



TRAINING AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT.TASPEN (PERSERO) KCU MAKASSAR

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Abstract

This study aims to analyze the effect of training and work motivation on employee performance through job satisfaction at PT Taspen (Persero) KCU Makassar. This study uses a quantitative approach. The population in this study were all employees working at PT. Taspen KCU Makassar, totaling 42 people. The data collection technique used is through a questionnaire. The data analysis technique used is path analysis. The results of this study indicate that: (1) job training has a direct and significant effect on job satisfaction. (2) motivation has a direct and significant effect on job satisfaction. (3) training has a direct and significant effect on performance. (4) motivation has no significant effect on performance. (5) job satisfaction has a direct and significant effect on performance. (6) training has an indirect effect on performance through job satisfaction. (7) motivation has an indirect effect on performance through job satisfaction.

Keywords: *Training, Motivation, Performance, Job Satisfaction*

A. INTRODUCTION

Quality human resources will be produced if management is carried out properly and can shape better employee performance so that it can have a positive impact on performance effectiveness within the company as a whole. Companies take various ways to get quality human resources, one of which is through training for its employees. In Arif Angestio's research (2015) states that companies often try to prepare quality employees to have reliable quality work.

The target to be achieved from a training program is to increase individual performance in their current position or function. Therefore this form of exercise or training is intended to improve the mastery of various skills and techniques for carrying out certain, detailed and routine work. The training process is focused on carrying out work and applying understanding and knowledge so that the desired result is skill mastery or improvement. In research, Ziyadatun Muhtadin (2020) states

that one way to improve employee performance is by conducting training according to the needs of the company.

In addition to training, giving motivation can affect performance in the company and is a factor that drives a person to have the desire and willingness to work. This is in accordance with research conducted by Geovanno Harland Goni (2021) which states that to achieve optimal performance, one thing that is needed is work motivation.

Organizations or companies are required to be able to optimize employee performance. To optimize employee performance, employee job satisfaction is needed. Performance satisfaction can reflect a person's feelings towards his work. If employees are satisfied, they will show a positive attitude towards their work so that they can improve their work performance. This is in line with Natalia CP Paparang's research (2021) which states that job satisfaction is a pleasant or emotionally positive condition that comes from work experience. This is supported by Zida Ilayya Mua'rrifa's research (2015) which shows that training and motivation have a significant positive effect on employee job satisfaction.

The success of a company can only be achieved with the efforts made by its human resources and the quality of its human resources. A company tends to only demand high performance from its employees without considering the factors that influence it. Fundamental factors in supporting performance such as training and work motivation must also be considered. Nur Rahmah (2016) shows the results of research that training and motivation have a positive and significant impact on employee performance. But research Agus Dwi Cahya (2021) shows that motivation has no significant effect on employee performance. Providing work motivation does not affect employee performance, meaning that motivation is not the dominant factor in improving employee performance.

PT. Taspen (Persero) Makassar KCU which is a State-Owned Enterprise engaged in insurance for old age savings and pension funds for Civil Servants. PT. Taspen (Persero) prioritizes employees who work professionally and with integrity but employees have various characteristics at work such as organizational demands to serve participant data quickly and accurately, so employees need training and motivation from the organization and individual employees. Problems that occur at PT. Taspen KCU Makassar are marked by ineffective training so that they cannot apply the material optimally and decrease employee motivation so that it affects performance.

B. LITERATURE REVIEW

Training

Veithzal Rivai (2009) says that Training is a systematic process of changing employee behavior to achieve organizational goals related to the skills and abilities of employees to carry out current jobs. Training has a current orientation and helps employees to acquire certain skills and abilities to be successful in carrying out their jobs. Training indicators according to Anwar Prabu Mangkunegara (2013) are instructors, participants, materials, methods, training objectives and training objectives. Asmara Hendra Komara (2016) with the journal Effects of Training and Work Experience on Employee Productivity at CV. Roda Lintas Equator Pekanbaru where the results of this study indicate that the training variable has a significant and

significant effect on employee productivity at CV. Pekanbaru Equator Wheel. Where the training consists of training methods, training materials, and instructors/trainers have significant and significant impact on employee productivity.

