

THE INFLUENCE OF TRAINING AND MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATING VARIABLE (STUDY AT PT. BPR GUNUNG KAWI)



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Abstract

This study aims to analyze the effect of Training (X1) and Motivation (X2) on Employee Performance (Y2) with Job Satisfaction (Y1) as a mediating variable at PT. BPR Gunung Kawi. This study uses primary data obtained from respondents through questionnaires. The population of the study consisted of all employees of PT. BPR Gunung Kawi, a total of 150 people. The sampling method used was Purposive Sampling. The sample consisted of 120 permanent employees with a minimum work experience of 2 years with a minimum education level of high school. Data analysis techniques include validity, reliability, t-test, and Sobel test for mediation test analysis. Data analysis was carried out using SPSS 26.0. The results of hypothesis testing using regression analysis showed that Training and Motivation have a positive and significant effect on Job Satisfaction. Training does not have a substantial effect on Employee Performance. Motivation and Job Satisfaction have a positive and significant effect on Employee Performance. Job Satisfaction is proven to be a mediating variable for both the effect of Training on Employee Performance and the effect of Motivation on Employee Performance.

Keywords: Training, Motivation, Employee Performance, Job Satisfaction

INTRODUCTION

Companies need employees with excellent performance in a competitive business environment (Prabowo & Anggraini, 2023; Sauerman & Isbahi, 2023). Employee performance can be observed through their achievements because performance is the actual behavior displayed by individuals as job achievements according to their roles in the company. Employee performance is very important for companies to achieve their goals (Hapsari, 2017).

Employee performance refers to the results of employee work, where these results must be concrete and measurable (Siagian et al, 2023). According to Busro (2018), employee performance is the work results that can be achieved by employees both individually and in groups in an organization, following the authority and responsibility given by the organization in achieving the vision, mission, and goals with the ability to solve problems within the specified time without violating the law (Plutzer, 2021). According to Veithzal Rivai (2018), performance is a function of motivation and the ability to complete tasks or assignments, which must have a certain level of ability (Masturi et al., 2021). Mangkunegara (2017) stated that employee performance (job achievement) is the work results in terms of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Rahayu & Liana, 2020).

Many factors affect employee performance. One of these factors is individual factors, which include ability, motivation, and organizational support (Zaena et al, 2022). According to Sarigih (2008), factors that affect employee performance include motivation, job satisfaction, physical working conditions, compensation systems, stress levels, economic aspects, technical aspects, and other behaviors. Simamora (2005) stated that performance is influenced by three factors: individual factors (ability and skills, background, demographics), psychological factors (perception, attitude, personality, expenditure, motivation), and organizational factors (resources, leadership, rewards, structure, job design) (Dwipayana & Dewi, 2016; Amalou, 2024).

One of the factors that affect employee performance is job satisfaction. According to Hasibuan (2013), job satisfaction is a pleasant emotional attitude and love for work. This attitude is reflected in work morality, discipline, and job satisfaction (Muayyad & Gawi,

2017). Robbins (2003) defines job satisfaction as an attitude towards work concerning the difference between the rewards received and what they should receive (Artadi, 2015). According to Sari (2018), training includes all efforts to provide, acquire, improve, and maintain work skills, product output, attitudes, and ethics at a certain level of ability and skill, according to job and position standards and qualifications. Dessler describes training as the process of teaching new employees the skills they need to do their jobs (Triasmoko et al., 2014).

Research by Putri and Irawanto (2018) stated that job training positively and significantly affects employee performance. However, another study by Ningsi et al. (2015) found different results, indicating that training did not significantly and positively affect employee performance. Previous research on training and job satisfaction by Anggi Meidita (2019) showed that training significantly affects job satisfaction. However, another study by Lestari et al. (2021) showed that training did not significantly affect job satisfaction. One of the factors that affects performance is motivation. Motivation is a set of attitudes and values that influence individuals to achieve certain goals. According to Mangkunegara (2013), motivation is a condition that drives employees to achieve their goals. (Paramitha & Liana, 2022). Hasibuan (2015) stated that motivation drives people to work together and achieve job satisfaction. It provides the joy and energy needed to work towards a common goal. When motivation is strong, people will be encouraged to integrate their efforts into their work. Robbins and Judge (2018) define motivation as a process that explains the intensity, direction, and persistence of efforts toward achieving certain goals (Basmin & Idris, 2021). Ratnawati (2020) stated that motivation is an internal and external drive that drives each individual to achieve optimal results in action. Work motivation drives individuals to take the desired action to achieve goals. Motivation can encourage work enthusiasm (Lara, 2022). Previous research on training and job satisfaction by Mubaroqah and Yusuf (2020) showed that motivation positively affects job satisfaction. However, another study by Mappamiring (2020) showed that motivation does not affect job satisfaction.

