THE IMPACT OF TRAINING AND COMPENSATION ON THE PERFORMANCE OF TAGRINOV FACILITATORS ON VISITORS' SATISFACTION

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Abstract

This research aims to analyze the direct and indirect influence of training, compensation, and performance of service providers on visitor satisfaction in Tagrnov using the SEM-PLS analysis method, as well as evaluating the level of visitor satisfaction with Tagrinov using the IPA analysis method. The results of SEM-PLS analysis show that implementer performance does not have a significant influence on visitor satisfaction, while compensation and training have a significant influence on visitor satisfaction and implementer performance. However, indirect measurements show that compensation and training do not have a significant effect on visitor satisfaction through the performance of service providers. IPA analysis assesses the level of suitability to determine how satisfied visitors are with the Tagrinov facilitator's performance and how well the facilitator understands visitors' needs. Various attributes are assessed and categorized in four different quadrants based on their level of influence and importance on visitor satisfaction, with improvement recommendations given for certain attributes.

Keywords: Training and Compensation, Tagrinov Facilitator Performance, Visitor Satisfaction

INTRODUCTION

Satisfaction can be interpreted as the fulfillment of certain things that users want and need. Achieving user satisfaction is a representation of the user's response to the quality of services that they expect regarding the quality of the service (Siagian et al, 2023; de Nichilo, 2023). According to Kotler, the meaning of user satisfaction is a feeling of pleasure or disappointment that a person has which comes from the results of his impression between the perceived performance of a product and his expectations (expectations).

Suryawan and Dharmayanti (2013) define customer satisfaction as a perception determined by the customer regarding the performance of the product or service purchased. Satisfaction is an assessment of the characteristics or features of a product or service that provides a level of consumer pleasure related to fulfilling consumer consumption. Consumer satisfaction can be created through service quality.

Efforts to achieve customer satisfaction are not easy. The main factor determining customer satisfaction is the customer's perception of the quality of the service (Manggasa & Tanuwijaya, 2023). Efforts that can be made to meet customer satisfaction can be made with various strategies, but what needs to be taken into account is that customer satisfaction is a long-term strategy that requires commitment, service quality, funding, and human resources (Lupiyoadi, 2006 and Swastha, 2000; Sibuea et al, 2022).

Performance is the result of an employee's work following a predetermined role. Sobirin (2016) states that performance is an accumulation of behavior that occurs in different contexts and with different people over a long period. Performance itself is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2012). Employee performance is one of the determining factors for the success of a company or organization in achieving its goals.

Employee performance in an organization or company is influenced by several factors, According to the research results of Mutholib (2019), the factors that influence employee performance are training and compensation. The training organization development process plays an important role in improving employee performance and productivity. The training

referred to here is a short-term educational process that uses systematic and organized procedures (Sikula, 1981). Compensation is also important to be able to create a high work ethic and ultimately be able to optimize employee performance. Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company (Hasibuan in Mondiani, 2012).

The Agro Innovation Park (Tagrinov) is a concept for the dissemination of innovative technology which is realized in the form of a display of a model for the use of yard land which functions as a living stall, living pharmacy, and living barn and is arranged aesthetically. Tagrinov is a place for education and learning regarding the optimal arrangement of yard areas.

People's reluctance to cultivate plants in their yards is partly due to a lack of knowledge in cultivating plants and the difficulty of arranging their yards. This dissemination concept exists to provide solutions to the community in the hope that the community can adopt agricultural technology innovations. Balitbangtan through the Agricultural Technology Research Center (BPTP) in all provinces of Indonesia disseminates various agricultural technology innovations to the community, especially farmers through Tagrinov. In accordance with Minister of Agriculture Regulation (Permentan) No. 19/Permentan/OT.020/5/2017 concerning the Organization and Work Procedures of the Agricultural Technology Assessment Center which states that BPTP has the task of carrying out the study, assembly, development, and dissemination of location-specific appropriate agricultural technology.

Tagrinov's management is under the auspices of the Research Cooperation and Utilization Group. Human resources (HR) implementing Tagrinov services are determined by the Decree of the Head of the Research Center which is issued at the beginning of each year. In the period of 5 (five) years (2018 – 2022), the decision letter always experiences changes starting from the number of members and diversity of educational backgrounds. The implementing human resources involved in Tagrinov's service activities consist of extension workers, researchers, contract workers, and plantation technicians. The duties and functions of the human resources implementing Tagrinov are as facilitators in conveying technological

innovation messages according to the needs of visitors and being able to translate government policies related to agricultural development, in other words, being able to meet the needs of visitors to implement agricultural technological innovations so that visitors/farmers feel satisfied.