Motivation

According to Usmara (2006) work motivation as a set of energy forces both from within and from outside the individual to initiate work-related behavior and to determine it in form, direction, intensity and duration. According to Maslow (2010) each individual has needs that are arranged hierarchically from the most basic level to the highest action. At this level, sharing of social needs is included. At the highest level, the need for self-actualization is included.

The theory of motivation used is Maslow's Need Hierarchy Theory. The theory of motivation that is often referred to is the Hierarchy of Needs Theory put forward by Abraham Maslow in Hasibuan (2013). This theory states that humans have various needs and try to encourage them to move to meet those needs. The five levels of hierarchy of needs are physiological needs, safety and security needs, social needs, esteem needs and self-realization needs.

Performance

According to Mathis and Jackson (2001) employee performance is an activity carried out by employees that is influenced by abilities, motivation, support received, the existence of work carried out by employees, and the employee's relationship with the company. Thoyib (2005) suggests that another term for performance is human output which can be measured by productivity, absenteeism, turnover, citizenship, and satisfaction. According to Robbins (2006), employee performance indicators are quality, quantity, timeliness, effectiveness and independence. Mangkuprawira and Hubeis (2007) in the book Employee Performance (Digital Transformation Era) states that employee performance is influenced by employee intrinsic and extrinsic factors. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. While the extrinsic factors that affect performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of provision, facilities, training, workload, work procedures, punishment system and so on.

Job satisfaction

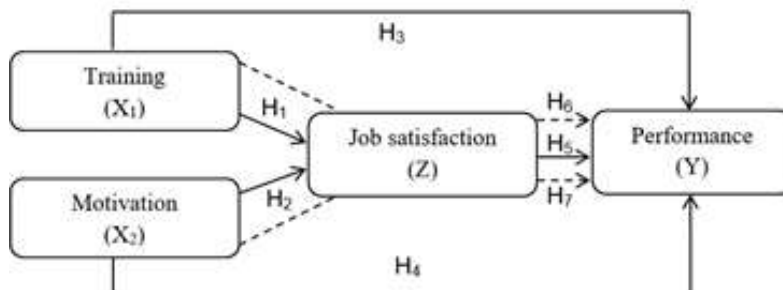
Job satisfaction is a general attitude towards one's work, which shows the difference between the amount of rewards workers receive and the amount they believe they should receive (Robbins, 2006). Greenberg and Baron (2003) describe job satisfaction as a positive or negative attitude that individuals have towards their jobs. Frederick Herzberg (Hasibuan, 2010) put forward a two-factor theory (Two Factor Theory), namely motivator factors and hygiene factors. The essence of Herzberg's theory is that if the "h" factors are considered unsatisfactory, the workforce will feel disappointed and many industrial relations problems will arise. But if these factors have been considered fulfilled, workers may not be disappointed but their motivation and achievement will not automatically increase, to increase motivation and achievement, factors in the "motivator" group must be available first. In other words,

even though wages/salaries/rewards are considered appropriate/sufficient, motivation and achievement do not automatically increase.

Hypothesis

- H₁ = Training has a direct, positive and significant effect on employee job satisfaction
- H₂ = Motivation has a direct, positive and significant effect on employee job satisfaction
- H₃ = Training has a direct, positive and significant effect on employee performance
- H₄ = Motivation has a direct, positive and significant effect on employee performance
- H₅ = Job satisfaction has a direct, positive and significant effect on employee performance
- H₆ = Training has an indirect and significant effect on employee performance mediated by job satisfaction
- H₇ = Motivation influences and is indirectly significant to performance mediated by job satisfaction

Conceptual Models



Information:

- = Direct Influence
- = Indirect Influence

C. RESEARCH METHODS

Location and Time of Research

The research location is at PT.Taspen (Persero) KCU Makassar. The research conducted by researchers took the location at PT. Taspen (Persero) KCU Makassar which is located at Jl. Bontolemngan No. 27, Sawerigading, Kec. Ujung Pandang, Makassar City. The time used in this study was ± 3 months which will be carried out in Makassar City.