Based on pre-survey data that has been conducted on 30 employees at PT. BPR Gunung Kawi, it was found that concerning Employee Performance, the pre-survey results showed that 0.00% of respondents stated that they disagreed. Then, 2.5% of respondents

stated that they quite agreed. This shows that Employee Performance at PT. BPR Gunung Kawi still needs to be improved and further investigation and research are needed regarding this matter.

REVIEW OF LITERATURE

Employee Performance

According to Mangkunegara (2009), "Performance refers to the results of employee work, both in terms of quality and quantity, achieved when carrying out assigned responsibilities." According to Rafiq (2019), performance is a factor that influences the extent to which a person contributes to an organization. Improving performance, both at the individual and group levels is a focal point in efforts to improve organizational performance (Masturi et al., 2021). According to Hasibuan (2013), "Performance refers to a person's achievement in carrying out their duties based on their abilities, efforts, and existing opportunities." Based on the explanation above, performance refers to the results achieved by individuals in carrying out tasks based on skills, experience, dedication, and compliance with predetermined standards and criteria (Almaududi et al., 2021).

Job Satisfaction

According to Locke (1969), job satisfaction is a pleasant emotional state or positive emotion that arises from the assessment of one's job or work experience. Job satisfaction, as defined by Locke, is also determined by employees' perceptions of how well their jobs meet their perceived importance. According to Robbins and Judge (2015), job satisfaction is a positive feeling about a job that results from an evaluation of its characteristics. Individuals with high job satisfaction experience positive feelings about their jobs, while those with low job satisfaction experience negative feelings (Robbins & Judge, 2008). Loindong et al. (2019) stated that job satisfaction is an interesting and important issue because it has been shown to have significant benefits for individuals, industries, and society. For individuals, examining the causes and sources of job satisfaction allows for efforts to improve their overall happiness in life (Simanjuntan & Sitio, 2021).

Training

Rivai (2008) explains that training is a personal (often one-on-one), on-the-job approach used by managers and trainers to help improve employee skills and expertise levels. According to Mathis et al. (2010), stated that training refers to activities specifically designed to provide employees with the knowledge and skills needed for their current jobs. According to Kasmir (2016), training is defined as a process that aims to shape and equip employees by improving their skills, abilities, knowledge, and behavior. Based on the opinions of several experts mentioned above regarding training, the author concludes that training is a form of education provided to employees to acquire knowledge and skills for their jobs (Cahya et al., 2021).

Motivation

Motivation is a fundamental drive that drives someone to make all efforts because of a goal. According to Mangkunegara (2009), motivation is a condition or energy that drives employees in a way that is directed or focused on achieving organizational goals (Mahardika et al., 2020).

According to McClelland (2016), human motivation is a factor that influences and directs a person's actions. Three main focus areas of needs drive behavior, namely (Aldiansyah & Rijanti, 2021):

- a) The need for achievement
 1. Develop creativity
 2. Enthusiasm for high-performance
- b) The need for affiliation
 1. The need to feel accepted by others in the environment in which they live and work.
 2. The need for respect
 3. The need for a feeling of progress and not failure
 4. The need for a sense of involvement
- c) The need for power
 1. Have a good position
 2. Have the ability to achieve power

RESEARCH METHOD

Types of Research and Data Sources

The type of data used in this study is primary data. Data collection was carried out using a questionnaire. The data source used in this study is primary data. Primary data is a data source that directly provides data to data collectors. This means that researchers collect primary data without intermediaries, directly from the source, and can include interviews, surveys, or experiments conducted by the researcher himself. In this study, researchers used a questionnaire as a data collection tool, using a Likert scale ranging from 1 to 7.

Population

In this study, the population consists of all permanent employees working at BPR Gunung Kawi, a total of 150 people. Data collection was carried out using a questionnaire with a Likert scale for measurement.