Tagrinov needs to enrich the type of agricultural information literacy by responding to the needs of Technological Innovation users. Tagrinov's role is highly expected, especially from lesson-learned service activities as an add-on to provide input in the form of the design of required activity programs as well as mentoring activities in the field. This is an important note for functional extension workers, as development communicators and service implementers in Tagrinov, they are required to play multiple roles, both as teachers, mentors, advisors, information conveyors, and farmer partners. Of course, its role is very important in enriching literacy at the field level. To answer these needs, it is necessary to internalize increasing the agricultural information literacy capacity of service implementers in Tagrinov. The level of adoption of agricultural technology innovation is influenced by the ability of Tagrinov's implementing human resources to convey information. The performance of implementing human resources is required to influence visitors to be motivated to implement technological innovations from the learning and material presented by implementing human resources.

Employees implementing Tagrinov services pay very little attention, especially in terms of compensation and training. During an interview session with several service staff, Tagrinov stated that the technicians felt that the salary increase they received was not commensurate with their performance or contribution to the office. The compensation they receive does not correspond to the general regional minimum wage average. Meanwhile, the office rarely provides training to improve self-development, so the staff implementing Tagrinov services feel that their skills cannot be further improved. This makes their performance less effective and efficient. This lack of performance will have an impact on a lack of service which can reduce visitor satisfaction. Therefore, more attention must be paid to training and compensation to improve employee performance every year to increase visitor satisfaction.

An article shows that the adoption of agricultural technology innovation at the farmer level is still relatively low so the agricultural productivity achieved does not match the existing potential, this is due to the variety of farmers' perceptions and responses to these technological innovations (Kompasiana.com May 2020). Krisnamurthi (2014) is of the view that agricultural technology that has been developed cannot be fully utilized by farmers due to fundamental reasons, such as reluctance to adopt new technology, differences in agricultural systems, differences in regional culture, and lack of knowledge in operationalizing agricultural technology well, agricultural technology innovation is not can be implemented well without a facilitator, considering that extension activities are a process of transferring technology to farmers.

Based on the findings above, training and compensation are suspected to influence service providers' performance and visitor satisfaction. This research will discuss the analysis of the influence of training and compensation on visitor satisfaction mediated by the performance of service providers at Tagrinov objects in the form of services and services.