Method of collecting data

Data collection techniques are the methods used to obtain data about the problem to be studied. In conducting this research, the techniques or procedures used in data collection were: observation, questionnaires, and interviews.

Operational Definition

Table 1. Operational Definition

Variable	Definition	Indicator
Training (X ₁)	Training is a company's systematic effort to increase the knowledge,	a. Instructor attitudes and skills

	skills and work attitudes of employees through a learning process so that they are optimal in carrying out the functions and duties of their positions.	b. Trainee c. Training materials d. Training method e. Training goals
Motivation (X ₂)	Motivation is the provision of driving force that creates enthusiasm for one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction.	a. Wages b. Provision of social security c. Work relationship d. Awards for employee performance e. Improve work performance
Job Satisfaction (Z)	Job satisfaction as a positive or negative attitude that individuals have towards their work.	a. Allowance b. The job itself c. Work colleague d. Superior e. Promotion f. Work environment
Employee Performance (Y)	Performance is the result of work in quality and quantity achieved by an employee in carrying out in accordance with the responsibilities given to him.	a. Quality b. Quantity c. Punctuality d. Effectiveness e. independence

Data Analysis Method

Descriptive Statistical Analysis

Descriptive statistical analysis is a method used to convert raw data sets into a form that is easy to understand, in the form of concise information, in which the results of the research and its analysis are described in a scientific paper from which the analysis will form a conclusion.

Path Analysis

The path analysis model is used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable.

Sobel Test

The Sobel test is used to determine the significance of the independent variable's indirect effect on the dependent variable through the intervening variable. With this test it can be seen whether the intervening variable can mediate the effect of the independent variable X on variable Y. This test is carried out online at the Calculation For .The Sobel Test website. If the significant value or probability obtained is less than 0.05 ($p < 0.05$), then the independent variable through the intervening variable has a significant effect on the dependent variable.

T-Test

This test is to find out whether the effect of each independent variable on the dependent variable is significant or not. Testing is carried out using a probability approach, namely if the sign value. < 0.05 found a significant effect between the independent variable and the dependent variable, and if the sig value > 0.05 found an insignificant effect between the independent variable and the dependent variable.

Coefficient of determination (adjusted R^2)

The R^2 test is a test conducted on a model that was formed with the aim of explaining how much the contribution of the independent variables under study is to the dependent variable. The value of R^2 has a range between 0 to 1 ($0 < R^2 < 1$). The greater the value of R^2 , the better the regression model used. Meanwhile, the smaller the value of R^2 means that the dependent variable is getting smaller.

RESEARCH RESULTS AND DISCUSSION

Validity Test and Reliability Test

Table 4. Validity Test

Variable	r-count	r-table	Information
Training (X_1)	0.676	0.304	Valid
	0.578	0.304	Valid
	0.621	0.304	Valid
	0.679	0.304	Valid
	0.437	0.304	Valid
	0.507	0.304	Valid
Motivation (X_2)	0.520	0.304	Valid
	0.733	0.304	Valid
	0.478	0.304	Valid
	0.673	0.304	Valid
	0.640	0.304	Valid
	0.535	0.304	Valid
Job satisfaction (Z)	0.518	0.304	Valid
	0.573	0.304	Valid
	0.600	0.304	Valid
	0.622	0.304	Valid
	0.724	0.304	Valid
	0.463	0.304	Valid
Performance (Y)	0.669	0.304	Valid
	0.429	0.304	Valid
	0.662	0.304	Valid
	0.624	0.304	Valid
	0.446	0.304	Valid
	0.579	0.304	Valid

Source: 2022 Data Processing

Based on table 4 it explains that $r\text{-count} > r\text{-table}$ with these results it can be interpreted that the items of questions on the variables of training, work motivation, job satisfaction and performance are valid or valid or suitable for use.

