

## **Training, Motivation, Job Satisfaction, And Employee Performance of CV Sido Agung**

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### **Abstract**

This planning/research is about the effect of training, motivation, and job satisfaction on employee performance with the aim of knowing the effect of training, motivation, and job satisfaction on employee performance. The method used is quantitative. The research sample taken is the employee of CV Sido Agung. Data collection techniques using a questionnaire. The analysis used is descriptive analysis. The testing technique includes validity test, reliability test, classical assumption test in the form of normality test, hypothesis test in the form of t test, f test, and coefficient of determination test, multiple linear regression test. The results showed that : (1) There was no influence between training on employee performance, (2) There was no positive and significant effect between motivation on employee performance, (3) There was no positive and significant effect between job satisfaction on employee performance, (4) There is an influence between training, motivation, and job satisfaction on employee performance.

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

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**Abstrak**

Perencanaan/penelitian ini tentang Pengaruh Pelatihan, Motivasi, dan Kepuasan Kerja terhadap Kinerja Karyawan dengan tujuan untuk mengetahui pengaruh pelatihan, motivasi, dan kepuasan kerja terhadap kinerja karyawan. Metode yang dipergunakan adalah kuantitatif. Sample penelitian yang diambil adalah karyawan CV Sido Agung. Teknik pengumpulan data menggunakan kuesioner. Analisis yang digunakan adalah analisis deskriptif. Teknik pengujian meliputi uji validitas, uji reliabilitas, uji asumsi klasik berupa uji normalitas, uji hipotesis berupa uji t, uji f, dan uji koefisien determinasi, uji regresi linear berganda. Hasil penelitian menunjukkan bahwa: (1) Tidak terdapat pengaruh antara pelatihan terhadap kinerja karyawan, (2) Tidak terdapat pengaruh yang positif dan signifikan antara motivasi terhadap kinerja karyawan, (3) Tidak terdapat pengaruh yang positif dan signifikan antara kepuasan kerja terhadap kinerja karyawan, (4) Terdapat pengaruh antara pelatihan, motivasi, dan kepuasan kerja terhadap kinerja karyawan.

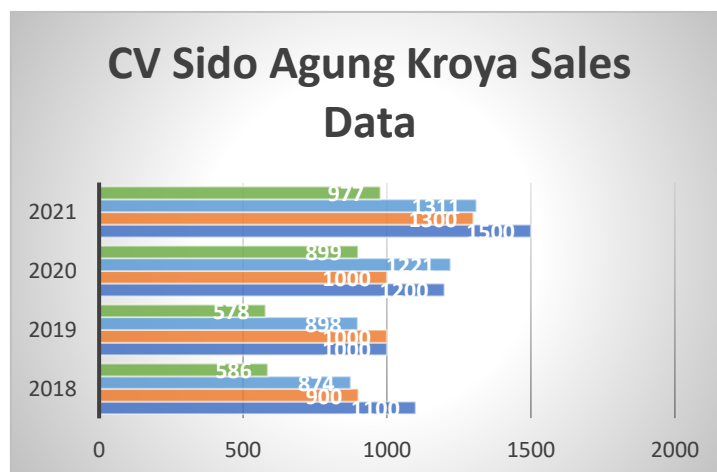
**Kata Kunci:** Pelatihat, Motivasi, Kepuasan Kerja, Kinerja

**INTRODUCTION**

In the era of globalization, many companies make strategic plans to make a company realize the best things in running its business, therefore running a business requires human resources who are time disciplined, fast in doing a job, and consistent with the vision and mission applied in the company, so that the goals and targets expected by the company can be achieved. To realize this success requires employees who are disciplined, future-oriented, consistent, and quality.

electronic trading and furniture with various types of household furniture such as cots, cabinets, dining tables, guest chairs, air conditioners, TVs, refrigerators, and washing machines established in 2018 and located in Pakutan, Pekuncen, Kroya District, Cilacap Regency, Central Java. CV Sido Agung has a desire to have competitive human resources, realize planned sales targets, and wants employees to feel satisfied having worked in the company.