RESEARCH METHOD

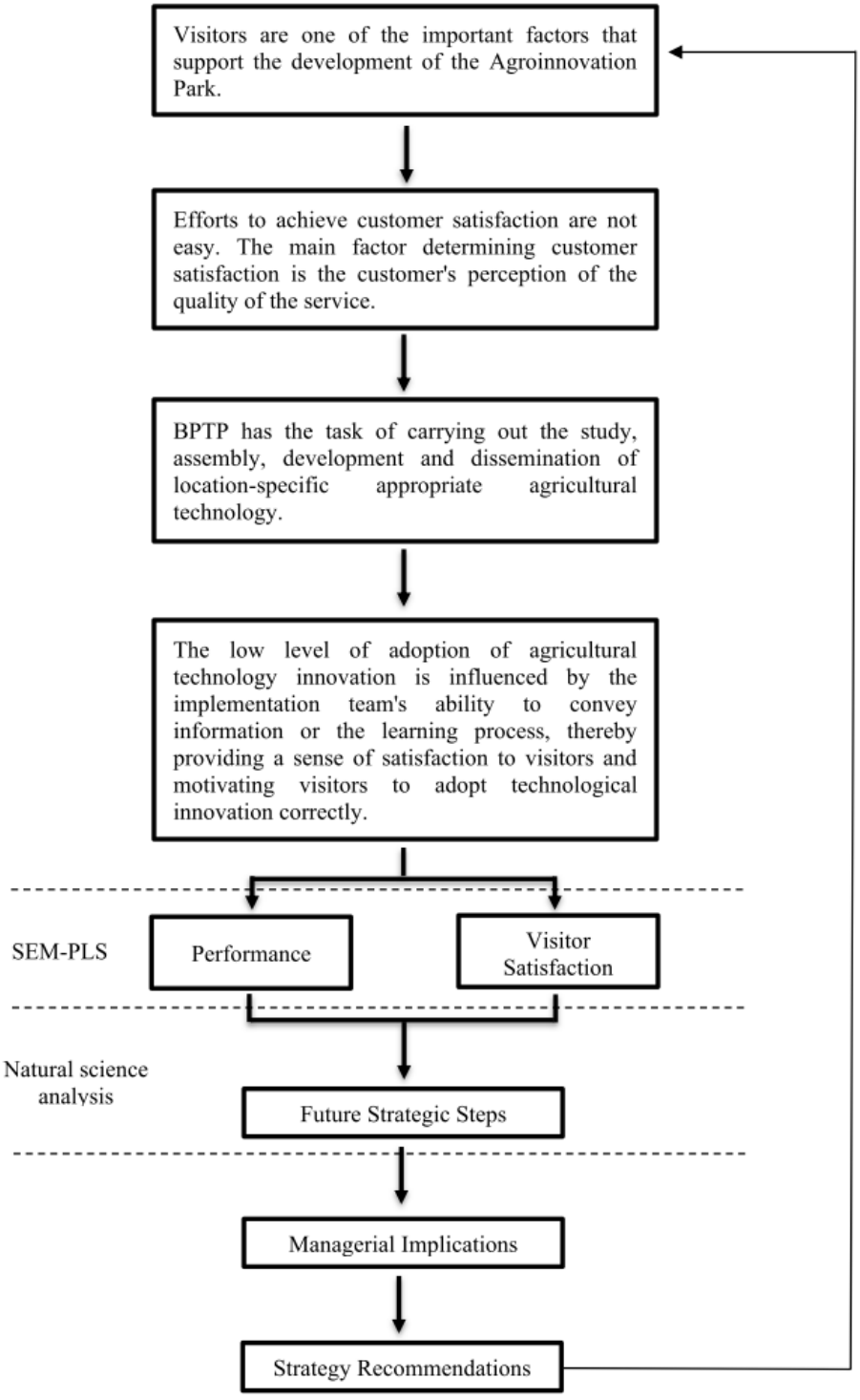

Figure 1.

Research Framework

The importance of Tagrinov's HR management position in providing services requires high performance. To maximize visitor satisfaction, Tagrinov managers need to pay attention to training, compensation, and performance. From the results of research analysis conducted by previous researchers and the development of theories regarding each variable, a research framework can be formulated as presented in Figure 1.

RESULTS AND DISCUSSION

Validity and Reliability Test

This research used an instrument in the form of a questionnaire which was distributed online via Google Forms and offline with the final results being 30 respondents who were declared suitable. The data from filling out the questionnaire was then tested using validity and reliability tests to determine the level of validity and reliability of the instrument.

Testing the validity and reliability of the instruments in this research was carried out with the help of the SPSS version 27 program. The validity test used was the calculated r validity test, where the statement item is declared valid if the calculated r-value obtained is > r table (r table (n=30; α =0.05) = 0.361). Based on the test results, all statement items were declared valid to be used as instruments to measure research variables well. After all statement items are valid, testing continues with the reliability test. The reliability test used is Cronbach's Alpha reliability test where the instrument is declared reliable if Cronbach's alpha value is > 0.7 (Ghozali 2018).

Validity Test

Training

In this study, training was measured with 9 question items. Based on the results of the instrument test on 30 respondents, the following are the results of the validity test of the 9 items in the instrument:

Table 1.

Training Variable Validity Test Results

No.	Question Items	R Count	R Table	Validity
1	X1.1	0.8202	0.3494	Valid

2	X1.2	0.7699	0.3494	Valid
3	X1.3	0.8967	0.3494	Valid
4	X1.4	0.7211	0.3494	Valid
5	X1.5	0.7333	0.3494	Valid
6	X1.6	0.8845	0.3494	Valid
7	X1.7	0.7087	0.3494	Valid
8	X1.8	0.8771	0.3494	Valid
9	X1.9	0.7064	0.3494	Valid

Source: Processed data (2023)

Compensation

In this study, compensation was measured with 11 question items. Based on the results of the instrument test on 30 respondents, the following are the results of the validity test of the 11 items in the instrument:

Table 2.

Compensation Variable Validity Test Results

No.	Question Items	R Count	R Table	Validity
1	X2.1	0.7394	0.3494	Valid
2	X2.2	0.7624	0.3494	Valid
3	X2.3	0.7329	0.3494	Valid
4	X2.4	0.7108	0.3494	Valid
5	X2.5	0.8249	0.3494	Valid
6	X2.6	0.7175	0.3494	Valid
7	X2.7	0.6222	0.3494	Valid
8	X2.8	0.6773	0.3494	Valid
9	X2.9	0.6747	0.3494	Valid
10	X2.10	0.7086	0.3494	Valid
11	X2.11	0.7406	0.3494	Valid

Source: Processed data (2023)

Implementing Performance

In this research, implementer performance was measured with 18 question items. Based on the results of the instrument test on 30 respondents, the following are the results of the validity test of the 18 items in the instrument:

Table 3.

