



## The Role of Training and Competence in Enhancing Job Satisfaction and Employee Performance: A Literature Review

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### ABSTRACT

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The technical competency and soft skills of employees are a crucial factor for an organization to improve employee performance. However, the existing literature ignores the psychological aspects that motivate employees to perform, such as job satisfaction. The study aims to explore the role of training and competence in positively influencing employee employee satisfaction and performance. Current research is design as the literature review study and use a qualitative descriptive method. The latest five-year literature review on training and competence was obtained from the national journal database indexed by Garda Rujukan Digital, and Science and Technology Index. Further data were selected and analyzed to answer the study questions. The study demonstrate that there is a very positive influence between training and competence with job satisfaction. In addition, high competence has a crucial role in encouraging performance achievement according to organizational standards. Theoretically, this research contribute to the existing literature review on human resource development, with a focus on the strategic role of training to obtain employee competency.

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## INTRODUCTION

Organizations must have human resources (HRM) with high technical competency and soft skills to achieve the strategic goals (Karneli et al., 2024). It is because competency is one factor that enhances employee performance (Darmanto & Supriyadi, 2022), and the competency is the main factor of an organization's performance (Salman et al., 2020a). Another factor that makes high employee performance is effective training, which influences the success of implementing organizational strategies (Elnaga & Imran, 2013). For this reason, it is crucial for company or organization in manage the right strategy in planning the training, so that it can improve employee competence.

Several literature review studies have described the factors that influence employee performance. A Study by Salman et al. (2020) shows that hard and soft competencies greatly determine individual performance in a particular job. Important hard skill aspects include knowledge, skills, and behavior, while soft skills are basic individual attributes i.e. nature, attitudes, motives, self-image, and values. Similarly, study by Isbat et al. (2024) described that competence has an important role in enhaching employee performance, and it turn improves

overall organizational performance. Furthermore, the findings reveal that high competence can overcome obstacles in developing organizational performance through holistic and comprehensive training strategies. Another study by Hastuti et al. (2023) revealed that employees who are highly competent, including in skills, attitudes, and knowledge, influence their job satisfaction. For the company, this is very helpful in achieving the set goals. Finally, Wijayanti & Sari (2023) demonstrated that competency has a crucial impact on human resource performance, by easier to do their work and complete assigned tasks effectively.

Other existing studies focus on the impact of training on technical innovation and adaptability in industry (Hasyim & Bakri, 2024; Mutaqin et al., 2024; Pramono & Prahiawan, 2021). However, they ignore the psychological aspects that motivate employees to perform, such as job satisfaction. This condition creates a mismatch between the target training results and the competencies obtained by employees, so that optimal performance cannot be achieved. Likewise, despite many studies that have examined the effect of employee satisfaction on HRM performance (Ernawati & Abadi, 2024; Nurlinda & Hidayat, 2024), little research specifically explores this as a mediator.

Therefore, the study explores the literature review about the role of job satisfaction that improve performance in public human resource management. Theoretically, the study posing two research questions as follows: (1) *RQ1*. How training and competence are crucial for employee performance? (2) *RQ2*. How does job satisfaction play a mediating role in the two factors that improve employee performance? Furthermore, the objective of the research is to emphasize the role of job satisfaction in mediation relationship training and competence toward HRM performance. This study contributes theoretically by providing a comprehensive framework of the dominant variables that effect employee behavior.

## LITERATURE REVIEW

### The Herzberg Two-Factor Theory

This study is constructed following Herzberg's Two-Factor Theory, which provides a comprehensive overview of satisfied and dissatisfied factors impacting the job satisfaction (F. Herzberg, 2015; F. I. Herzberg, 1966; Sachau, 2007). Based on the theory, relationships with coworkers, relationships with leaders, and personal development increase job satisfaction (Alrawahi et al., 2020). Furthermore, the theory explains that motivators such as personal work advancement, growth, achievement, responsibility, and recognition, are determinant factors in workplace happiness (Berhanu, 2023). Regarding this, Shiri et al. (2023) explained that job training and professional development can help workers' loyalty to their jobs. In human resource practices, training has been empirically proven to contribute positively to employee involvement in organizational decision-making (Al-Oun & Al-Khasawneh, 2025).