CV Sido Agung is a company engaged in



**Figure 1.** Sales Data Processing Results of CV Sido Agung

To realize this desire, CV Sido Agung implements training to improve employee performance so that employees have high motivation and in order to increase employee job satisfaction. CV Sido Agung has provided several trainings to improve employee performance so as not to experience difficulties and can achieve sales targets. This is evidenced by the results of processing sales data and sales reality. The sales realization and sales target of CV Sido Agung are as follows:

From the data in Figure 1, it proves that there has been an increase regarding the non-fulfillment of sales targets every year in CV Sido Agung. Based on the results of a researcher interview conducted with the Head of Marketing, it was found that this could be because there were several jobs done by employees that had an impact on target mismatch or

lack of maximum. Not only that, this is also caused by training that is not on target, so employees still lack the ability to sell products. In addition, it is also caused by low employee motivation to work and employees feel dissatisfied with their work. From some of the explanations above, it can be concluded that this makes the company lose, because employees in the company do not contribute properly or do not function properly.

This made researchers conduct a pre-survey on several employees, and there were only a few respondents who participated in the pre-survey, namely 13 employees on CV Sido Agung to find out the training conditions from an employee point of view. The following are the results of the pre-survey that has been carried out: From the results of the Table 1, it can be concluded that training is low.

**Table 1. Results of Pre-survey Data Processing Regarding Training**

No	Dimensions	SD (1)		D (2)		A (3)		SA (4)		Total Score	Ideal Score	Percentage
		F	N	F	N	F	N	F	N			
1	Instructor	0	0	1	2	4	12	8	24	38	52	73%
2	Participant	0	0	9	18	4	12	0	0	30	52	58%
3	Material	2	2	9	18	2	6	0	0	26	52	50%
4	Objective	1	1	9	18	3	9	0	0	28	52	54%
Total										122	208	59%

SD: Strongly Disagree; D: Disagree; A: Agree; SA: Strongly Agree

F: Frequency; N: Frequency x Score; Total Respondent: 13 employees

Ideal Score: Highest Score x Total Respondent

**Table 2. Results of Pre-survey Questionnaire Data on motivation**

No	Dimensi ns	SD (1)		D (2)		A (3)		SA (4)		Total Score	Ideal Score	Percentage
		F	N	F	N	F	N	F	N			
1	Intrinsik	0	0	6	12	6	18	1	4	34	52	65%
2	Ektrinsik	0	0	1	2	4	12	8	24	38	52	73%
Total										72	104	69%

SD: Strongly Disagree; D: Disagree; A: Agree; SA: Strongly Agree

F: Frequency; N: Frequency x Score; Total Respondent: 13 employees

Ideal Score: Highest Score x Total Respondent

This is evidenced by the amount obtained, which is 122 of the ideal amounts or obtained a percentage of 59%. And the lowest score is found in the material dimension which means that most employees still feel that the training material that has been carried out does not meet the needs of employees so that employees are unable to support their work, so it has the lowest average with a percentage of 50% and employees are still unable to complete the work on target after attending training with an average produced of 54%.

Mangkunegara (2020), said training is a learning simulation with several efficient techniques, where non-administrative employees gain knowledge from training programs to achieve a goal.

Below are also the results of the pre-survey that has been conducted: According to Table 2. It can be known the results of the pre-survey regarding motivational variables. It was concluded that intrinsic work motivation is work

that is done not in accordance with ability by 65% of the ideal score. While ek work motivation explains that employees can complete work according to the company's target of 73% of the ideal score. While the total number of statement scores is 72 or 69% of the ideal score of 104. This proves that from some employees feeling no motivation, the motivation data is still low.

Terry Mitchel (2020) states motivation is the desire to achieve a goal in a psychological process. A good motivation for employees can be done by conducting a training, so that this will provide positive values to employees such as increasing knowledge and skills to improve the performance of these employees.