Sample

The sampling technique used in this study is Purposive Sampling. According to Sugiyono (2019), Purposive Sampling is a sampling technique based on certain considerations, namely permanent employees, a minimum work period of 2 years, and a minimum education of high school.

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of respondents observed in this study included permanent employees with factors such as gender, age, length of service, and position. Data were collected using a questionnaire. A total of 150 questionnaires were distributed, and 120 were returned with all useful answers. The results of the descriptive analysis of the characteristics of the respondents are described as follows.

Respondent Gender

Respondent data based on gender shows that there are 61 female respondents (50.83%) and 59 male respondents (49.17%). Thus, it can be concluded that the majority of PT. BPR Gunung Kawi employees in this study are female.

Respondent Age

The results of the study showed that the characteristics of respondents working at PT. BPR Gunung Kawi is as follows: those aged >20-25 years reached 83 people (69.17%), those aged > 25-30 years reached 21 people (17.5%), those older >30-35 years reached 5 people (4.17%), and those who were > 35 years old reached 11 people (9.16%). Thus, it can be concluded that the majority of respondents of PT. BPR Gunung Kawi employees in this study were aged > 20-25 years or 69.17%.

Respondent's Length of Service

The results of the study show employee resilience obtained from 120 respondents as follows: the number of respondents with 2 to 5 years of resilience dominates with 94 respondents or 78.33%. Employees with a tenure of more than 5 to 10 years number 15 people or 12.5%. Meanwhile, employees with a tenure of more than 10 to 15 years number 8 people or 6.67%. Finally, respondents with senior positions of more than 15 years have a percentage of 3 people or 2.5%. This shows that the majority of PT.BPR Gunung Kawi employees are experienced in working in the company.

Respondent Education

Based on education level, respondents were divided into four categories: high school (SLTA), associate degree (D3), bachelor's degree (S1), and master's degree. (S2). The results showed that respondents with high school education (SLTA or equivalent) reached 19 people (15.83%). Respondents with education (D3) were 8 people (6.67%). Respondents with bachelor's degrees (S1) reached 89 people (74.17%). Meanwhile, respondents with master's degrees (S2) reached 4 people (3.33%). These results indicate that the majority of respondents have a bachelor's degree (S1).

Training Variable Description (X1)

Based on the data of respondents' responses to the training variable, the average Mean is at 5.56, indicating that employees show an attitude of "Agree", to the statement about training. The highest Mean is shown in X1.6 with a number of 5.68, namely the company provides training to employees to reduce errors, while the lowest Mean is shown in X1.2, the lowest Mean reaches 5.39, namely the company routinely analyzes employee performance

assessments within a certain time (per semester/per year). These data indicate that respondents generally have a positive opinion regarding the training provided.

Description of Motivation Variable (X2)

Based on the data of respondents' responses to the work motivation variable, the average Mean is at 5.48, indicating that employees show an attitude of "Agree", to the statement about motivation. The highest Mean is at X2.1 with a Mean of 6.03, namely employees try hard to achieve the given target. While the lowest Mean is shown at X2.4, namely with a Mean of 4.80, namely employees really want to be respected in doing good work by coworkers. These data indicate that respondents generally have a positive opinion about work motivation, with the X2.1 indicator showing the highest level of motivation.

Description of Employee Performance Variables (Y2)

Based on the data of respondents' responses to the Employee Performance variable, the average Mean is at 5.80 so that employees show an attitude of "Agree", to the statement about Employee Performance. The highest Mean is at Y2.1 and Y2.12 with a Mean of 6.00, namely the results of employee work are always neat and can be accounted for and employees are able to meet the number of attendance set by the company. While the lowest Mean is at Y2.6, namely with a Mean of 5.60, namely employees are able to measure the workload in accordance with the company's targets. These data show that respondents generally have a positive opinion regarding Employee Performance, with indicators Y2.1 and Y2.12 showing the highest level of employee performance results.

Description of Job Satisfaction Variable (Y1)

Based on the data of respondents' responses to the job satisfaction variable, the average Mean is at 5.56, this indicates that respondents show an attitude of "Agree". The highest Mean is at Y1.2 with a Mean of 6.10, namely employees are responsible for the tasks given by the company, while the lowest Mean is at Y1.6, namely with a Mean of 5.19, namely the company often raises salaries for employees. These data indicate that respondents generally have a positive opinion about job satisfaction with the Y1.2 indicator showing the highest level of job satisfaction.

