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The Effect of Work Motivation, Training and Employee Development on Employee Performance with Job Satisfaction as a Mediating Variable

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ABSTRACT

Basically, this study aims to examine and analyse the importance of work motivation and employee training and development on employee performance by using job satisfaction variables as mediating variables at PT Tower Bersama Group. By using quantitative research design with explanatory survey method, namely data collection using a questionnaire with Likert scale model. Data sampling of organic employee respondents as many as 130 respondents. Structural Equation Modeling (SEM) PLS Version 4.1 is used as a tool for processing data. In this study using four variables, twenty dimensions and forty-four indicators. From the results of this study it can be concluded that all variables have a significant effect on employee performance, namely: 1) Work motivation on employee performance. 2) Employee training and development on employee performance, 3) Job satisfaction on employee performance, 4) Work motivation on job satisfaction, 5) Employee training and development on employee performance, 6) Job satisfaction mediates the effect of work motivation on employee performance, 7) Job satisfaction mediates the effect of employee training and development on employee performance.

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

INTRODUCTION

In carrying out organizational activities, the existence of human resources (HR) plays a very important role as the main driver of various managerial processes. Companies are not only required to have qualified employees in terms of knowledge and skills, but also need to ensure that each individual is able to contribute optimally in achieving common goals. Effective HR management is one of the strategic efforts to integrate all the potential of the company in order to compete and survive in a dynamic business environment (Dessler, 2020).

Optimizing the role of HR cannot be separated from the implementation of management functions which include workforce planning, competency development, and continuous performance evaluation. Organizations need to invest in employee development through various training and development programs, and create work systems that support professional growth. According to Armstrong and Taylor (2020), the success of an organization in improving performance is largely determined by how effectively HR management strategies are implemented, including in terms of employee empowerment, reward, and career development.

In addition, the provision of comfortable work facilities and a supportive work environment are important factors in increasing employee satisfaction. When employees' basic and psychological needs are met in the workplace, work motivation tends to increase, which in turn has a positive impact on individual and team performance. Conversely, non-conducive working conditions can reduce morale and hinder the achievement of organizational targets (Robbins & Judge, 2021).

Employee performance can be understood as the result of an individual's work process in carrying out certain tasks and responsibilities within a certain period of time. Performance reflects the effectiveness and efficiency of a person in completing work based

on predetermined standards. According to Mangkunegara (2020), employee performance is the result of work in quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities given. Therefore, improving performance is a major concern for organizations in building sustainable competitive advantage. This phenomenon occurs in many companies or in an organization, not least in telecommunications infrastructure companies, which are a collection of hardware, software, and physical facilities that allow communication over long distances. Therefore, qualified experts are needed to support the achievement of goals in this company.

LITERATURE REVIEW

Performance is the extent to which a person has understood his or her part in implementing the organization's strategy, either in achieving specific goals related to the individual's role or demonstrating competencies that are declared relevant to the organization. Performance is a multi-dimension concept that includes three aspects, namely attitude, ability and achievement (Afandi, 2020). Meanwhile, according to Rahmadani & Sampiling (2023) Performance is the level of employee success in completing their work.

According to Hasibuan (2020) job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude reflects work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work and a combination of work. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. According to Robbins (2020) job satisfaction is a positive feeling in a job, which is the impact / result of an evaluation of various aspects of the job. A person's job satisfaction reflects how a person feels about their job. This can be seen in the positive attitude of employees towards work and everything faced in their environment.

Training and development (Mangkunegara, 2021) is a short-term educational process that uses systematic and organized procedures in order to improve technical knowledge and skills where non-managerial employees learn technical knowledge and skills in limited purposes. Training is the process of systematically changing the behavior of employees to achieve organizational goals. Training is concerned with an employee's skills and abilities to perform the current job. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work (Rivai, 2021).

Work Motivation is to stimulate or encourage each employee to work to carry out their duties. With good motivation, employees will feel happy and excited at work so that it will have a significant impact on the growth and development of the organization (Maslow, 2022). The definition of motivation according to (Lisnatiawati, Lukertina, 2020) motivation is defined as the power to encourage and move a person to carry out tasks sincerely and responsibly without coercion either from within himself or from his environment. Motivation from within, namely that each employee has a diverse nature, character, desire, educational background and status and this diversity is directed together to achieve organizational goals.

The purpose of this study was to examine how the influence of Work Motivation, Training and Employee Development on Employee Performance with Job Satisfaction as a Mediating variable.