Validity Test Results of Implementing Performance Variables

No.	Question Items	R Count	R Table	Validity
1	Z1	0.7651	0.3494	Valid
2	Z2	0.8282	0.3494	Valid
3	Z3	0.7135	0.3494	Valid
4	Z4	0.7671	0.3494	Valid
5	Z5	0.6637	0.3494	Valid
6	Z6	0.7786	0.3494	Valid
7	Z7	0.7180	0.3494	Valid
8	Z8	0.7321	0.3494	Valid
9	Z9	0.6251	0.3494	Valid
10	Z10	0.6390	0.3494	Valid
11	Z11	0.7096	0.3494	Valid
12	Z12	0.6554	0.3494	Valid
13	Z13	0.6814	0.3494	Valid
14	Z14	0.6461	0.3494	Valid
15	Z15	0.6177	0.3494	Valid
16	Z16	0.6861	0.3494	Valid
17	Z17	0.7319	0.3494	Valid
18	Z18	0.8080	0.3494	Valid

Source: Processed data (2023)

Visitor Satisfaction

In this research, visitor satisfaction was measured with 15 question items. Based on the results of the instrument test on 30 respondents, the following are the results of the validity test of the 18 items in the instrument:

Table 4.

Results of the Validity Test of the Visitor Satisfaction Variable

No.	Question Items	R Count	R Table	Validity
1	Y1	0.6579	0.3494	Valid
2	Y2	0.5100	0.3494	Valid
3	Y3	0.9101	0.3494	Valid
4	Y4	0.8704	0.3494	Valid
5	Y5	0.9263	0.3494	Valid
6	Y6	0.7896	0.3494	Valid
7	Y7	0.8866	0.3494	Valid
8	Y8	0.7740	0.3494	Valid
9	Y9	0.7910	0.3494	Valid
10	Y10	0.7423	0.3494	Valid
11	Y11	0.7975	0.3494	Valid
12	Y12	0.7086	0.3494	Valid
13	Y13	0.7141	0.3494	Valid
14	Y14	0.9012	0.3494	Valid
15	Y15	0.8929	0.3494	Valid

Source: Processed data (2023)

Reliability Test

Training

The first reliability test was carried out on the training variable. The results of the variable reliability test in Table 5 show a Cronbach's alpha value of 0.926, which means that the variable is reliable and suitable for use.

Table 5.

Training Variable Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
.926	9

Compensation

The second reliability test was carried out on the compensation variable. The results of the variable reliability test in Table 6 show a Cronbach's alpha value of 0.904, which means that the variable is reliable and suitable for use.

Table 6.

Compensation Variable Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
.904	11

Implementing Performance

The third reliability test was carried out on the implementing performance variable. The results of the variable reliability test in Table 7 show a Cronbach's alpha value of 0.941, which means that the variable is reliable and suitable for use.

Table 7.

Reliability Test Results of Implementing Performance Variables

Reliability Statistics

Cronbach's Alpha	N of Items
.941	18

Visitor Satisfaction

The final reliability test was carried out on the visitor satisfaction variable. The results of the variable reliability test in Table 8 show a Cronbach's alpha value of 0.957, which means that the variable is reliable and suitable for use.

Table 8.

Reliability Test Results for Visitor Satisfaction Variables

Reliability Statistics

Cronbach's Alpha	N of Items
.957	15

Source: Processed data (2023)

The results of the analysis in Table 8 show that the overall average score of respondents' answers to the visitor satisfaction variable is 4.129 with an average score in the high category, this means that overall visitor service satisfaction is good.

SEM PLS Analysis

In this research, the relationship between organizational culture, perceived organizational support, work engagement and individual readiness to change will be analyzed using SEM-PLS analysis. The stages in SEM PLS analysis consist of (1) Drawing a path diagram according to the research model framework; (2) Carrying out an outer model test to assess the validity and reliability of indicators in measuring the variables (constructs); (3) Assessing the goodness of fit model to ensure that the data processed is fit with the estimated model so that the sample used can provide a picture of the actual condition of the population and (4) Carrying out inner model testing which is the stage of testing the influence between variables as a tool for testing research hypothesis (Hair et al. 2018).

This research model contains 4 latent variables, namely the relationship variable between training, compensation, service performance, and visitor satisfaction. All of these variables are 1st order latent constructs which are measured by several measurement indicators. Based on this operational definition, the SEM PLS model specifications that will be estimated in this research are as follows:

Outer Model Testing

The measurement model testing stage includes testing Convergent Validity, Discriminant Validity, and Composite Reliability. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model meet the requirements for convergent validity, discriminant validity, and composite reliability. To produce outer model test results, the PLS model must be estimated using algorithm techniques. The following are the estimation results of the SEM PLS model after being estimated using algorithm techniques:

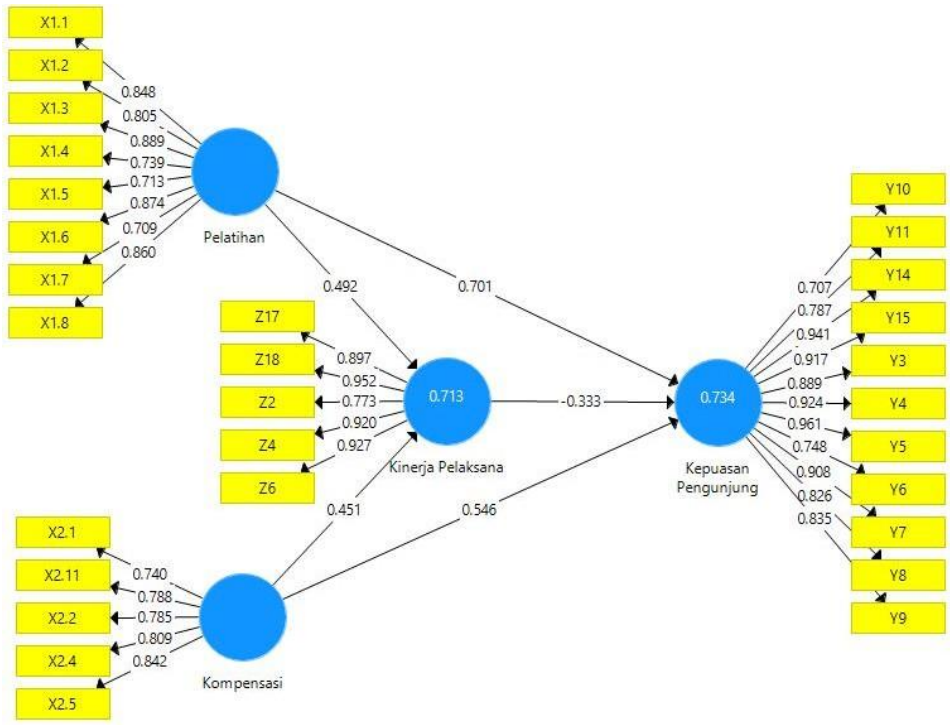

Figure 2.

SEM PLS Algorithm Model Estimation Results

Composite Reliability

Construct reliability can be assessed from Cronbach's Alpha value and the Composite Reliability value of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7, but in development research, because the loading factor limit used is low (0.5), low composite reliability and Cronbach's alpha values are still acceptable as long as the requirements for convergent validity and validity the discriminant has been met.

Table 9.

Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Satisfaction	**0.965**	**0.972**	**0.969**	**0.743**
Performance	**0.937**	**0.943**	**0.953**	**0.803**
Compensation	**0.855**	**0.882**	**0.895**	**0.630**

Training	**0.923**	**0.931**	**0.937**	**0.652**

Source: Processed data (2023)

Based on the analysis results in Table 20, the composite reliability and Cronbach's alpha values for all constructs have also exceeded 0.7, this shows that all constructs have met the required reliability.

Inner Model Testing

The Inner model is a structural model that aims to predict causal relationships between latent variables or variables that cannot be measured directly. In the inner model, there are tests to see the structural model of a study, namely R-Square, Estimate for Path Coefficients, F-Square, and Q-Square. R-Square is the coefficient of determination of the endogenous construct. The estimate for Path Coeffisients is to see and measure the magnitude of the relationship B between latent variables. F-Square is to see the reliability of the model. Meanwhile, Q-Square is to see the size obtained by a model. From these four tests, the inner model of a SEM-PLS model construct can be seen. The following is a picture of the inner model in Figure 3 below.