Employee satisfaction can be useful for establishing harmonious relationships between employees towards the company or colleagues. This is evidenced by the results of a pre-survey conducted for several employees with a total of 13 respondents and produced the following results:

**Table 3. Pre-survey Results on CV Sido Agung Employees**

No	Dimensions	SD (1)		D (2)		A (3)		SA (4)		Total Score	Ideal Score	Percentage
		F	N	F	N	F	N	F	N			
1	Work	2	2	9	18	2	6	0	0	26	52	50%
2	Salary	0	0	2	4	8	24	3	12	40	52	77%
3	Promotion	0	0	1	2	11	33	1	1	36	52	69%
4	Supervisions	0	0	8	16	5	15	0	0	31	52	60%
5	Co worker	6	6	7	14	0	0	0	0	20	52	38%
Total										153	260	59%

SD: Strongly Disagree; D: Disagree; A: Agree; SA: Strongly Agree

F: Frequency; N: Frequency x Score; Total Respondent: 13 employees

Ideal Score: Highest Score x Total Respondent

Source: Data Process 2022

Based on the results of the data processing on Table 3, it proves that the efforts made have not achieved positive satisfaction or many employees have not been satisfied. This can be seen based on the results obtained only 153 of the ideal score which should amount to 260 or 59%. The majority of employees are dissatisfied with the team formed based on the rules of their superiors to cooperate in achieving goals. Therefore, the results obtained are the lowest results based on the dimensions of colleagues above where a percentage of 38% is obtained. Coworkers chosen by superiors are considered to have not met employee job satisfaction.

Satisfaction with colleagues can be interpreted that someone feels in a pleasant work environment, such as the similarity between employees in taking attitudes so as to form a sense

of kinship between employees. Point Rosita (2016) states that job satisfaction can be interpreted as the perspective and attitude shown by employees towards the work given.

Based on existing phenomena and pre-surveys, the aim of this research is to analyze the influence of training, motivation and job satisfaction on employee performance of CV Sido Mukti.

## **THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT**

### **Training**

Dessler (2015) states that training is a process that teaches new employees and old employees, about basic skills according to their needs to carry out work in order to achieve goals.

There are several objectives of Simamora training (2004):

1. Improve employee skills with technological advances and improve performance.

2. Time efficiency for new employees to learn the work system in the company.
3. Help find solutions to problems related to operations.
4. Prepare employee capabilities for the sales process
5. Fulfill additional knowledge for employees.

### **Motivation**

Mathias and Jackson (2009) that motivation is something that comes from a person or in oneself to perform a useful action. In general, people take action because they have a goal to achieve, which means that motivation is the drive within oneself to achieve a goal.

There are several indicators of motivation or encouragement of Mangkunegara (2013), namely:

1. Hard work: carry out activities with the abilities they have.
2. Future orientation: predicting what will happen in the future.
3. Efforts to progress: carry out activities that have a purpose.
4. Selected colleagues: select colleagues who can be collaborated with as a means of achieving goals.
5. High level of ideals: something that is coveted can be achieved through effort and struggle.
6. Task orientation: leadership to focus on leading work and responsibilities.
7. Perseverance: the effort to achieve goals without giving up until success
8. Time utilization: employees can do their work according to their wishes without coercion during free time.

### **Job Satisfaction**

Kreitner and Kinicky (2010) explain that job satisfaction is a person's answer to the recognition of his emotions with many points of view from work. Job satisfaction looks certain, only different in terms of the mindset and expectations of the person. Employees are expressed satisfied because they have many perspectives on their work and someone is said to be dissatisfied also has many other aspects.

Spector (1997) explains the indicators of job satisfaction as follows:

1. Salary: is a representation of income in the mutualism relationship of the company with employees, both large and small, fair and appropriate or not in determining job satisfaction
2. Promotion: this promotion is given because with fair and competitive improvement opportunities for all levels of employees, employees feel more appreciated for their hard work so that it can affect employee job satisfaction
3. Supervision / supervision: this is intended for employees in the form of providing a sense of justice and direction given by someone who is competent in their field with certain mechanisms and units.
4. Allowance: is an additional salary for employees beyond the basic salary given by the company on certain days usually.
5. *Reward*: is something given to someone for achieving goals or appreciation given by the company if they have done the job properly.