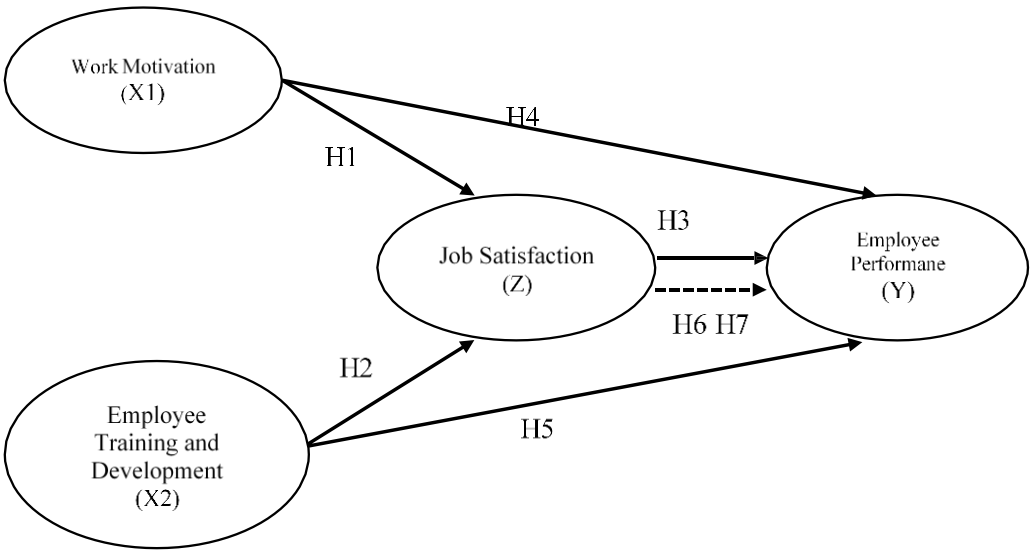
The hypotheses are formulated to address specific issues, with a focus on:

H1 : Work Motivation has a positive and significant effect on Job Satisfaction.

H2 : Employee Training and Development has a positive and significant effect on Job Satisfaction.

H3 : Job Satisfaction has a positive and significant effect on Employee Performance.
H4 : Work Motivation has a positive and significant effect on Employee Performance.
H5 : Employee Training and Development has a positive and significant effect on Employee Performance.
H6 : Job Satisfaction mediates the influence between Work Motivation on Employee Performance.
H7 : Job Satisfaction mediates the effect between Employee Training and Development on Employee Performance.

Figure 1. Conceptual Framework



METHOD

This study uses a quantitative approach, as defined by Malhotra (2019), which involves statistical analysis to test theories through variable relationships. The population consists of individuals who work at PT TBIG. This research focuses on the Sales, Marketing and Project Management Divisions.

Purposive sampling, a nonprobability technique (Sugiyono, 2021), is used to select respondents based on specific criteria. A screening questionnaire is employed with the following questions: 1) Are you an employee of Tower Bersama Group who has been working for more than a year? 2) Are you an employee in the field of Marketing, Sales and Team Project Management?

Sample size calculation follows Hair, Hult, Ringle, Sarstedt, Danks, & Ray (2022), where the number of indicators is multiplied by a factor of 5-10. For Structural Equation Modelling (SEM), a minimum of 100 respondents is recommended (Ferdinand, 2005), and the ideal range is 100-200 respondents (Ghozali & Latan, 2015). This study targets 130 respondents (44 indicators).

Data is collected through a survey using a Likert scale questionnaire, where responses range from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

This study uses Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method for data analysis. Descriptive statistics are analyzed in Microsoft Excel, while hypothesis testing and data processing are conducted with SmartPLS 4.1. The analysis

follows a systematic approach, including measurement model evaluation, structural model evaluation, and hypothesis testing.