Validity Test

Based on the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value, all variables show a number of more than 0.5, this indicates that the sample data is sufficient and adequate for factor analysis. The test results for each item of the variables studied have a Loading Factor > 0.4 so that all indicators in the variables studied are valid.

Reliability Test

Based on the results of the reliability test, it shows that all variables, namely training (X1) and motivation (X2), Job satisfaction (Y1) and performance (Y2) show Cronbach's Alpha values > 0.7. This shows that the variables in this study are reliable and reliable for further use in subsequent analysis.

Regression Test Results

Below are presented the data from the regression test results for the variables Training (X1), Motivation (X2), Job satisfaction (Y1), and Employee Performance (Y2).

Table 1
Regression Test Results

Equality	Model Test			Relationship between Variables	T-Test		Information
	Adjusted R Square	F Count	Sig.		Beta	Sig.	
$Y1 = a + b1 X1 + b2 X2 + e$	0.792	227,972	.000	PL --> TO	0.622	0,000	Hypothesis accepted
				MT--> TO	0.318	0,000	Hypothesis accepted
$Y2 = a + b1 X1 + b2 X2 + b3 Y1 + e$	0.804	163,844	.000	PL --> KI	0.086	0.319	Hypothesis rejected
				MT --> KI	0.278	0.002	Hypothesis accepted
				TO --> KI	0.583	0,000	Hypothesis accepted

Source: Processed data (2024)

Description: PL = Training, M = Motivation, KE = Job satisfaction, KI = Employee performance

Multiple Linear Analysis

The mathematical equation in multiple linear analysis is $Y_1 = a + b_1 X_1 + b_2 X_2 + e$, the beta coefficient value of X_1 is shown. of 0.622 with a significance of 0.000 ($p < 0.05$) then the beta coefficient value of X_2 is 0.318 with a significance of 0.000, $p < 0.05$ so it can be concluded that Training (X_1) and Work Motivation (X_2) positively and significantly affect Job Satisfaction (Y_1). Both are significant at the 0.05 level. From the beta coefficient value in the Y_1 equation, the equation can be written:

$$Y_1 = 0,622X_1 + 0,318X_2 + e$$

In the equation $Y_2 = a + b_1 X_1 + b_2 X_2 + e$ The beta coefficient value of X_1 is shown to be 0.086 with a significance of 0.000 ($p > 0.05$) then the beta coefficient value of X_2 is 0.278 with a significance of 0.000, $p < 0.05$. In the Y_1 variable, the beta coefficient value is 0.583 with a significance of 0.000, $p < 0.05$. From this data, it can be concluded that Work Motivation (X_2), and Job Satisfaction (Y_1) have a positive and significant effect on Employee Performance (Y_2) while Training (X_1) does not have a significant effect on Employee Performance (Y_2). From the data and explanation above, the Y_2 equation can be written as follows:

$$Y_2 = 0,086X_1 + 0,278X_2 + 0.583 + eY_1$$

Coefficient of Determination of Model 1

Based on the results of the regression test, the coefficient of determination (Adjusted R Square) was obtained at 0.792. This shows that 79.2% of the variation in the Job Satisfaction variable (Y_1) can be explained by the Training (X_1) and Motivation (X_2) variables. This value also shows that around 20.8% is explained by other variables that are not explained in this study.

Coefficient of Determination of Model 2

Based on the results of the regression test, the coefficient of determination (Adjusted R Square) was obtained at 0.804, indicating that around 80.4% of the variation in Employee Performance (Y_2) can be explained by the variables Training (X_1), Motivation (X_2), and Job Satisfaction (Y_1). Meanwhile, the remaining 19.6% is explained by other variables not examined in this study.

F Test Model 1

Based on the results of the regression test shown in the F Test conducted, it produced a calculated F value of 227.972 with a significance level (Sig) of 0.000 ($p < 0.05$) which indicates that the overall regression model is statistically significant. This shows that the variables Training (X1), Motivation (X2) simultaneously affect Job Satisfaction (Y1).

