

Effect Of Training, Motivation, And Job Satisfaction On Employee Performance At Pt Techwin Bkt

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Abstract: This research analyzes the effect of training, motivation, and job satisfaction on employee performance at PT Techwin BKT. The research objectives are to analyze the effect of training on employee performance, the effect of training on employee performance through job satisfaction, the effect of motivation on performance, and the effect of motivation on employee performance through job satisfaction at PT Techwin BKT. The research population involved 55 respondents. This research processes the data from questionnaires that were distributed to respondents. The data analysis technique of this research applied Partial Least Square (PLS). Based on the analysis results, training has a positive and significant effect on performance, training has a positive and significant effect on performance through job satisfaction, motivation has a positive and significant effect on performance, and motivation has a positive and significant effect on performance through job satisfaction. Training, Motivation and Job Satisfaction has a positive and significant effect on Employee Performance.

Keywords: Training, motivation, job satisfaction, employee performance

1. INTRODUCTION

PT Techwin BKT is one of the companies engaged in oil and gas and is located in Benakat Timur with an area of work 101,585 km². The Benakat Timur operating area is located in 150 km southwest of Palembang and 60 km northwest of Prabumulih. It was established on May 1, 2012 with a 15-year contract period and 80 employees. Employees who attended training at PT Tehwin Benakat Timur (BKT) were only <1%. Training is one way to improve employee capabilities. Increasing employee capacity will improve employee performance. If a small number of employees are included in the training, there are only a few employees who have additional abilities while others do not. Only those employees who have additional abilities are the ones whose quality and quantity of work will be better. If the employee's job is better, they will finish the job faster. On the other hand, other employees will be left behind and work slowly than employees who attend training. Therefore, the company should conduct training for other employees. Moreover, the motivation of employees at PT Tehwin Benakat Timur (BKT) seems to have not been maximized. The proof is that there are few employees who are given the opportunity to attend training in accordance with their fields of work. Then, some employees are placed in a part of the work that is monotonous and not in accordance with their fields. Employee boredom at work absolutely makes them feel bored. In addition, the opportunity for higher-level job promotion is in fact not based on rank/ class and achievements of the employees. Providing motivation to employees can increase employee job satisfaction and work performance. Based on interviews carried out to employees of PT Techwin Benakat Timur (BKT) related to employee resignation, from 80 employees of PT Techwin BKT, 2 employees resigned, 6 employees were charged with termination of employment (PHK), and 17 contract workers at certain times (PKWT) has their contract over. Currently, there are only 55 employees left of all employees who got termination of employment or resigned. In addition, there is no substitute for these employees so that jobs and positions were handed over to employees who are still working at PT Techwin BKT.

In this case, some employees did work or jobs that were not in line with their fields or even outside their educational background. Doing work outside the field and the educational background is one of the factors that can reduce the employees' satisfaction toward their jobs. Decreasing job satisfaction can reduce the employee performance. The following are the results of oil production at PT Techwin BKT in the last 3 months. Based on data on oil production at PT Techwin BKT over the past 3 years, oil production targets have declined. This situation illustrates that the quality and quantity of employee performance also decreases. It is caused by inadequate employment conditions; thus, it can hamper worker productivity at PT Techwin BKT. In addition, it was also caused by a lack of workforce which resulted in a long time to reach the target. Based on employee performance factor, timeliness is one of the good performance factors. If the work completion time is slow, it indicates that the employee performance is declining which can be detrimental to the company.

