performance of the Civil Service through job satisfaction variables. Type of research is included in explanatory research. The population is all employees of Transmigration and Manpower Office of Bulungan Regency about 55 persons. The number of samples in this study were 55 respondents. The sampling technique performed by using total sampling technique. Data analysis technique used a path analysis approach. The findings showed that training has a positive and significant effect on employee job satisfaction. Training has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. In step 1, training is proven to have a significant effect on employee performance. In step 2 when training and job satisfaction are regressed together to predict employee performance, training remains significant. Thus job satisfaction is able to mediate the effect of training on employee performance.

Keywords: Training, Job Satisfaction, Employee Performance.

### INTRODUCTION

Human resource development is a framework in facilitating employees developing personal and organizational skills, knowledge and abilities. To carry out their duties and functions, employees at the Transmigration and Manpower Office of Bulungan Regency must have good performance. Performance of the employees will have a positive impact on organizational performance, where the better the employee's performance, the organizational performance also has good potential. The performance of employees at the Bulungan Regency Transmigration and Manpower Office is likely to be influenced by the training activities for employees and job satisfaction at the Transmigration and Manpower Office of Bulungan Regency.

The training provided to the staff is expected to be able to provide added

value to employees in increasing their knowledge and skills at work and carrying out their jobs according to their functions. According to Widodo (2015: 82) training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. Employee training which is still limited makes employees experience problems in terms of increasing competence at work, so that employee performance experiences problems. Problems that arise from the performance of the employees are the large number of jobs that are not completed on time, employees experience problems with high levels of work errors and employee work discipline that still needs to be

improved, because training will improve the performance of the employees (

Satisfied employees are more likely to be involved in organizations that can increase productivity, while employees who are not satisfied will affect the organization's progress in achieving goals. Said by Sutrisno (2014: 73) job satisfaction is a problem that is quite interesting and important, because it has proven to be of great benefit for the interests of individuals, industry and society. The job satisfaction here is quite good, this is indicated by the fulfillment of employees' rights at work. Employees have received financial compensation that is classified as sufficient to meet the needs of employees and their families. Employee job satisfaction is also felt from the attitude of employees in establishing harmonious relationships in the work environment. Fulfilling employee job satisfaction has an impact on the performance of employees, although employees still have limited skills in carrying out work, but employee morale needs to get appreciation to always improve their performance.

Research related to employee performance has been carried out by many previous researchers where Wicaksono (2016), Lolowang, et al (2016), Raza & Afridi (2017), Afroz (2018), Mahadevan & Yap (2019), found that training has a positive contribution to improving employee performance. Meanwhile, research by Shaju & Subhashini (2017), Kalimeda, et al (2018), Wagiman & Sutanto (2019), and Amiartuti (2014) found that job satisfaction has a significant effect on employee performance. Research by Wagiman & Sutanto (2019) and Diliantari & Dewi (2019), verify job satisfaction variable functions as an intervening variable for employee performance variables. The results of different studies conducted by Subakti

(2013) and Abidin (2017) prove that job satisfaction has no effect on employee performance,

According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Rachmawati (2008: 110) expressess training is an environmental forum for employees, where employees acquire or learn specific attitudes, abilities, skills, knowledge and behaviors related to work. According to Rivai and Sagala (2011: 212), training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees to carry out their current jobs. Training is a prerequisite for employees and organizations to increase employee productivity. According to Noviantoro (2009: 39), indicators of the success of effective training can be measured through:

- a. The training material (training content), namely, is the training program content relevant and in line with the training needs up to date.
- b. The training method, whether the training method provided is appropriate for the subject and whether the training method is in accordance with the learning styles of the trainees.
- c. Attitudes and skills of instructors / trainers, do the instructors have attitudes and delivery skills that encourage people to learn.
- d. Duration of training, namely how long it takes to provide the main material to be learned and how fast is the tempo of delivering the material.
- e. Training facilities, whether the training venue can be controlled by the instructor, is it relevant to the type of training and whether the food is satisfactory.