F Test Model 2

Based on the results of the regression test shown in the F Test conducted, it produced a calculated F value of 163.844 with a significance level (Sig) of 0.000 ($p < 0.05$) confirming that the overall regression model is statistically significant. This shows that the variables Training (X1), Motivation (X2), and Job Satisfaction (Y1) have a simultaneous effect on Employee Performance (Y2).

Hypothesis Test (t-Test)

1. The Influence of Training on Job Satisfaction

It is known that Training (X1) has a Beta coefficient of 0.622 and a significance level of $0.000 < 0.05$. This shows that Training has a positive and significant effect on Job Satisfaction, so Hypothesis 1 is Accepted.

2. The Influence of Motivation on Job Satisfaction

It is known that Motivation (X2) has a Beta coefficient of 0.318 and a significance level of $0.000 < 0.05$. This shows that Motivation has a positive and significant effect on Job Satisfaction, so Hypothesis 2 is Accepted.

3. The Impact of Training on Employee Performance

It is known that Training (X1) has a Beta coefficient of 0.086 and a significance level of $0.319 > 0.05$. This shows that Training does not have a significant effect on Employee Performance, so Hypothesis 3 is Rejected.

4. The Influence of Motivation on Employee Performance

It is known that Motivation (X2) has a Beta coefficient of 0.278 and a significance level of $0.000 < 0.05$. This shows that Motivation has a positive and significant effect on Employee Performance, so Hypothesis 4 is Accepted.

5. The Influence of Job Satisfaction on Employee Performance

It is known that Job Satisfaction (Y1) has a Beta coefficient of 0.583 and a significance level of $0.000 < 0.05$. This shows that Job Satisfaction has a positive and significant effect on Employee Performance, so Hypothesis 5 is Accepted.

Sobel Test Results

The results of the Sobel test are shown in the table below:

Table 2
Sobel Test Results

No	Sobel Test	Sobel Test Statistics	Sig. One Tail	Sig. Two Tail	Information
1	X1 to Y2 via Y1	7,631	0,000	0,000	Y1 mediates the relationship
2	X2 to Y2 via Y1	7,916	0,000	0,000	Y1 mediates the relationship

Source: Processed Data (2024)

1. Job Satisfaction Mediates the Effect of Training on Employee Performance

Based on the results of the Sobel Test in Table 2 Training (X1) on Employee Performance (Y2) through Job Satisfaction (Y1) shows a Sobel test statistic value of 7.631 with a significance level of $0.000 < 0.05$ for both one-tailed and two-tailed tests. This shows that Job Satisfaction mediates the influence between Training and Employee Performance. This is following the path analysis conducted previously, so Hypothesis 6 is Accepted.

2. Job Satisfaction Mediates the Effect of Motivation on Employee Performance

Based on the Sobel Test, the influence of Motivation (X2) on Employee Performance (Y2) through Job Satisfaction (Y1) shows a Sobel test statistic value of 7.916 with a significance level of $0.000 < 0.05$ for both one-tailed and two-tailed tests. This shows that Job Satisfaction mediates the influence between Motivation and Employee Performance. This is in accordance with the path analysis conducted previously, so Hypothesis 7 is Accepted.

The Influence of Training on Job Satisfaction

The results of the study showed that training has a significant effect on job satisfaction. Training provided to employees increases their job satisfaction. Training opportunities help employees expand their knowledge and skills, enable them to participate in productive teamwork, and experience progress and improvement at the individual level (Bhat & Rainayee, 2019).

Employee job satisfaction increases when they have the opportunity to attend well-designed and well-conducted training sessions. This is supported by findings from Karimi & Nejad (2018), Morikawa (2018), and Nauman et al. (2020), which show that training has a positive impact on employee satisfaction. Ultimately, training is directly related to employee productivity, and increased productivity increases employee satisfaction.

The Influence of Motivation on Job Satisfaction

The results of the study show that motivation has a significant impact on job satisfaction. The motivation given to employees increases their job satisfaction. If employees are not motivated, their job satisfaction level will be low. The relationship between motivation and job satisfaction is direct, meaning that if motivation is high, job satisfaction will also be high. Conversely, if motivation is low, job satisfaction will also be low.