2. THEORETICAL BACKGROUND

Mathis and Jackson (2006:107) training as "a process whereby people acquire capabilities to aid in the achievement of organizational goals". In a related work, training as a "typically emphasize immediate improvement in job performance via the procurement of specific skills" and training aims to help employees meet the goals of the company as well as their own goals. There is 3 Purpose of training (1) Knowledge: instills cognitive information and details for trainees. (2) Skills: Develop behavioral changes in carrying out work obligations and tasks. (3) Attitude: creates interest and awareness of the importance of training. Sadili, (2009:78) Motivation is the process of encouraging from outside a person or working group so that they want to carry out something that has been determined, something that gives an encouragement or enthusiasm for work. Several factors can affect work motivation, including superiors, colleagues, physical facilities, policies, regulations, compensation for money and non-money services, types of work, and challenges. Individual motivation to work is also influenced by their personal interests and needs. Every Individual has needs arranged hierarchically from the most basic level to the highest level. Every time the individual at the lowest level have been met, then there will be other higher needs. Edwin A. Locke's Range of Luthans (2011:243) of Affect Theory is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g., the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his

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satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. Kaswan, (2012:48) say employee performance is how much they contribute to the organization, which include: quality, quantity of output, timeliness, cost effectiveness., Performance. the result or overall level success is a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets, or criteria that have been determined in advance and have been agreed upon. Employee performance is what influences how much they contribute to the organization.

3. RESEARCH METHOD

3.1. The Scope of the Research

This research examines the effect of training, motivation, job satisfaction, and employee performance at PT Techwin BKT. It includes the effect of training that had been joined by PT Techwin BKT employees on employee performance and also how the employee's job satisfaction affects their performances at PT Techwin BKT. The research setting is PT Techwin BKT Stasion, pengumpul setuntung Benakat Timur, Hamlet 3 and setuntung Suka Maju Village, Talang Ubi District, Pali Regency, South Sumatra. The initial total employee is 80 employees. However, since previously there were employees who resigned, got termination of employment, and got their contract over, the respondents of this research were all existing employees as many as 55 respondents. The research was conducted in May 2018. Based on the characteristics of the problems under study, this research can be classified into a causal research which is a causal correlation between two or more variables.

This research in general is as follows:

1. Training (X1): material, training method, participant
2. Motivation (X2): physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualization needs
3. Job Satisfaction (Y1): the job, coworkers, work conditions
4. Employee performance (Y2): quantity of work, quality of work, cooperativeness

3.2. Population and Samples

The population is 55 employees of PT Techwin BKT. This research applies saturated sampling. Another term for saturated sampling is a census in which all members of the population become the research samples. The research samples are 55 respondents.

3.3. Data Analysis Technique

In this research, the data analysis applies the Partial Least Square (PLS) approach. PLS is a model of Structural Equation Modeling (SEM) that is component- and variant-based. According to Abdillah (2018: 200), PLS is an alternative approach that shifts from a covariant-based SEM approach to variant based. Partial Least Square (PLS) is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables. PLS is one of the variant-based SEM methods designed to solve multiple regression when there are specific problems in the data; for instance, small sample size, missing values, and multicollinearity (Abdillah, 2018: 223). According to Abdillah (2018: 225), PLS aims to predict the effect of variable X on Y and explain the theoretical correlation between the two variables. As a prediction model tool, PLS defines latent variables as linear aggregates of the indicators. The weight estimation of latent variables is performed by building the inner

model (structural model that connects between variables) and the outer model (the measurement mode that produces the specified). Residual variants in the dependent variable will be minimized to produce the optimum predictive score (R^2) (Abdillah, 2018: 243-244).

1.4. Structural Model or Inner Model

Inner Model is a structural model to predict causality between latent variables. Through the bootstrapping process, the t-statistic test parameter is obtained to predict the existence of a causal correlation (Abdillah, 2018: 257). The structural model in PLS is evaluated using the R^2 value for the dependent construct and the path or t-value coefficient values for each path for the inter-constructive significance test in the structural model. The R^2 value is used to measure the level of variation in the changes in the independent variable on the dependent variable. The higher the R^2 value means the better the prediction model of the proposed research model. For instance, if the R^2 value is 0.7, it means that the variation in the dependent variable change that can be explained by the independent variable is 70 percent, while the rest is explained by other variables outside the proposed model. However, R^2 is not an absolute parameter in measuring the accuracy of a prediction model because the basis of its theoretical correlation is the most important parameter to explain the causal correlation (Abdillah, 2018: 261). The value of the path coefficient or inner model shows the level of significance in the hypothesis testing. The efficiency path or inner model score indicated by the t-statistical value must be above 1.96 for the two-tailed hypothesis and above 1.64 for the one-tailed hypothesis. In addition, the hypothesis testing uses alpha 5 percent and power 80 percent (Abdillah, 2018: 261).