Tabel 5. Reliability Test

Variable	Cronbach's Alpha	Information
Training (X ₁)	0.614	Reliabel
Motivation (X ₂)	0.639	Reliabel
Job satisfaction (Z)	0.604	Reliabel
Performance (Y)	0.606	Reliabel

Source: 2022 Data Processing

From the test results above, it can be seen that the Cronbach alpha value > 0.60 means that the variables of training (X¹), motivation (X²), job satisfaction (Z) and performance (Y) are reliable, this means that the above variables are stable and can consistently used.

Path Analysis

Table 6. Path Coefficients I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.266	3.403		1.841	.073
Training	.350	.122	.359	2.874	.007
Motivation	.477	.127	.468	3.741	.001

a. Dependent Variable: Job Satisfaction

Based on the table above, the equation for path I is obtained as follows:

$$Z = 6.266 + 0.350 (X1) + 0.477 (X2)$$

The constant number 6.266 states that if there is no training and work motivation then employee job satisfaction is 6.266 units.

- a. Based on the value of b1 = 0.350, it can be explained that training is increased by one unit, so job satisfaction will increase by 0.350 units assuming other variables are constant.
- b. Based on the value of b2 = 0.477, it can be explained that work motivation is increased by one unit, so job satisfaction will increase by 0.477 units assuming other variables are constant.

Table 7. Model Summary I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.468	.441	1.09474

a. Predictors: (Constant), Motivation, Training

b. Dependent Variable: Job Satisfaction

Based on table 7, the R value is 0.684 which can be interpreted that the relationship between training and work motivation on satisfaction is quite strong, because it is close to 1. The R Square value of 0.468 explains that the magnitude of the contribution of the combination of training and work motivation variables on satisfaction is 44.1 %. The e1 value is as follows:

$$e1 = \sqrt{1 - 0.468} = \sqrt{0.532} = 0.729$$

Table 8. Coefficients Jalur II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.709	3.092		.876	.387
Training	.347	.117	.342	2.977	.005
Motivation	.099	.130	.093	.761	.452
Job Satisfaction	.525	.140	.503	3.761	.001

a. Dependent Variable: Performance

Based on the table above, the equation for path II is obtained as follows:

$$Y = 2.709 + 0.347 (X_1) + 0.099 (X_2) + 0.525 (Z)$$

The constant number of 2.709 states that if there is no training, work motivation and job satisfaction then the employee's performance is 2.709 units.

- Based on the value of $b_1 = 0.347$, it can be explained that training is increased by one unit, so performance will increase by 0.347 units assuming other variables are constant.
- Based on the value of $b_2 = 0.099$, it can be explained that work motivation is increased by one unit, so performance will decrease by 0.099 units assuming other variables are constant.
- Based on the value of $b_3 = 0.525$, it can be explained that job satisfaction is increased by one unit, so performance will increase by 0.525 units assuming other variables are constant.

Table 9. Model Summary II

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.638	.610	.95417

a. Predictors: (Constant), Job Satisfaction, Training, Motivation

Based on table 9, the R value is 0.799 which can be interpreted that the relationship between training and work motivation on job satisfaction is quite strong, because it is close to number 1. The R Square value of 0.638 explains the magnitude of the contribution of the combination of training variables, work motivation and satisfaction on performance is equal to 61%. The e_1 value is as follows:

$$e_2 = \sqrt{1 - 0.638} = \sqrt{0.362} = 0.601$$

Based on the results of the analysis above, the value of the direct effect, indirect effect and total effect between variables is as follows:

Direct influence

- The direct effect of training variables on job satisfaction variables

$$X_1 \quad Z = P_1 = 0.359$$

- The direct effect of work motivation variables on job satisfaction variables

$$X_2 \quad Z = P_2 = 0.468$$

- c. The direct effect of training variables on performance variables
 $X_1 \quad Y = P_3 = 0.342$
- d. The direct effect of training variables on performance variables
 $X_2 \quad Y = P_4 = 0.093$
- e. The direct effect of job satisfaction variables on performance variables
 $Z \quad Y = P_5 = 0.503$