Descriptive statistics summarize data characteristics without exploring variable relationships (Sugiyono, 2021). SEM-PLS Analysis:

1. Measurement Model (Outer Model)
   Validity and reliability are tested as follows:
   a) *Convergent validity*: Outer loadings (>0.7 recommended, >0.6 acceptable) and Average Variance Extracted (AVE > 0.5) (Hair et al., 2022).
   b) *Discriminant validity*: Tested using cross-loadings, the Fornell-Larcker criterion, and Heterotrait-Monotrait (HTMT) ratio (<0.9).
   c) *Reliability*: Cronbach's Alpha (>0.7 confirmatory, >0.6 exploratory) and Composite Reliability (>0.7 confirmatory, >0.6 exploratory) (Hair et al., 2022).
   d) *Collinearity*: Variance Inflation Factor (VIF < 5) ensures no strong correlations among formative indicators.
2. Structural Model (Inner Model)
   The structural model is assessed using:
   a) R^2 *(explained variance)*: 0.75 (strong), 0.50 (moderate), 0.25 (weak) (Hair et al., 2022).
   b) f^2 *(effect size)*: 0.02 (small), 0.15 (medium), 0.35 (large).
   c) Q^2 *(predictive relevance)*: $Q^2 > 0$ indicates predictive relevance.

Hypothesis testing uses bootstrapping (5,000 samples) with t-values > 1.96 (5% significance level) (Hair et al., 2022).

RESULTS AND DISCUSSION

Results

In this study, data collection was conducted using a questionnaire instrument created via Google Forms to reach potential respondents. A total of 130 responses were collected.

Respondent's Descriptive Results

The description of the respondents in this study includes information on gender, age, education, and [illegible] phic profile of the respondent[illegible]

Description	Frequency	Percentage
Gender		
Male	87	66.90%
Female	43	33.80%
Total	**130**	**100.00%**
Division		
Sales	35	26.9%
Marketing	48	36.9%
Project Management	47	36.2%
Total	**130**	**100.00%**
Age		
<30 years old	64	49.2%
>40 years old	28	21.5%
31-40 years old	38	29.3%
Total	**130**	**100.00%**
Highest Education		

Description	Frequency	Percentage
Bachelor's Degree (S1)	78	60.00%
Master's Degree (S2)	36	27..60%
Doctoral Degree (S3)	16	12.40%
Total	**130**	**100.00%**

The demographic profile of the respondents is summarized as follows. In terms of gender, 66.90% were male (87 respondents) and 33.80% were female (43 respondents). Respondents were spread across three divisions: Sales (26.90%), Marketing (36.90%), and Project Management (36.20%). In terms of age, the majority are 30 years old, with 49.20% and under 40 years old with 21.5% while with 31-40 years old with 29.3%

Regarding education, most have a Bachelor's degree (60.00%), followed by graduates holding a Master's degree (27.60%). A small proportion have a Doctoral degree (12.40%).

Partial Least Square (PLS) Data Analysis Method
Measurement Model Evaluation (Outer Model)
Convergent Validity

According to Hair et al. (2022), convergent validity testing for reflective indicators can be conducted by evaluating the outer loading values for each construct. The recommended value to meet the validity criteria is 0.7 or higher.

Table 2. Convergent Validity Test Results

VARIABEL	INDIKATOR	*OUTER LOADING*	KETERANGAN
Work Motivation	MK1	0.948	VALID
	MK2	0.944	VALID
	MK3	0.964	VALID
	MK4	0.918	VALID
	MK5	0.929	VALID
	MK6	0.956	VALID
	MK7	0.967	VALID
	MK8	0.944	VALID
	MK9	0.952	VALID
	MK10	0.937	VALID
Employee Training and Development	PPK1	0.966	VALID
	PPK2	0.957	VALID
	PPK 3	0.944	VALID
	PPK 4	0.969	VALID
	PPK 5	0.945	VALID
	PPK6	0.967	VALID
	PPK7	0.932	VALID
	PPK8	0.946	VALID
	PPK9	0.967	VALID
	PPK10	0.952	VALID
Job Satisfaction	KPK1	0.875	VALID
	KPK 2	0.875	VALID
	KPK 3	0.859	VALID

	KPK 4	0.873	VALID
	KPK 5	0.886	VALID
	KPK6	0.899	VALID
	KPK7	0.890	VALID
	KPK8	0.857	VALID
	KPK9	0.875	VALID
	KPK10	0.907	VALID
Employee Perfomance	KK1	0.865	VALID
	KK2	0.899	VALID
	KK3	0.875	VALID
	KK4	0.859	VALID
	KK5	0.863	VALID
	KK6	0.900	VALID
	KK7	0.851	VALID
	KK8	0.865	VALID
	KK9	0.848	VALID
	KK10	0.853	VALID
	KK11	0.891	VALID
	KK12	0.841	VALID
	KK13	0.869	VALID
	KK14	0.883	VALID

Source: SmartPLS 4.1.0.9. Output (2025)