Luthans (2006: 243) job satisfaction is a exultant emotional state or positive emotion that comes from a job appraisal or someone's work experience. Factors that affect job satisfaction are the job itself, salary, promotion opportunities, supervision, work groups and co-workers. Mathis and Jackson (2012: 121), suggest that job satisfaction is a positive emotional state which is the consequences of evaluating one's work experience. Job satisfaction happens as a result of employees' perceptions of how much their work provides things that are considered important or interesting. If the job can provide something stimulating, then someone will be satisfied with the job. Conversely, if the job cannot provide something attractive, then someone will be dissatisfied with their work. Luthan (2006: 244) states that there are three important dimensions for job satisfaction, namely:

- 1) Job satisfaction is an emotional response to work situations, so it cannot be seen and merely be concluded.
- 2) Job satisfaction is often determined by how well the results meet or exceed expectations.
- 3) Job satisfaction represents some of the most important job-related characteristics of attitudes about which people have effective responses.

Several explanations regarding to the job satisfaction dimensions are mentioned above include the following:

- a. The job itself, namely how the employee feels about the job given by his employer.
- b. Salary, namely how employees feel about the salary paid by the company.
- c. Promotion, which is how employees feel about the opportunity to develop
- d. Work supervision, namely how employees feel about the

supervision and encouragement of efforts made by their employer.

- e. Colleagues, namely how employees feel about co-workers or other employees both in helping complete work and solving personal problems.

Along with Simamora (2014: 409) states "Job performance is showing the performance or level which employees achieve job requirements". Simamora (2014: 328) states that "overall performance appraisal is a different process from job evaluation". Performance appraisal regarding how well a person does the assigned / assigned job is valuable to the organization, and thus, over a range of salaries must be given to that worker. Performance measurement can serve as a target or objective as a standard measurement activity and as information that employees can use in directing their efforts through a specific set of priorities. According to Sunyoto (2013: 22), employee performance can be measured through:

1. Quality of work, relating to timeliness, skills and personality in doing work;
2. Quantity of work, relating to the provision of additional tasks given by superiors to their subordinates;
3. Resilience, relating to attendance levels, time off and late attendance schedules at work;
4. Attitude, is the attitude that exists in employees that shows how much responsibility the employee has towards fellow friends, with superiors and to what extent is the level of cooperation in completing work

Based on the background description, the objective of this study is to analyze and prove the effect of training toward job satisfaction and performance of the Civil Servant at the

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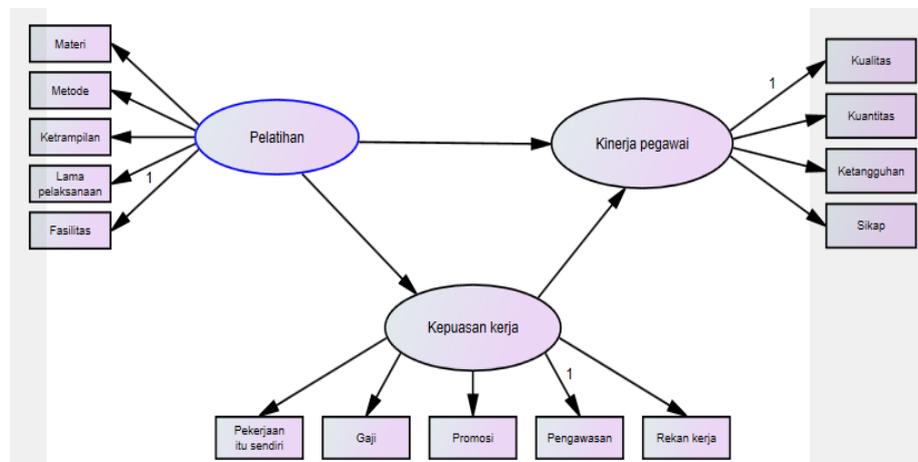


Figure 1  
 Research framework  
 (Source : Analisis Result, 2020)