1.5. Measurement Model or Outer Model

Outer model is a measurement model to assess the validity and reliability of the model. Through the algorithm iteration process, the measurement model parameters (convergent validity, discriminant validity, composite reliability and Cronbach's alpha) are obtained, including the R^2 value as the accuracy parameter of the predictive model of causality (Abdillah, 2018: 257). A concept and model of this research cannot be tested in a prediction model of a correlational and causal relationship if it has not passed the purification stage in the measurement model. The measurement model itself is used to test construct validity and instrument reliability. Validity test is conducted to determine the ability of research instruments to measure what should be measured. Reliability test is used to measure the consistency of the instruments in measuring a concept or can also be used to measure the consistency of respondents in answering items in questionnaires or research instruments (Abdillah, 2018: 258).

4. FINDING AND DISCUSSION

The results of data processing using the Smart PLS software tool obtain the output results from the structural model of the loading factor that will explain the correlation between the constructs of training, motivation, job satisfaction, and performance in the following figure:

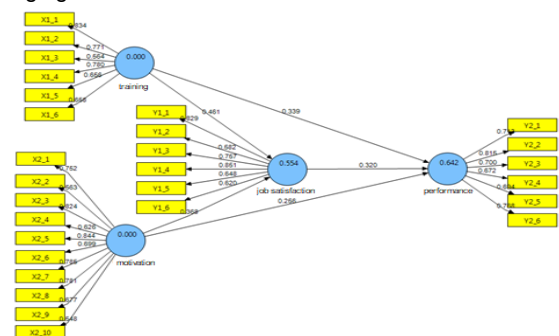


Figure 1. Full Research Model

Hypothesis Testing

Direct Effect Analysis

The results of direct effect testing of each research variable can be presented as follows:

Table 1. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	t-Statistics (O/STERR)
job satisfaction ->performance	0.320459	0.331444	0.088161	0.088161	3.634923
motivation ->job satisfaction	0.368249	0.377093	0.066074	0.066074	5.573302
motivation ->performance	0.255770	0.252378	0.084932	0.084932	3.011472
training ->job satisfaction	0.461296	0.464480	0.080554	0.080554	5.726569
training ->performance	0.338518	0.333449	0.101914	0.101914	3.321614

Based on the results the above data processing, it presents the testing of each hypothesis that has been proposed as follows:

Hypothesis Testing 1:

H1: Training has a positive and significant effect on employee performance at PT Techwin BKT

Hypothesis testing 1 obtains an original sample estimate value of 0.338. This value proves that training has a positive effect on performance. The results of which are also strengthened from the results of the t-test which obtained the value of t-calculate (3.321) > t-table (1.96). So, there is a significant effect of training on employee performance. It is concluded that training has a positive and significant effect on performance. It means that if the training is getting better, then the employee performance will also increase. Thus, the first hypothesis is **accepted**.

Hypothesis Testing 3:

H3: Motivation has a positive and significant effect on employee performance at PT Techwin BKT

Hypothesis testing 3 obtains an original sample estimate value of 0.255. This value proves that motivation has a positive effect on performance. The results of which are also strengthened from the results of the t-test which obtained the value of t-calculate (3.011) > t-table (1.96). So, there is a significant effect of motivation on employee performance. It is concluded that motivation has a positive and significant effect on performance. It means that if the motivation is getting better, then the employee performance will also increase. Thus, the third hypothesis is **accepted**. The results of the above hypothesis testing can be summarized briefly in the following table:

Table 2. The Results of Hypothesis Testing (Direct Effect)