All indicators meet the required loading factor (>0.7), confirming their convergent validity for further analysis. The outer loadings for Work Motivation, Employee Training and Development, Job Satisfaction, and Employee Performance exceed this threshold. Additionally, convergent validity is supported by the Average Variance Extracted (AVE), which sh[illegible] construct (Hair et a[illegible]

Variabel	Average Variance Extracted (AVE)	Status
Work Motivation	0.895	Valid
Employee Training and Development	0.911	Valid
Job Satisfaction	0.773	Valid
Employee Perfomance	0.754	Valid

Source: SmartPLS 4.1.0.9. Output (2025)

The convergent validity test confirms that all constructs meet the AVE criterion (>0.50), ensuring validity for further analysis. The AVE values are: Work Motivation (0.895), Employee Training and Development (0.911), Job Satisfaction (0.773), and Employee Perfomance (0.754). These results indicate that each construct explains more than 50% of the variance in its indicators, validating their reliability.

Discriminant Validity

The next step is to evaluate discriminant validity using the Fornell-Larcker Criterion. This involves comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlation values between constructs in the model. This method ensures that each construct is empirically distinct from others in the research model.

Table 4. Fornell-Larcker Criterion Test Results

	Employee Perfomance	Job Satisfaction	Work Motivation	Employee Training and Development
Employee	**0.868**			
Job Satisfaction	0.853	**0.879**		
Work Motivation	0.632	0.599	**0.945**	
Employee Training and Development	0.627	0.638	0.027	**0.954**

Source: SmartPLS 4.1.0.9. Output (2025)

The discriminant validity test using the Fornell-Larcker Criterion shows that the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlations with other constructs. The AVE square roots are: Employee Perfomance (0.868), Job Satisfaction (0.879), Work Motivation (0.945) and, Employee Training and Development (0.954), confirming the distinctiveness of each construct. Additionally, the Heterotrait-Monotrait Ratio (HTMT) values, all below 0.90, further validate discriminant validity, as recommended by Hair et al. (2022).

Table 5. Heterotrait-Monotrait Ratio (HTMT) Test Results

	Employee Perfomance	Job Satisfaction	Work Motivation	Employee Training and Development
Employee				
Job Satisfaction	0.878			
Work Motivation	**0.643**	**0.611**		
Employee Training and Development	**0.637**	**0.652**	**0.045**	

Source: SmartPLS 4.1.0.9. Output (2025)

Another method to assess discriminant validity is by examining reflective indicators using cross-loadings, as recommended by Hair et al. (2022). Each variable should have a loading value greater than 0.70. This approach evaluates discriminant validity at the item level, ensuring that an indicator has the highest loading factor for the construct it measures compared to other constructs. This confirms that the latent construct is more effective at predicting indicators within its block than those in other blocks.

Table 6. Discriminant Validity (Cross Loading) Test Results

Indicator	Employee Perfomance	Job Satisfaction	Work Motivation	ETD
EP1	**0.865**	0.767	0.534	0.562
EP2	**0.899**	0.753	0.541	0.616
EP3	**0.874**	0.751	0.525	0.558
EP4	**0.859**	0.720	0.599	0.512
EP5	**0.862**	0.730	0.542	0.543

EP6	**0.899**	0.726	0.550	0.555
EP7	**0.851**	0.702	0.536	0.487
EP8	**0.864**	0.744	0.506	0.602
EP9	**0.847**	0.747	0.554	0.540
EP10	**0.852**	0.727	0.547	0.521
EP11	**0.890**	0.745	0.618	0.500
EP12	**0.841**	0.706	0.515	0.502
EP13	**0.868**	0.751	0.570	0.523
EP14	**0.882**	0.803	0.551	0.589
JS1	0.752	**0.875**	0.574	0.517
JS2	0.770	**0.874**	0.557	0.542
JS3	0.739	**0.858**	0.491	0.564
JS4	0.747	**0.873**	0.464	0.613
JS5	0.780	**0.886**	0.573	0.557
JS6	0.711	**0.898**	0.483	0.572
JS7	0.735	**0.889**	0.493	0.584
JS8	0.739	**0.857**	0.523	0.537
JS9	0.746	**0.874**	0.567	0.530
JS10	0.781	**0.906**	0.535	0.597
WM1	0.630	0.612	**0.948**	0.053
WM2	0.601	0.562	**0.943**	0.026
WM3	0.657	0.599	**0.963**	0.064
WM4	0.618	0.574	**0.918**	0.082
WM5	0.556	0.507	**0.929**	0.047
WM6	0.598	0.578	**0.956**	0.033
WM7	0.604	0.560	**0.967**	0.009
WM8	0.557	0.534	**0.943**	0.016
WM9	0.583	0.572	**0.951**	0.035
WM10	0.563	0.552	**0.936**	0.021
ETD1	0.579	0.610	0.004	**0.966**
ETD2	0.637	0.637	0.621	**0.956**
ETD3	0.576	0.587	0.003	**0.944**
ETD4	0.634	0.649	0.051	**0.969**
ETD5	0.599	0.614	0.050	**0.944**
ETD6	0.595	0.600	0.020	**0.966**
ETD7	0.605	0.616	0.057	**0.932**
ETD8	0.573	0.581	0.007	**0.945**
ETD9	0.590	0.604	0.166	**0.966**
ETD10	0.586	0.587	0.016	**0.951**