Indirect Influence

- a. Training variable to job satisfaction variable to performance variable
 $Y = P_1 \times P_5$
 $= 0.359 \times 0.503 = 0.180$
- b. Work motivation variable to job satisfaction variable to performance variable
 $Y = P_2 \times P_5$
 $= 0.468 \times 0.503 = 0.235$

Total Impact

- a. The effect of total training on job satisfaction and employee performance is obtained from the calculation results with the formula:
 Total influence = direct influence + indirect influence
 $= 0.342 + 0.180 = 0.522$
- b. The effect of total training on job satisfaction and employee performance is obtained from the calculation results with the formula:
 Total influence = direct influence + indirect influence
 $= 0.093 + 0.235 = 0.328$

Path diagram depicting the relationship between training, work motivation, job satisfaction and performance based on the final model in the following form:

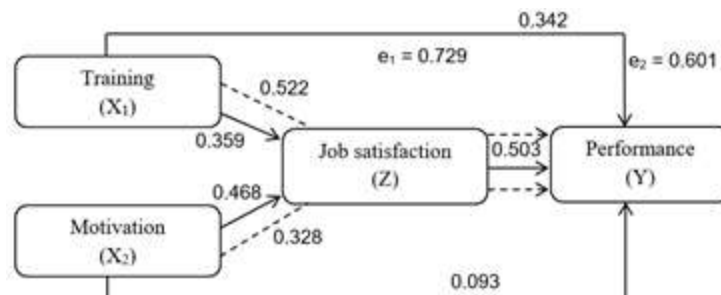


Figure 2. Significance of the Path Analysis Model

This path is said to be significant if the significant level (sig) < 0.05. So based on the test results where each is significant is as follows:

Structural I

$X_1 = 0.007 < 0.05$

$X_2 = 0.001 < 0.05$

Structural II

$X_1 = 0.005 < 0.05$

$X_2 = 0.452 > 0.05$

$Z = 0.001 < 0.05$

To find out whether there is a mediation effect, an online sobel test was carried out at <http://quantpsy.org/sobel/sobel.htm>, the result is as follows:

Table 10. Sobel Test Results Indirect Effect 1

Training – Job Satisfaction – Performance			
a	b	Sa	Sb
0.350	0.525	0.122	0.140
Test Statistic = 2.27854196 Std. Error = 0.08064368 P-Value = 0.02269431			

Source: 2022 Data Processing

Table 10 shows the significance or probability (p-value) of the indirect effect of training on performance through satisfaction as an intervening variable of $0.022 < 0.05$, thus training has a significant effect on performance through satisfaction as an intervening variable.

Tabel 11. Sobel Test Results Indirect Effect 1I

Motivation – Job Satisfaction – Performance			
a	b	Sa	Sb
0.477	0.525	0.127	0.140
Test Statistic = 2.65373588 Std. Error = 0.09436696 P-Value = 0.00796061			

Source: 2022 Data Processing

Table 11 shows the significance or probability (p-value) of the direct effect of motivation on performance through satisfaction as an intervening variable of $0.007 < 0.05$, thus motivation has a significant effect on performance through satisfaction as an intervening variable.

Hypothesis Test Results

Training on job satisfaction

The training path coefficient on satisfaction is 0.359 with a significance value of $0.007 < 0.05$. This means that training has a positive and significant effect on job satisfaction. Thus hypothesis 1 "training has a positive and significant effect on job satisfaction" is accepted.

Work motivation on job satisfaction

The path coefficient value of work motivation on satisfaction is 0.468 with a significance value of $0.001 < 0.05$. This means that work motivation has a positive and significant influence on job satisfaction, if work motivation is increased, then satisfaction will also increase. Thus hypothesis 2 "work motivation has a positive and significant effect on job satisfaction" is accepted.