The purpose of motivation is to make employees feel happy while working towards achievable company goals, thus creating job satisfaction for employees. Work motivation is very important to increase employee satisfaction. According to Asya & Nurwidawati (2023), dissatisfaction at work causes aggressive behavior and withdrawal from the workplace and social environment. Research by Diantari (2023), Asya & Nurwidawati (2023), and Carvalho et al. (2020) shows that motivation has a significant positive effect on employee job satisfaction and performance. The research findings provide evidence to support that work motivation is one of the factors or variables that can influence job satisfaction among employees in organizations or institutions.

The Impact of Training on Employee Performance

The results of the study showed that training did not have a positive and significant effect on employee performance. Training often occurs only for a short time and is not integrated with daily work routines. The findings show that training that is not sustainable

and not relevant to employees' daily needs cannot significantly improve their performance. The results of this study support research, (Choirunnisak, Faizal, Prasetya, 2021) which states that training does not affect performance.

The Influence of Motivation on Employee Performance

The results of the study show that motivation has a significant impact on performance. This means that if employee motivation is high, their performance will also be high. Conversely, when employee motivation is low, performance will also be low. Motivation provides employees with the drive to complete tasks assigned by the company. One of the factors that affects employee performance is motivation. Motivation is a state that drives someone to achieve a goal or desired result (Ermita, 2019). The relationship between motivation and employee performance is that employees tend to perform better when they are positively and consistently motivated. However, employee performance will decline if they do not have the right motivation. Therefore, motivation is directly proportional to employee performance.

Research by Aldiansyah and Rijanti (2021), Siswadi, Fahmi (2023), and Pratama (2020) shows that work motivation has a positive and significant effect on employee performance. Meanwhile, a study by Ekundayo & Oluwayomi (2018) revealed that motivation is a key factor influencing employee performance. In addition, this study shows a strong and positive direct relationship between motivation and employee performance through motivational tools such as employee involvement in decision-making, employee rotation, provision of benefits, payment of bonuses to workers, and promotion of deserving employees to higher authority positions.

Job Satisfaction Mediates the Effect of Training on Employee Performance

The results of the study show that training provided by the company makes employees satisfied with the attention given by the company. Training helps employees improve their current skills and adopt new skills that may be needed in the future. Training is one of the facilities that must be provided. There are many benefits obtained from training, both for employees and for the company. This includes the ability of employees to perform their tasks faster and more accurately, which benefits the company. Job satisfaction is achieved through job recognition, placement, care, equipment, and a good work environment. Employees who

enjoy their work will prioritize their job satisfaction. Research by Kartikasari (2017) shows that job satisfaction can mediate the relationship between training and employee performance. These results indicate that job satisfaction can mediate the effects of training on employee performance.

Job Satisfaction Mediates the Effect of Motivation on Employee Performance

The results of the research test show that job satisfaction mediates the effect of motivation on employee performance. Higher levels of work motivation that increase job satisfaction will also increase performance. Employees who are motivated because their basic needs and desires are met will feel satisfied with what they have achieved. If employees are satisfied, they will have better performance compared to those who are not satisfied. According to Kasmir's theory, there is a relationship between job satisfaction and employee performance with motivation as a mediator variable, because job satisfaction is related to employee attitudes towards their work, including work situations, collaboration between employees, rewards received, and other factors related to physical and psychological aspects. Motivation acts as an internal drive or encouragement for individuals to behave and work carefully and effectively according to the tasks and responsibilities assigned. When employees feel driven by the motivation given by the company and are satisfied with the rewards they receive, comfortable working conditions, and good cooperation between coworkers, it has a positive impact on their performance. This is also supported by research conducted by Afifah & Musadieg (2017), which shows that job satisfaction affects employee performance with motivation as a mediator variable.

CONCLUSION

Based on the research results, the following conclusions can be formulated:

1. Training has a positive and significant impact on job satisfaction. High training can increase job satisfaction. This means that if employees are often given training, job satisfaction will also increase.
2. Motivation has a positive and significant influence on job satisfaction. High motivation can increase job satisfaction. This means that if employee motivation is increased, job satisfaction will also increase.

3. Training does not have a significant effect on employee performance.
4. Motivation has a positive and significant influence on performance. High motivation can improve performance. This means that the more motivated employees are, the more their performance will increase.
5. Job satisfaction has a positive and significant effect on performance. High job satisfaction can improve performance. This means that if job satisfaction increases, employee performance will also increase.
6. Job satisfaction mediates both the effect of training on performance and the effect of motivation on performance.

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