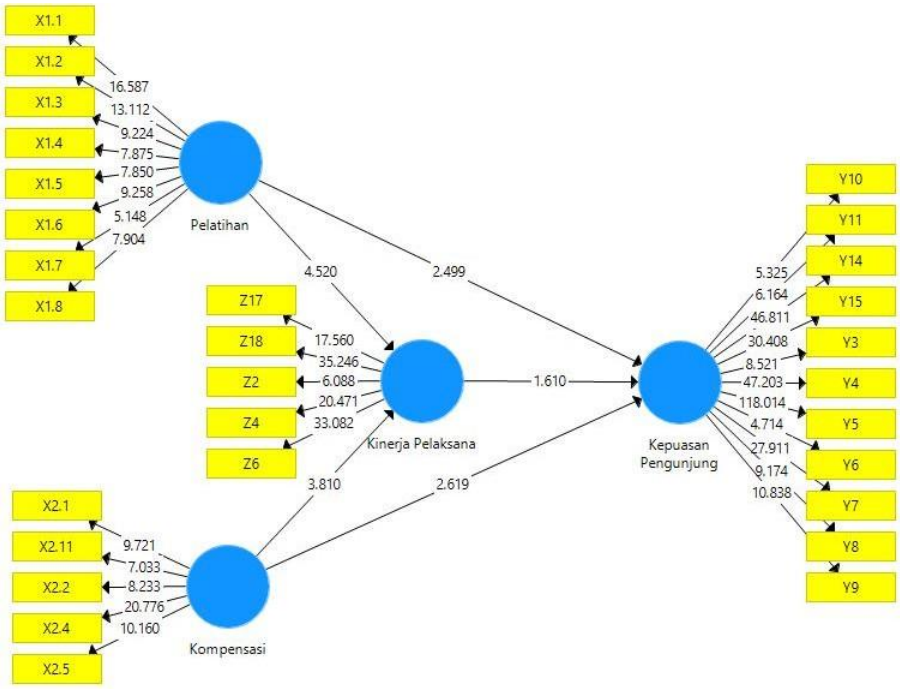

Figure 3.

Inner Model

Influence between Variables

In PLS analysis, after the model is proven to be fit, testing the influence between variables can be carried out. Testing this influence is testing direct influence and indirect influence. Based on the results of the PLS model estimation using the bootstrapping technique for 30 samples, the results of testing the direct and indirect effects between variables were obtained. Direct effects are the influence of exogenous variables directly on endogenous variables and indirect effects or what can also be called mediator variables are connecting variables that are used when the independent variable and dependent variable do not have significant results. In SEM-PLS analysis, the significance and direction of direct and indirect effects can be seen from the p-value, t-statistics, and path coefficients that connect endogenous to exogenous. If the p-value is < 0.05 and the T statistic is > 1.96 (t value two tail, α 5%), then it can be concluded that the exogenous variable has a significant effect on the endogenous variable with the direction of influence according to the sign attached to the path coefficient. Furthermore, if the p-value obtained is > 0.05 and the T statistic < 1.96 (t value two tail, α 5%), then it can be concluded that the exogenous variable has no significant effect on the endogenous (Hair et al. 2018).

Table 10.

Results of Direct Influence Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Implementing Performance -> Visitor Satisfaction	-0.333	-0.273	0.207	1,610	**0.118**
Compensation -> Visitor Satisfaction	0.546	0.524	0.209	2,619	**0.014**
Compensation -> Implementing Performance	0.451	0.452	0.118	3,810	**0.001**
Training -> Satisfaction	0.701	0.675	0.281	2,499	**0.018**
Training -> Performance	0.492	0.505	0.109	4,520	**0,000**

Source: Processed data (2023)

Based on the results of the direct influence testing, the following results were obtained:

Implementing Performance -> Visitor Satisfaction

Implementer performance does not have a significant effect on visitor satisfaction, as shown by sig. = 0.118 > 0.05, T statistic 1.610 < 1.96, this means that the high or low performance of the implementer does not affect the high or low level of visitor satisfaction;

Compensation -> Visitor Satisfaction

Compensation has a significant effect on visitor satisfaction, as shown by sig. = 0.014 < 0.05 and T statistic 2.619 > 1.96 and a positive path coefficient of 0.546, this means that the higher the compensation, the higher the visitor satisfaction, and vice versa, the lower the compensation, the lower the visitor satisfaction;

Compensation -> Implementing Performance

Compensation has a significant effect on implementer performance, as shown by sig. = 0.001 < 0.05 and T statistic 3.810 > 1.96 and a positive path coefficient of 0.451, this means that the higher the compensation, the higher the performance of the implementer, and vice versa, the lower the compensation, the lower the performance of the implementer;

Training -> Visitor Satisfaction

Training has a significant effect on visitor satisfaction, as shown by sig. = 0.018 < 0.05 and T statistic 2.499 > 1.96 and a positive path coefficient of 0.701, this means that the higher the training, the higher the visitor satisfaction, and vice versa, the lower the training, the lower the visitor satisfaction;

Training -> Implementing Performance

Training has a significant effect on implementer performance, as shown by sig. = 0.000 < 0.05 and T statistic 4.520 > 1.96 and a positive path coefficient of 0.492, this means that the higher the training, the higher the performance of the implementer, and vice versa, the lower the training, the lower the performance of the implementer.

Table 11.

Results of Indirect Influence Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Compensation -> Implementing Performance -> Visitors	-0.150	-0.134	0.104	1,449	**0.158**
Training -> Performance Implementation -> Visitor Satisfaction	-0.164	-0.123	0.107	1,522	**0.138**

Source: Processed data (2023)

Based on the results of the direct influence testing, the following results were obtained:

i. Compensation -> Implementing Performance -> Visitor Satisfaction Compensation does not have a significant effect on visitor satisfaction through intervening in implementing performance, as shown by sig. = 0.158 > 0.05, T statistic 1.449 < 1.96, this means that the level of compensation through the performance of service implementers does not affect the level of visitor satisfaction;
ii. Training -> Implementer Performance -> Visitor Satisfaction Training has no significant effect on visitor satisfaction through intervening implementation performance, as shown by sig. = 0.158 > 0.05, T statistic 1.449 < 1.96, this means that the level of training through the performance of service implementers does not affect the level of visitor satisfaction.