### Training

Training is defined as a process that aims to provide knowledge, skills, and attitudes so that individuals can carry out daily tasks or activities in an organization (Armstrong, 2009). Through training, an employee will gain knowledge and skills (Al-Tit et al., 2022; Truitt, 2011), and it increase their self-confidence in facing various work challenges (Amalia et al., 2023).

Training is often carried out with reskilling or upskilling, when an organization makes changes in its system, which requires employees to learn new skills (Li, 2024). Based on this description, training means a process that provides employees with the knowledge, skills, and attitudes to carry out organizational tasks.

### **Competence**

According to Eraut (1998), competence is defined as a individual's performance to carry out responsibilities in their work, which consists of two main aspects, namely physical and intellectual abilities (Robbins & Judge, 2015). Competence can be understood in integration of three main dimensions, namely knowledge, skills, and attitude (Baartman & de Bruijn, 2011; Hämäläinen et al., 2021; Le Deist & Winterton, 2005). Based on the definition, it can be described that competence is the concept to refer to an employee's knowledge and skill collection for success in work tasks.

### **Job Satisfaction**

The concept of job satisfaction is defined as an individual's general attitude toward his job, including satisfaction to coworkers and superiors, organizational rules and policies are in place, and how they perform (Judge et al., 2020; Robbins & Judge, 2015; Saari & Judge, 2004). Job satisfaction refer to the positively or negatively feelings in job dissatisfaction (Adamopoulos, 2022; Adamopoulos & Syrou, 2022). Other scholars define job satisfaction as a positively emotional condition resulting from the appraisal of job (Gessesse & Premanandam, 2023). Based on this description, job satisfaction can defines as an employee's perception on their job, coworkers, supervisors, organizational policies, and others.

### **Employee Performance**

Employee performance is the job outcome of employees as a result of their responsibilities and duties (Mangkunegara & Prabu, 2015). Performance is actual outcome that measured in terms of the work quantity of work and work quality, which indicates how well individuals can achieve organizational goals (Utin & Yosepha, 2019). Employee performance is defined as an achievement, work results, or work outcomes from what employees have done in carrying out their duties and activities (Haryanto et al., 2022). Based on these, it can be declared that employee performance is actual results riced the employees in excetiong their duties, consisting outcome the work quality and work quantity.

### **METHOD**

This research design as the literature review with the aim of analyzing and synthesizing the finding of prior research and discuss its (Cabrera & Cabrera, 2023; Sauer & Seuring, 2023), related the relationship of competence, training, and employee satisfaction on their performance. The secondary data was used to obtained from relevant national scientific journal articles in five years, from the period 2021 to 2025. The literature was collected through systematic literature searches on Garda Rujukan Digital ([www.garuda.kemdikbud.go.id](http://www.garuda.kemdikbud.go.id)) and Science and Technology Index ([www.sinta.kemdikbud.go.id](http://www.sinta.kemdikbud.go.id)). Data collected was processed to selected

validity. Inclusion criteria are the articles indexed in Sinta and Garuda, abstracts are available, there are links, and PDFs can be accessed. The exclusion criterion is the digital object identifier (DOI) is invalid.

The analysis process was carried out with thematic analysis, and selected articles were analyzed comparatively to see patterns of relationships between variables. Then the findings are summarized to produce a comprehensive understanding. Data presented in tables to discover and explain the literature review. Finally, the analysis step is to compile the result and draw conclusions (Cabrera & Cabrera, 2023).

## RESULTS AND DISCUSSION

### Result

Several scholars have explained the role of training and competence as the factors that empirically influence job satisfaction and employee performance in Indonesia. Based on the collected information in our literature review, the summary can be described in Table 1.