Performance training

The training path coefficient on performance is 0.342 with a significance value of $0.005 < 0.05$. This means that training has a positive and significant effect on performance. Thus hypothesis 3 "training has a positive and significant effect on performance" is accepted.

Work motivation on performance

The path coefficient value of work motivation on performance is 0.093 with a significance value of $0.452 > 0.05$. This means that work motivation has no significant effect on performance. Thus hypothesis 4 "motivation has a positive and significant effect on performance" is rejected.

Job satisfaction on performance

The path coefficient value of job satisfaction on performance is 0.503 with a significance value of $0.001 < 0.05$. This means that job satisfaction has a positive and significant effect on performance. Thus hypothesis 5 "job satisfaction has a positive and significant effect on performance" is accepted.

The indirect effect of training on performance through job satisfaction

Training can have a direct effect on performance but can also have an indirect effect on performance through job satisfaction as a mediation. The magnitude of the direct effect of training on performance is 0.342 while the indirect effect is 0.180. It can be seen that the direct effect is greater than the indirect effect. The significance value obtained from the Sobel test is $0.022 < 0.05$, meaning that hypothesis 6 "training has an indirect effect on performance through job satisfaction" is accepted.

The indirect effect of work motivation on performance through job satisfaction

Work motivation can have a direct effect on performance but can also have an indirect effect on performance through job satisfaction as a mediation. The magnitude of the direct effect of training on performance is 0.093 while the indirect effect is 0.235. It can be seen that the indirect effect is greater than the direct effect. The significance value obtained from the Sobel test is $0.007 < 0.05$ meaning that hypothesis 7 "motivation has an indirect effect on performance through job satisfaction" is accepted.

D. DISCUSSION

Effect of Training on Job Satisfaction

From the results of testing the hypothesis above, training has a positive and significant effect on employee job satisfaction. This shows that the higher the employee's positive perception of the training attended, the higher the employee's job satisfaction. Training efforts for employees who receive positive ratings will be a driving factor for higher employee job satisfaction. Every employee in carrying out his work should be able to foster a sense of satisfaction with the activities carried out. Training for employees is a process that teaches certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better according to standards. The findings of this study are in line with research conducted by Zida Ilayya Mua'rrifa (2015) with the title *The Effect of Employee Training and Motivation on Employee Job Satisfaction at PT. Pelabuhan Indonesia III (Persero) Branch of Tanjung Emas Semarang* which shows that training has a significant positive effect on employee job satisfaction.

The Effect of Work Motivation on Job Satisfaction

The results of this study indicate that motivation has a positive effect on performance satisfaction. This influence is significant so that it increases work

motivation at PT. Taspen (Persero) KCU Makassar will give satisfaction to work even better. Job satisfaction in employees is influenced by work motivation in the company, this is because of the health insurance provided by the company. The results of this study are in line with research conducted by Lidia Lusri (2017) entitled *The Effect of Work Motivation on Employee Performance Through Job Satisfaction as a Mediation Variable for Employees of PT. Borwita Citra Prima Surabaya* which shows that motivation has a positive and significant effect on job satisfaction. And the research conducted by Sri Aprianti Tarigan (2017) entitled *The Effect of Motivation on Employee Job Satisfaction at PT. Matrix Jaya Indomas Medan* which shows that motivation has a positive and significant influence on job satisfaction.

Effect of Training on Performance

The results of testing hypothesis 3 state that training has a positive and significant effect on employee performance. The results of this study are supported by the theory put forward by Mangkuprawira and Hubeis (2007) which states that employee performance is influenced by employee extrinsic factors, one of which is training. Research conducted Nushrat Nahida Afroz (2018) with the journal *Effects of Training on Employee Performance - A Study on Banking Sector, Tangail Bangladesh* which shows that training has a positive and significant effect on work performance. This is also shown by research conducted by Nur Rahmah (2016) in the journal *Effects of Job Training and Work Motivation on Employee Performance at PT. PCI Elektronik International* which shows the results of research that training has a positive and significant effect on employee performance.