	Hypotheses	Conclusion
H1	Training has a positive and significant effect on employee performance	Accepted t = 3.321 > 1.96
H3	Motivation has a positive and significant effect on employee performance	Accepted t = 3.011 > 1.96

Source: the processed primary data, 2018

Indirect Effect Analysis

Based on the results of the test, the indirect effects, between variables based on the model and the research findings, obtained the following results:

The Results of Hypothesis Testing 2

H2: Training has an effect on employee performance through job satisfaction at PT Techwin BKT

The effect of mediating variable of job satisfaction is significant in the correlation between training and employee performance variables at PT Techwin BKT. It is proven by the t-calculate value of 3.068 (t > 1.96). Thus, the second hypothesis, which states that training has an effect on employee performance through job satisfaction, is **accepted**.

The Results of Hypothesis Testing 4

H2: Motivation has an effect on employee performance through job satisfaction at PT Techwin BKT

The effect of mediating variable of job satisfaction is significant in the correlation between motivation and employee performance variables at PT Techwin BKT. It is proven by the t-calculate value of 3.044 (t > 1.96). Thus, the fourth hypothesis, which states that motivation has an effect on employee performance through job satisfaction, is **accepted**.

The results of the above hypothesis testing can be summarized briefly in the following table.

Table 3. Indirect Effect Test Results

	Hypotheses	Conclusion
H2	Training has an effect on employee performance through job satisfaction at PT Techwin BKT	Accepted t = 3.068 > 1.96
H4	Motivation has an effect on employee performance through job satisfaction at PT Techwin BKT	Accepted t = 3.044 > 1.96

Source: the processed primary data, 2018

R Square Value

The coefficient of determination shows the effect of exogenous variables on endogenous variables. The determination value can be seen from the results of the following R square values.

Table 4. R Square Value (R²)

	R Square
job satisfaction	0.553694
Performance	0.641764
Motivation	
Training	

Source: the processed primary data, 2018

Table 4 shows that the R square value for performance is 0.641. It means that the performance variable can be affected by training, motivation, and job satisfaction variables with an effect value of 64.1%; the remaining 35.9% is explained by variations in other variables not included in the model. Moreover, the R square value for job satisfaction is 0.553. It shows that training and motivation variables have an effect on job satisfaction by 55.3%, the remaining 44.7% is explained by other variables not included in the model. The test of goodness of fit for structural model can be seen from the Q square value (Q²). Q square predictive relevance for structural model is used to measure how well the observation value is generated by the model and also its parameter estimates. The calculation of Q square value for the structural model of this research is as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2) (1 - R^2) \\
 &= 1 - (1 - 0.5532)(1 - 0.6412) \\
 &= 0.839
 \end{aligned}$$

Q square (Q²) value of 0.839 > 0 indicates that the model has predictive relevance. It means that the parameter estimation value generated by the model is in accordance with the observation value. The value of Q2 approaches 1 so that the model can be considered structurally fit with the data or has good suitability.