**Table 1.** Previous Studies of The Role Training and Competence

| No. | Author and Year          | Sample                                                            | Technic Analysis                                            | Result                                                                                                                                                                                         |
|-----|--------------------------|-------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | (Kurnia & Ramdani, 2021) | Employee of Department of Transportation of Tasikmalaya City      | Descriptive-correlation method with a quantitative approach | The result confirms that training and competence through satisfaction simultaneously affected the employee performance.                                                                        |
|     | (Purnama et al., 2021)   | Employee in Mangga Besar Hotel, Jakarta                           | Multiple linear regression test                             | Job training and satisfaction have a positive influence toward work productivity, however competence has a negatif effect toward work productivity.                                            |
|     | (Wahyudi, 2021)          | Employees of PT. Tunas Toyota Serang                              | Partial Least Squares (PLS-SEM)                             | Training haven't a positive impact on HRM performance                                                                                                                                          |
|     | (Izzah & Firdaus, 2022)  | Employees in Metal and Engineering Industry in Sidoarjo           | Multiple Linear Regression Analysis                         | Training, competence, and job satisfaction have positive influencet toward employee performance                                                                                                |
|     | (Salju, 2023)            | Employee of East Luwu Agriculture Service.                        | PLS-SEM with SmartPLS                                       | Job satisfaction serves as a mediator between competence and training and performance.                                                                                                         |
|     | (Salju et al., 2023)     | Employee of Department of Agriculture and Food, East Luwu Regency | Structural Equation Modeling (SEM)                          | Training and competence have positive impact on employee performance. Furthermore, employee satisfaction serves as an intervening effect on the effect training and competence on performance. |

|                             |                                                     |                                                    |                                                                                                                                                                      |
|-----------------------------|-----------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Widianingsih et al., 2023) | Employee of PT TIKI East Semarang                   | Regression analysis                                | <b>Competence that drive by training and haven't impact on employee performance.</b>                                                                                 |
| (Kusworo et al., 2024)      | Intako Cooperative in Sidoarjo Regency              | Moderation analysis                                | Competence has a positive influence on employee performance                                                                                                          |
| (Putri & Karya, 2024)       | Employee training at Universities in Pekanbaru City | Partial Least Square (PLS)                         | Employees' competencies and training opportunities increase, so does their job satisfaction, which in turn enhances their overall performance.                       |
| (Saputra & Ong, 2024)       | Employees of PT. Adhi Karya,Tbk DPKA                | Structural Equation Modeling (SEM) with SmartPLS 4 | Training has a positif influence toward job satisfaction and performance, <b>however competence not significant impact on performance and employee satisfaction.</b> |

Source: <https://garuda.kemdikbud.go.id> (2025) and <https://sinta.kemdikbud.go.id/google/> (2025)

## Discussion

The findings of the literature review showed in Table 1, these was explained that training and competence have an important role for employees to obtain satisfaction in the workplace, both in public organizations and private organizations such as companies, educational institutions, and others. This shows that good knowledge, skills, and attitudes are key factors in obtaining employee satisfaction in their work. These evidence are reinforce the Herzberg Two-Factor Theory (F. Herzberg, 2015; F. I. Herzberg, 1966), which states that job satisfaction is built on a number of factors, including their ability in the workplace.

Further findings revealed that competence has an empirical effect on employees performance and achieving organizational success, especially in a competitive global era. According to Robbins and Judge (2015), employees who have high competence will produce output and outcomes according to the organization's expectations. Similarly, this is consisten with Li (2024), who states that with various skilling, reskilling, and upskilling training, employees have high abilities to achieve organizational targets. Additionally, according to Putri & Karya (2024) and Karneli et al. (2024), the competence is main source of employee ability that enhace job performance.

However, the findings show that some results are not consistent with theory. Study by Purnama et al. (2021) described that competence has a negatif effect toward work productivity. Moreover, the research by Wahyudi (2021) resulted in training not having a significant impact on HRM performance. Furthermore, Widianingsih et al. (2023) also showed that competence and training havn;t influence on HRM performance. Finally, the finding of Saputra and Ong (2024) the findings of Saputra demonstrate that competence has no significant impact on employee satisfaction and performance. Based on these, further studies are needed to reduce the contradictions in empirical studies that contradict with the theory.

## CONCLUSION

The findings from this reviewed literature conclude that the significant role of the training and competency in encouraging job satisfaction and performance. For employees, training is a real form of organizational effort to pay attention to employee careers. The results of this study also confirm that the competence is an determinant factor in improving performance. This competence can be improved independently by employees or through organizational training programs. The impact is that employee productivity increases and the goals set by the organization can be achieved.

The study has limitations, namely taking data from two sources of article databases in nationally accredited journals, namely Garuda and Sinta. Therefore, future studies should be able to expand it from various journal databases indexes, such as Google Scholar, Web of Science, Scopus, Crossref, and PubMed.

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