Source: SmartPLS 4.1.0.9. Output (2025)

The discriminant validity test using the cross-loading method at the item level shows that each indicator has a higher correlation with the variable it measures than with other variables. For instance, the EP2 indicator has the highest loading factor (0.899) for Employee

Perfomance, and similarly, indicators like JS6, WM7, and ETD4 exhibit the highest loadings for their respective constructs. These results confirm that each indicator is more strongly related to its construct than to others, meeting the discriminant validity criteria at the item level and ensuring no issues with discriminant validity.

Reliability

Reliability testing was performed using Cronbach's Alpha and Composite Reliability to ass good reliabi ly is a reliabl table below

Variable	Cronbach's Alpha	Composite Reliability
Work Motivation	0,987	0,987
Employee Training and Development	0,989	0,989
Job Satisfaction	0,967	0,967
Employee Perfomance	0,975	0,975

Source: SmartPLS 4.1.0.9. Output (2025)

The reliability test results show that all variables have Cronbach's Alpha and Composite Reliability values exceeding the 0.7 threshold, indicating good reliability for all constructs in this study. Specifically, Work Motivation has a Cronbach's Alpha of 0.987 and Composite Reliability of 0.987; Employee Training and Development has 0.989 and 0.989; Job Satisfaction has 0.967 and 0.967; Employee Perfomance has 0.975 and 0.975. Since all constructs meet the reliability criteria, the measurement instruments used in this study are consistent and trustworthy for measuring the variables.

Structural Model Evaluation (Inner Model)

R-Square (R^2) Value

The R-Square (R^2) coefficient measures how well exogenous variables explain the variability of endogenous variables, with values ranging from 0 to 1. A value closer to 1 indicates better explanatory power and stronger prediction of the endogenous variable's variation. Conversely, a smaller R^2 value suggests limited explanatory ability. However, R^2 tends to increase with the addition of exogenous variables, even if they have no significant effect on the endogenous variable. Hair et al. (2017) classify R^2 values as substantial ($\geq$0.67), moderate ($\geq$0.33), and weak ($\geq$0.19).

In this study, Employee Perfomance (Y) and Job Satisfaction (Z) are the endogenous variables, influenced by exogenous variables Work Motivation (X1), Employee Training and Development (X2).

Table 8. R^2 Value Test Result for Endogenous Variables

Variable	R^2	Category
Job Satisfaction	0.746	Substansial
Employee Perfomance	0.807	Substansial

Source: SmartPLS 4.1.0.9. Output (2025)

The R-Square (R^2) values indicate a Substansial predictive ability for the endogenous variables in this study. Employee Perfomance (Y) has an R^2 of 0.807, meaning Work Motivation (X1), Employee Training and Development (X2), explain 80.7% of its variability, while 19.3% is influenced by other factors. Similarly, Job Satisfaction (Z) has an R^2 of 0.746, with exogenous variables accounting for 74.6% of its variability and the remaining 25.4% attributed to external factors. These findings suggest that while the model provides

substansial explanatory power, additional factors contribute to variations in the endogenous variables.