DISCUSSION

Effect of Training on Employee Performance at PT Techwin BKT

Human resources in a company are very important things to consider. Human resources in a company are important because the company will run well with good human resources. Sudarmanto (2009: 3) argued that in the perspective of strategic management, human resources are human and intellectual capital which will determine the effectiveness of other factors such as capital, equipment and structure. Equipment with very high quality in a company certainly still needs human resources to carry out operational activities within the company. Therefore, it requires companies to always be careful and pay attention to every aspect. Humans are the most valuable resource. Therefore, behavior theory prepares many techniques and programs that can guide the use of human resources more effectively. Thus, quality human resources are needed to achieve the goals that are previously set by a company. This illustrates that employee performance can be an indicator of the contribution given by employees to the company. So, the higher the contribution given by employees in improving their performance, the company's goals will also be easier to achieve. Employees who have a positive contribution in the company will have an effect on the company's success in making a profit. Thus, performance is also a reflection of an employee in making a positive contribution to his/her performance. In line with this, Kusumo (2008: 111) also states that performance is an important thing that must be achieved by every company, because performance is a reflection of the company's ability to manage and allocate its resources. Istiqlal (2009: 171) suggests that performance is something that is achieved or an achievement shown. Performance is the work ability that is indicated by the work results. Many efforts have been made by the company to improve the performance of human resources in the company. One of the efforts is to provide training to employees in accordance with their fields and responsibilities to the company. Training is a process in which people gain capability to help achieve organizational goals. Because this process is related to various organizational goals, training can be seen narrowly or vice versa, broadly (Mathis and Jackson, 2006: 300). Training activities are interpreted as a process that provides certain knowledge, expertise, and attitudes so that employees are more skilled and able to carry out their duties properly in accordance with the work standards contained in the company. Training is also intended to reduce the gap that exists in the company between resources and human resources so that the company can achieve the desired goals and objectives. Thus, training is an effort to develop employees so that the availability of qualified personnel is guaranteed. This can be proven by the findings of this research based on the original sample estimate value of 0.338. This value proves that training has a positive effect on performance, the results of which are also strengthened by the results of the t-test obtained from the values of $t\text{-calculate} (3.321) > t\text{-table} (1.96)$. So, there is a significant effect of training on employee performance. It can be concluded that training has a positive and significant effect on performance. It means that if training is getting better, employee performance will increase. The research findings are supported by the findings of a research conducted by Dahmiri and Sakta in 2014. The findings of their research showed that the training contributed to the performance of Sarolangun District Education Office employees with a R coefficient of determination of 0.253 which means that 25.3% changes in the performance variable employee (Y) can be explained by the effect of training (X).

Effect of Motivation on Employee Performance at PT Techwin BKT

The success of each company in achieving its goals comes from the success of human resources in managing the company. Therefore, companies need advanced and quality human resources. No matter how high the goals of a company, if it is not supported by quality human resources, the formulation of the company's vision and mission will only be in vain. On this basis, a

company needs efforts to improve the quality of human resources in the company. One of the company's efforts to improve the quality of human resources is to provide motivation or encouragement to every employee. According to Samsudin (2009: 281), motivation is the process of influencing or encouraging someone or a working group from outside so that they want to work on something that has been determined. The driving force, in this case, is a natural urge to satisfy and sustain life. By providing work motivation, employees will be easier to achieve company success. It is because the motivation or positive encouragement given by the company will make the employee work harder in carrying out his/her responsibilities to the company. Therefore, the quality of human resources in the company will be better. In addition, it will affect the increase in performance produced by each employee at the company. This is supported by research findings that have been conducted based on the original sample estimate value of 0.255. This value proves that motivation has a positive effect on performance, the findings of which are also strengthened from the results of the t-test which obtained the $t\text{-calculate} (3.011) > t\text{-table} (1.96)$. So, there is a significant effect of motivation on performance. It can be concluded that motivation has a positive and significant effect on performance. It means that if motivation is getting better, then the employee performance will increase. These research findings are supported by findings from a research conducted by Setiawan in 2015. His findings indicated that work motivation has a significant effect on employee performance at the executive level at PT Pusri Palembang. The work motivation path coefficient on performance is 0.517. It means that every increase in motivation that is equal to one unit, it will increase the performance by 0.517. The t-statistics testing shows that the value of $t\text{-calculate} (11.257) > t\text{-table} (1.970)$. It indicates H_0 rejection which shows that work motivation has a significant effect on employee performance at the executive level at PT Pusri Palembang. Then, the direct effect of work motivation on performance is 26.68%.

5. CONCLUSIONS

Based on the research findings and discussion described in the previous section, this research draws the following conclusions:

1. Training has a positive and significant effect on employee performance at PT Techwin BKT.
2. Training has a positive and significant effect on employee performance through job satisfaction at PT Techwin BKT.
3. Motivation has a positive and significant effect on employee performance at PT Techwin BKT.
4. Motivation has a positive and significant effect on employee performance through job satisfaction at PT Techwin BKT.

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