The Effect of Training on the Performance of Service Implementers

The results of this research indicate that training has a significant effect on implementer performance, indicated by sig. = 0.000 < 0.05 and T statistic 4.520 > 1.96 and a positive path coefficient of 0.492, this means that the higher the training, the higher the implementer's performance, and vice versa, the lower the training, the lower the implementer's performance.

The results of this research are in line with research by Naidah and Yanti (2017) The Effect of Training on Employee Performance at PT. Pelabuhan Indonesia IV (Persero)

Makassar, PT. Pelindo IV Makassar can continue to provide training to all employees evenly in accordance with established government regulations, so that the implementation of employee training held by the company is more programmed so that it can run effectively and efficiently so that employee performance can be improved properly.

The Influence of Compensation on the Performance of Service Implementers

The results of this research indicate that compensation has a significant effect on implementer performance, indicated by sig. = 0.001 < 0.05 and T statistic 3.810 > 1.96 and a positive path coefficient of 0.451, this means that the higher the compensation, the higher the performance of the implementer, and vice versa, the lower the compensation, the lower the performance of the implementer

The results of this study are in line with the research of Kenelak et al. (2016) concerning the Effect of Compensation on Employee Performance at the Baliem Arabica Multi-Enterprise Cooperative in Jayawijaya Regency. This study on the effect of compensation on executive performance shows that compensation has a significant positive influence on employee performance. For example, a study at the Baliem Arabica Multi-Business Cooperative in Jayawijaya Regency concluded that compensation was positively correlated with employee performance.

The Effect of Training on Visitor Satisfaction

The results of this research indicate that training has a significant effect on visitor satisfaction, indicated by sig. = 0.018 < 0.05 and T statistic 2.499 > 1.96 and a positive path coefficient of 0.701, this means that the higher the training, the higher the visitor satisfaction, and vice versa, the lower the training, the lower the visitor satisfaction.

The results of this research are in line with the research of Saraswati et al. (2015) concerning the Effect of Training on Employee Competency and Service Quality (Study at Eco Green Park, Batu) this research was conducted at PT. Mitra Solusi Telematics (MST) Jakarta found that training can increase the quantity and quality of productivity, reduce the learning time required by employees, form attitudes, loyalty, and more profitable cooperation, and help employees improve and develop themselves.

The Effect of Compensation on Visitor Satisfaction

The results of this research indicate that compensation has a significant effect on visitor satisfaction, indicated by sig. = 0.014 < 0.05 and T statistic 2.619 > 1.96 and a positive path coefficient of 0.546, this means that the higher the compensation, the higher the visitor satisfaction, and vice versa, the lower the compensation, the lower the visitor satisfaction.

The results of this research are not in line with research by Akhwanul Akmal and Ihda Tamini (2015) regarding the Influence of Compensation on Job Satisfaction of Gaya Makmur Mobil Medan Employees. The research found that financial compensation directly had a significant effect on job satisfaction.

The Influence of Service Implementer Performance on Visitor Satisfaction

The results of this research indicate that the performance of implementers does not have a significant effect on visitor satisfaction, as indicated by sig. = 0.118 > 0.05, T statistic 1.610 < 1.96, this means that the high or low performance of the implementer does not affect the high or low level of visitor satisfaction.

There have been no research results that specifically state that the performance of the implementer does not affect visitor satisfaction. However, several studies show the influence of other factors on visitor satisfaction.

The Effect of Training on Visitor Satisfaction Through the Performance of Service Implementers as an Intervening Variable

The results of this research indicate that training has no significant effect on visitor satisfaction through intervening implementer performance, as indicated by sig. = 0.158 > 0.05, T statistic 1.449 < 1.96, this means that the level of training through the performance of service implementers does not affect the level of visitor satisfaction.

No research has been found that specifically discusses the effect of training on visitor satisfaction through the performance of service providers. However, several studies show the effect of training on employee performance and job satisfaction. For example, a study shows that training has a positive influence on employee performance which is mediated by Indra Setiawan's job satisfaction (2021). Other research shows that training and competency influence employee job satisfaction, Yulia Rosalia (2018). Apart from that, there is research that analyzes the effect of employee training programs and compensation satisfaction on

employee performance with job satisfaction as an intervening variable Yanuar Yogatama (2013). Other research shows the influence of employee training and performance on service quality Rachmadi et al. (2020).