Construct Cross-Validation Redundancy Testing Results

Predictive Relevance (Q^2) assesses the model's ability to generate accurate observed values for endogenous variables. It applies only to models with endogenous factors. A Q^2 value greater than 0 indicates that the model has predictive relevance, while a value of 0 or negati

Variable	Q^2	Description
Employee Perfomance	0.604	Has relevant predictive value
Job Satisfaction	0.570	Has relevant predictive value

Source: SmartPLS 4.1.0.9. Output (2025)

The Predictive Relevance (Q^2) calculation shows a value of 0.604 for Employee Perfomance and 0.570 for Job Satisfaction. As both Q^2 values are greater than 0, the model demonstrates adequate predictive relevance. This suggests that the exogenous variables effectively predict the endogenous variables, making the model appropriate for further analysis.

Effect Size (F^2) Value

F-Square (f^2) measures the relative impact of an exogenous variable on an endogenous variable, indicating the strength of the relationship. According to Ghozali and Latan (2015), an f^2 value of 0.02 represents a small effect, 0.15 indicates a moderate effect, and 0.35 signifies a large effect. The f^2 values obtained from the data processing results are presented in the following table:

Direct Effect	F-Square	Category
Job Satisfaction → Employee Perfomance	0.187	Moderate
Work Motivation → Employee Perfomance	0.351	Strong
Work Motivation → Job Satisfaction	1.333	Strong
Employee Training and Development → Employee Perfomance	0.291	Strong
Employee Training and Development → Job Satisfaction	1.525	Strong

Source: SmartPLS 4.1.0.9. Output (2025)

The Effect Size (F^2) test results indicate that most relationships between variables have a strong effect, except for the impact of Job Satisfaction on Employee Perfomance, which falls into the moderate category. This suggests that while the relationships are statistically significant, their overall contribution to changes in the endogenous variables is relatively good.

Model Fit Test

Model fit evaluation in this study was conducted using two testing methods: Standardized Root Mean Square Residual (SRMR) and Normal Fit Index (NFI). The results of the model fit test are presented in the following table:

T ts

Model Fit	Value
SRMR	0.036
NFI	0.876

Source: SmartPLS 4.1.0.9. Output (2025)

The model fit test results show an SRMR value of 0.036, meeting the good fit criterion (<0.08) as per Hair et al. (2022). However, the NFI value is 0.876, below the recommended threshold of 0.90, indicating a suboptimal fit. Despite this, Hair et al. (2022) suggest that a model is acceptable if at least one fit criterion is met. Since the SRMR value satisfies this condition, the model is deemed fit for further analysis.

Collinearity Statistic (VIF) Results

Before testing the structural model, it is necessary to evaluate the potential multicollinearity between variables, which can be analyzed using the Inner VIF (Variance Inflation Factor) statistic. The VIF test results are presented in the following table:

Table 12. Variance Inflation Factor (VIF) Test Results

Direct Effect	VIF
Job Satisfaction → Employee Perfomance	3.940
Work Motivation → Employee Perfomance	2.335
Work Motivation → Job Satisfaction	1.001
Employee Training and Development → Employee Perfomance	2.527
Employee Training and Development → Job Satisfaction	1.001

Source: SmartPLS 4.1.0.9. Output (2025)

The Collinearity Statistic (VIF) test results confirm that all VIF values are below the threshold of 5, ranging from 1.001 to 3.940. This indicates no significant multicollinearity issues among the variables, ensuring that the model estimation remains robust and unbiased. Thus, the structural model is suitable for further analysis.

Hypothesis Test Results

The hypothesis testing results, obtained through the Bootstrapping procedure, assess whether the proposed hypotheses are accepted or rejected. According to Hair et al. (2022), path coefficient values range from -1 to +1, where values closer to +1 indicate a strong positive relationship, and values closer to -1 indicate a strong negative relationship. The hypothesis is accepted if the T-Statistic value exceeds ±1.96; otherwise, it is rejected, meaning the null hypothesis (H0) is accepted. The detailed hypothesis test results are presented in the following table:

Table 13. Hypothesis Test Results

Hypothesis		Original Sample (O)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
H1	*Job Satisfaction → Employee Perfomance*	0.376	0.073	5.118	0.000
H2	*Work Motivation → Employee Perfomance*	0.397	0.053	7.498	0.000
H3	*Work Motivation → Job Satisfaction*	0.582	0.042	13.869	0.000
H4	*Employee Training and Development → Employee Perfomance*	0.376	0.065	5.799	0.000
H5	*Employee Training and Development → Job Satisfaction*	0.622	0.038	16.512	0.000
H6	*Work Motivation → Job Satisfaction → Employee Perfomance*	0.219	0.047	4.672	0.000
H7	*Employee Training and Development → Job Satisfaction → Employee Perfomance*	0.234	0.048	4.911	0.000

Source: SmartPLS 4.1.0.9. Output (2025)

Discussion

Analysis of the Effect of Job Satisfaction on Employee Perfomance:

Based on the hypothesis test results, the original sample value (O) is 0.376, with a t-statistic of 5.118 (<1.96) and a p-value of 0.000 (>0.05), indicating that the relationship between Job Satisfaction and Employee Perfomance Positive and significant. Therefore, H1, which states that Job Satisfaction has a positive and significant effect on Employee Perfomance is accepted.