Figure 2.1 can be illustrated that in this study there is a direct and indirect relationship between research variables. Direct relationship in this study occurs between training on employee performance, training on job satisfaction, job satisfaction on

employee performance. Meanwhile, an indirect relationship can occur between training on employee performance through job satisfaction.  
 H<sub>1</sub> : Training has a significant effect on the performance of the Civil Service employees at the

Transmigration and Manpower  
 Office of Bulungan Regency

H<sub>2</sub> : Training has a significant effect  
 on job satisfaction of Civil  
 Service employees at the  
 Transmigration and Manpower  
 Office of Bulungan Regency

H<sub>3</sub> : Job satisfaction has a  
 significant effect on the  
 performance of the Civil Service  
 employees at the Transmigration  
 and Manpower Office of  
 Bulungan Regency

H<sub>4</sub> : Job satisfaction as an intervening  
 variable between training on the  
 performance of Civil Service  
 employees at the Transmigration  
 and Manpower Office of  
 Bulungan Regency

## RESEARCH METHODS

The approach used in this  
 research is a quantitative approach,  
 using explanatory research by  
 conducting hypothesis testing.  
 Population in this study are 55  
 respondents of the Civil Service at the  
 Civil Service employees at the  
 Transmigration and Manpower Office  
 of Bulungan Regency. Because the

population is less than 100, the entire  
 population is used as a research  
 sample. The type of data used in this  
 study is primary data that comes from  
 the results of distributing research  
 questionnaires. To test and prove  
 statistically with path analysis.

## RESULTS AND DISCUSSION

### Training Effect on the Job Satisfaction of Civil Servants at the Transmigration and Manpower Office of Bulungan Regency

Based on the results of  
 descriptive analysis, it is identified  
 that training activities received by  
 employees are classified as good and  
 are in accordance with the needs and  
 expectations of employees.  
 Respondents' responses related to  
 existing training activities in the  
 highest assessment were that  
 employees received training program  
 material content that was relevant and  
 in line with the needs of the  
 workplace office. For the lowest  
 training assessment in relation to the  
 place where the training is held, it is  
 quite relevant to the type of training.

Table 1. Training effect to work satisfaction

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Beta		
(Constant)	22.180		3.864	.000
Training	.732	0.303	2.315	.025

The training variable has a positive  
 regression coefficient, so it is  
 recognized that training variable has a  
 positive and significant effect on  
 employee job satisfaction. This  
 means that if the training activities  
 received by employees are increasing,

the job satisfaction of the employees  
 will also increase as well. The results  
 of this study indicate that job training  
 for employees is a process of teaching  
 certain knowledge and skills and  
 attitudes so that employees are more  
 skilled and able to carry out their

responsibilities better and in accordance with predetermined standards. The positive effect of training on employee job satisfaction will increase if the training materials delivered are preceded by an initial evaluation of what matters are technically still a major obstacle for employees. Training attended by employees must be in accordance with the needs of employees in carrying out their work, training activities will be useless if the training attended by employees has nothing to do with the employee's job. The

finding of this study support research of Raza & Afridi (2017) and Diliantari & Dewi (2019), where the findings from the study indicate that there is a strong correlation between job training and job satisfaction. Employees who have job skills from the results of job training have high job satisfaction in completing their work.

**Training Effect on the Performance of Civil Servants at the Transmigration and Manpower Office of Bulungan Regency**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Beta		
(Constant)	6.672		1.643	0.106
Training	0.459	0.249	2.216	0.031
Work satisfaction	0.395	0.516	4.600	0.000

Table 2. Training effect and Job Satisfaction on Employee Performance

The training variable has a positive regression coefficient on employee performance, so it is identified that the training variable has a positive and significant effect on employee performance. This means that if the training received by employees is carried out constantly and properly programmed, then these training activities will have an impact on improving employee performance. Job training for employees is needed in order to develop employee skills in carrying out their jobs. Special jobs that require special skills must be carried out by employees who have special competencies. Training is carried out as an effort to improve employee performance in the job they occupy. Employees who have high work skills from the results of

previous training activities will have good performance at work. Results of this study support of Wicaksono (2016), Lolowang, et al (2016), Raza & Afridi (2017), Afroz (2018), Mahadevan & Yap (2019), that training has a positive contribution to improving employee performance. This means that job training for employees is a necessity which is an asset of the agency in order to achieve the goals of the organization.