The Effect of Work Motivation on Performance

The results of this study indicate that work motivation has no significant effect on employee performance. Motivation has a relationship with the attitude and behavior of a person. In this case motivation only acts as a driving force for employees to work harder. If employees are given positive motivation by the leadership, employees will feel more valued. Therefore, it can be concluded that motivation has no significant effect on performance. Therefore, the results of this study can be concluded that motivation has no significant effect on performance. This is in accordance with Agus Dwi Cahya's research (2021) which states that motivation has no significant effect on employee performance.

The Effect of Job Satisfaction on Performance

The results of testing hypothesis 5 state that job satisfaction has a positive and significant effect on employee performance. This means that the test results prove that job satisfaction on employee performance at PT. Taspen (Persero) KCU Makassar is proven. When employees are very satisfied with their work, salary, co-workers, etc., they will perform optimally. When all aspects of job satisfaction related to employees can be fulfilled by the company, then employees will optimize work for the company. The results of this study are in line with research conducted by Natalia CP Pampang (2021) with the journal *The Effect of Job Satisfaction on Employee*

Performance at the Indonesian Post Office in Manado which shows the result that job satisfaction has a positive and significant effect on employee performance. This is also in line with Iwan Kurnia Wijaya's research, 2018 entitled The Effect of Job Satisfaction on Employee Performance at CV Bukit Sanomas which shows that satisfaction has a significant and significant effect on performance.

Indirect Effect of Training on Performance Through Job Satisfaction

Based on the results of statistical tests, training on performance through job satisfaction as an intervening variable has a positive and significant effect. This means that job satisfaction can mediate the relationship between training and employee performance. This shows that job training is able to improve employee performance through employee job satisfaction at PT. Taspen (Persero) KCU Makassar where with increasing training provided to employees who support the work of these employees, employees will feel satisfied with what they receive, thus employee job satisfaction will increase. The results of this study are supported by Fereshti Nurdiana Dihan's research (2018) with the journal Effects of Training and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable (Survey in the Human Resources Department at PT. Madubaru Pg/Ps Madukismo) which shows the result that there is an influence indirectly from training to employee performance through job satisfaction.

Indirect Effect of Work Motivation on Performance Through Job Satisfaction

Based on the results of statistical tests, work motivation through job satisfaction as an intervening variable has a positive and significant influence. This means that job satisfaction can mediate the relationship between work motivation and employee performance. Motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction is a mediating variable between motivation and employee performance. So it can be concluded that for companies to improve employee performance, it is not only the factors that form work motivation that need attention, but also the factors that form job satisfaction. This is supported by Aryo Primanda's previous research (2016) with the title The Effect of Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at the Head Office of PT Varia Usaha Gresik which shows that work motivation indirectly has a positive effect on employee performance through job satisfaction.

E. CONCLUSION

Based on the results of the analysis and discussion above, it can be concluded that (1) Training has a positive and significant effect on job satisfaction of PT. Taspen (Persero) KCU Makassar employees. Employee job satisfaction will increase if the training is carried out in a more intense and structured manner and is supported by better training methods, quality training materials and training instructors. (2) Work motivation has a positive and significant effect on job satisfaction of PT Taspen (Persero) KCU Makassar employees. Increasing employee motivation will give satisfaction to work because of the fulfillment of existence that is given well by the company (3) Training has a positive and significant effect on the performance of PT. Taspen (Persero) KCU Makassar employees. Employees really need training in order to

perform better in the company. (4) Work motivation has no significant effect on the performance of PT Taspen (Persero) KCU Makassar employees. (5) Job satisfaction has a positive and significant effect on the performance of PT Taspen (Persero) KCU Makassar employees. High job satisfaction will improve employee performance. (6) Training through job satisfaction as an intervening variable has a positive and significant effect on the performance of employees of PT Taspen (Persero) KCU Makassar. (7) Work motivation through job satisfaction as an intervening variable has a positive and significant effect on the performance of employees of PT Taspen (Persero) KCU Makassar.

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