Although no research has been found that specifically discusses the effect of training on visitor satisfaction through the performance of service providers, these studies show that training influences employee performance and job satisfaction, which in turn can have an impact on service quality.

The Effect of Compensation on Visitor Satisfaction Through the Performance of Service Implementers as an Intervening Variable

Compensation does not have a significant effect on visitor satisfaction through intervening implementer performance, as shown by sig. = 0.158 > 0.05, T statistic 1.449 < 1.96, this means that the level of compensation through the performance of service implementers does not affect the level of visitor satisfaction.

The results of this research are in line with research in a study showing that financial compensation directly has a significant effect on job satisfaction carried out by Oktavianto Wahyu Ashary (2022). Other research shows that compensation has a positive and significant influence on employee job satisfaction conducted by Asra Gusti Nengsi (2018).

CONCLUSION

This research aims to analyze the direct and indirect influences based on training, compensation, and service implementer performance factors on visitor satisfaction in Tagrnov using the SEM-PLS analysis method and analyzing the level of visitor satisfaction with Tagrinov using the IPA analysis method.

First, the results of the SEM-PLS analysis show that the direct influence measurements in this study are as follows:

1. The results of this research succeeded in proving that the performance of the implementer does not have a significant effect on visitor satisfaction, this means that the high or low performance of the implementer does not affect the high or low level of visitor satisfaction;

2. Compensation has a significant effect on visitor satisfaction, this means that the higher the compensation, the higher the visitor satisfaction, and vice versa, the lower the compensation, the lower the visitor satisfaction;
3. Compensation has a significant effect on the performance of the implementer, this means that the higher the compensation, the higher the performance of the implementer, and vice versa, the lower the compensation, the lower the performance of the implementer;
4. Training has a significant effect on visitor satisfaction, this means that the higher the training, the higher the visitor satisfaction, and vice versa, the lower the training, the lower the visitor satisfaction;
5. Training has a significant effect on implementer performance, this means that the higher the training, the higher the implementer's performance, and vice versa, the lower the training, the lower the implementer's performance.

Furthermore, the SEM-PLS analysis shows that the indirect measurements in this study are as follows:

1. Compensation does not have a significant effect on visitor satisfaction through intervening performance of implementers, this means that the level of compensation through the performance of service implementers does not affect the level of visitor satisfaction;
2. Training does not have a significant effect on visitor satisfaction through intervening performance of implementers, this means that the high or low performance of implementers through the performance of service implementers does not affect the high or low level of visitor satisfaction.

Finally, the results of the IPA analysis show a measurement of the level of suitability to find out how much visitors feel satisfied with the performance of the Tagrinov facilitators, and how much the Tagrinov facilitators understand what visitors want regarding the services they provide. This research groups each attribute based on the following 4 quadrant divisions:

1. Attributes included in quadrant I in the IPA diagram can be interpreted as meaning that these attributes have quite a large influence on visitor satisfaction. As many as 1 of the 15 attributes given the assessment fall into quadrant I, including those related to (1) officers understanding visitor needs. These attributes need to be paid attention to and the following

is the order of attributes that are priorities for improving their performance by Tagrinov facilitators in implementing visitor services at Tagrinov.

2. The next quadrant, namely Quadrant II, can be interpreted as saying that the attributes included in this quadrant are attributes that are considered important by visitors and the performance carried out by the Tagrinov facilitator during the visit service activities is appropriate so that good performance needs to be maintained. Based on the assessments given by respondents, there are 3 out of 15 attributes included in this quadrant, including: (1) the Tagrinov location is clean and well maintained and comfortable to visit, (2) the officers have an attractive appearance, are neat and polite when serving visitors, and (3) officers can be trusted in providing services.
3. The third quadrant contains attributes that perform less well but are considered less important by visitors so they do not have much influence on the level of visitor satisfaction. There are 2 of the 15 attributes assessed by respondents as falling into quadrant III. These attributes include: (1) officers can solve visitor problems, and (2) officers provide quick and satisfactory responses to visitors' wishes.
4. The last quadrant can be interpreted as meaning that the attributes included in this quadrant are considered less important by visitors and are not even expected by visitors. The attributes contained in quadrant IV are: (1) the Tagrinov location has complete facilities, (2) the officers can provide good service, (3) the officers can provide information about Tagrinov, (4) the officers can be willing to answer every visitor's question appropriately and satisfactorily, (5) officers are willing to help visitors so that visitors feel satisfied, (6) officers have a friendly and polite attitude towards visitors, (7) officers serve competently and enthusiastically, (8) officers provide appropriate and satisfactory service, and (9) officers provide a sense of security to visitors.

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