**Work Satisfaction Effect on the Performance of Civil Servants at the Transmigration and Manpower Office of Bulungan Regency**

Results of descriptive analysis for job satisfaction are classified as good or employees feel satisfied working in the agency. For job

satisfaction with the highest rating related to the statement that

employees are satisfied with the incentives received.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.180	5.740		3.864	.000
	Training	.732	.316	.303	2.315	.025
2	(Constant)	6.672	4.061		1.643	.106
	Training	.459	.207	.249	2.216	.031
	Work satisfaction	.395	.086	.516	4.600	.000

Table 3. Path Analysis

Statistical analysis shows that the  $t_{count}$  of job satisfaction variable is 4.600 with a significance value of 0.000 with a regression coefficient value of job satisfaction variable ( $\beta_2$ ) of 0.516 (positive) so it is identified that the work satisfaction variable has a positive and significant effect on employee performance. Means that if the employee has a high level of job satisfaction, the employee's performance will also be high and vice versa if the employee's job satisfaction has decreased, the employee's performance will also decrease. Satisfied employees can direct employees to a positive self-condition such as feeling enthusiastic at work. Job satisfaction is one of the factors that need the attention of the leadership of the organization, so that the leadership must consider employees as organizational assets not as expenses. Fulfilling the needs of job satisfaction for employees needs attention and must be done by the organization. This is to avoid unwanted impacts that can harm employees which in turn can harm the organization. In addition, job satisfaction factors can also affect the

level of performance achievement of each individual or employee. The results of this study support previous research conducted by Shaju & Subhashini (2017), Kalimeda, et al (2018), Wagiman & Sutanto (2019), which found that job satisfaction has a significant effect on employee performance. This means that the high and low level of employee job satisfaction will have an impact on the level of employee performance.

#### **Training effect on the Performance of Civil Servants through Job Satisfaction Variables**

The employee performance appraisal with the highest score is related to the employee's statement that he feels comfortable to work in a team well. And the employee assessment with the lowest score is related to the statement that employees have high discipline at work. Based on the statistical analysis result, it shows that in step 1, training is proven to have a significant effect on employee performance ( $\beta = 0.303$ , significance  $0.025 < 0.05$ ). In step 2, when training and job satisfaction are regressed together to predict the performance of the employees,

training has a significant effect with a value of  $\beta = 0.249$  and a significance of  $0.031 < 0.05$ . Thus job satisfaction is able to mediate the effect of training on the performance of the employees.

The end results indicate that job satisfaction is an intervening variable between training on the performance of the employees. To improve employee performance, Transmigration and Manpower Office of Bulungan Regency need pay attention to the level of employee job satisfaction. To achieve the objectives of the agency's performance well, the Office must monitor and evaluate the performance of individual employees and increase employee job satisfaction at work.

## CONCLUSION

Based on the results of data analysis and discussion in the previous chapter, several conclusions can be drawn as follows:

The training variable has a positive and significant effect on employee job satisfaction. Means that if the training activities received by employees are increasing, the job satisfaction of the employees will also increase as well. While the training variable has a positive and significant effect on employee performance. Means that if the training received by employees is carried out continuously and properly programmed, then these training activities will have an impact on improving employee performance. Other results mention that Job

satisfaction have a positive and significant effect on employee performance, and Job satisfaction are able to mediate the effect of training on employee performance. Means that if the employee has a high level of job satisfaction, the employee's performance will also be high and vice versa if the employee's job satisfaction has decreased, the employee's performance will also decrease.

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