Analysis of the Effect of Work Motivation on Employee Perfomance:

Based on the hypothesis test results, the original sample value (O) is 0.397, with a t-statistic of 7.498 (>1.96) and a p-value of 0.000 (<0.05), indicating that the relationship between Work Motivation and Employee Perfomance is positive and significant. Therefore, H2, which states that Work Motivation has a positive and significant effect on Employee Perfomance is accepted.

Analysis of the Effect of Work Motivation on Job Satisfaction:

Based on the hypothesis test results, the original sample value (O) is 0.582, with a t-statistic of 13.869 (>1.96) and a p-value of 0.000 (<0.05), indicating that the relationship between Work Motivation and Job Satisfaction is positive and significant. Therefore, H3, which states that Work Motivation has a positive and significant effect on Job Satisfaction is accepted.

Analysis of the Effect of Employee Training and Development on Employee Perfomance:

Based on the hypothesis test results, the original sample value (O) is 0.376, with a t-statistic of 5.799 (>1.96) and a p-value of 0.000 (<0.05), indicating that the relationship between Employee Training and Development and Employee Perfomance is positive and significant. Therefore, H4, which states that Employee Training and Development has a positive and significant effect on Employee Perfomance is accepted.

Analysis of the Effect of Employee Training and Development on Job Satisfaction:

Based on the hypothesis test results, the original sample value (O) is 0.622, with a t-statistic of 16.512 (<1.96) and a p-value of 0.000 (>0.05), indicating that the relationship between Employee Training and Development and Job Satisfaction is Positive and significant. Therefore, H5, which states that Employee Training and Development has a positive and significant effect on Employee Training and Development for Job Satisfaction is accepted.

Analysis of the Mediation Effect of Work Motivation on the Relationship Between Job Satisfaction and Employee Perfomance:

Based on the hypothesis test results, the original sample value (O) is 0.219, with a t-statistic of 4.672 (<1.96) and a p-value of 0.000 (>0.05), indicating that Work Motivation is Positive and significant mediating role in the relationship between Job Satisfaction and Employee Perfomance. Therefore, H6, which states that Work Motivation mediates the relationship between Job Satisfaction and Employee Perfomance is accepted.

Analysis of the Mediation Effect of Employee Training and Development on the Relationship Between Job Satisfaction and Employee Perfomance:

Based on the hypothesis test results, the original sample value (O) is 0.234, with a t-statistic of 4.911 (>1.96) and a p-value of 0.000 (<0.05), indicating that Employee Training and Development plays a significant mediating role in the relationship between Job Satisfaction and Employee Perfomance. Therefore, H7, which states that Employee Training and Development mediates the relationship between Job Satisfaction and Employee Perfomance, is accepted.

CONCLUSION

This research aimed to examine the influence of Work Motivation, Training and Development on Employee Performance, with Job Satisfaction as a mediating variable. Based on the results of data analysis using Structural Equation Modeling - Partial Least Squares (SEM-PLS), it was found that all proposed hypotheses were supported. Work motivation has a significant positive impact on job satisfaction and employee performance, in line with Herzberg's Two-Factor Theory, which emphasizes motivation as a key driver of job fulfillment and productivity.

In addition, training and development were proven to significantly affect both job satisfaction and employee performance. This supports the Human Capital Theory, which posits that investment in employee competencies enhances performance outcomes. Job satisfaction itself significantly mediates the relationship between motivation and performance, as well as between training and development and performance, demonstrating its essential role as a psychological mechanism that bridges individual input and organizational results.

Therefore, it can be concluded that improving employee performance requires not only adequate motivation and skill development but also a continuous effort to enhance job satisfaction. Organizations, particularly in service industries, should pay strategic attention to these three variables in an integrated manner, as they collectively contribute to improved employee effectiveness and organizational achievement. This study reaffirms the importance of a holistic HR approach in driving sustainable performance.

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