6. Operational conditions: if the work environment is good then employees will feel satisfied because the environment is comfortable to work such as with a clean room and has space for each employee.
7. Co-workers: employees will feel satisfied if they have colleagues who have similarities or frequency so that they can work together to achieve company goals.
8. Nature of work: mandatory activities carried out directly by employees related to work.
9. Communication: establish good communication with colleagues or others in the company to support employee performance.

## Job Performance

Mathias (2002) said performance is an activity that is carried out or not carried out by employees. Employee performance also affects the number of contributions to the company. And the improvement of good performance for employees is a concern in improving performance for the company.

Performance is a good performance, rather than a real work result from a predetermined standard. With this, performance focuses on worker results. Therefore, companies are based on human behavior in a company that meets the needs of the standards of behavior that have been set by Dessler (1992).

Mangkunegara (2008) employee performance is influenced by several indicators, including:

1. *Quality of Work*
2. *Quality of Work*
3. *Job Knowledge*
4. *Creativity*
5. *Teamwork*

## Hypothesis Development

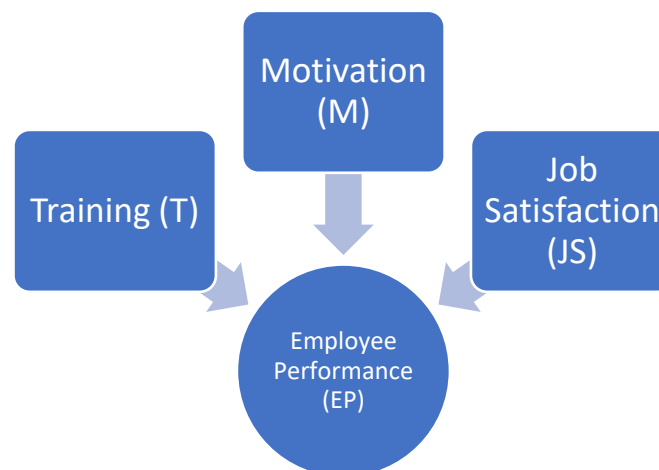


Figure 2. Research Framework

Here is the hypothesis of this study:

H1: Training has a positive and significant influence on performance.

H2: Motivation has a positive and significant influence on performance.

H3: Job satisfaction has a positive and significant influence on performance.

H4: Training, Motivation, and Job Satisfaction have a positive and significant influence on performance.

## RESEARCH METHOD

This type of research using a quantitative approach is the type of approach in this study. A quantitative approach is a method of testing a certain theory so that related variables are known, in this case testing the effect of training, motivation, and job satisfaction (dependent variable) related to employee performance (independent variable).

## RESULT, DISCUSSION, AND MANAGERIAL IMPLICATION

Respondents were employees of CV Sido Agung as many as 43 respondents and proved that respondents were 58% more male than female respondents. This is in accordance with the duties of superiors that men are considered to know more about electricity, furniture, and more male labor is needed as well.

The age of respondents in this study aged 18 years -21 years as much as 7%. In addition, the age of respondents > 24 years as many as 63% who are elderly and have a strong workforce to work. The majority of respondents have worked for > 2 years, which is 49%. This is due to employee understanding related to reliable products. In

addition, all employees have previously attended the training held.

## Validity Test

Based on the results of the Validity Test, it proves that each question item is declared valid from the indicators of Training (T), Motivation (M), Job Satisfaction (JS) and Employee Performance (EP) on CV Sido Agung employees. The above result is expressed by the value of  $r$  calculate each indicator higher than  $r$  table. Therefore, all indicators on these variables have met the research requirements. The conclusion in the Validity Test conducted is that each question item produces a significant value below or less than 0.05, then in each question item it is declared valid Ghozali (2012).

## Reliability Test

Based on the results of data processing, it can be concluded that all variables in this study *are reliable*. This is evidenced by the value of Cronbach Alpha greater than the minimum limit (0.7). Therefore, all indicators in this study have good reliability. This means that all of these indicators used have met the research requirements, because each indicator in this study is able to get consistent data. If the value of Cronbach Alpha is less than 0.7, it means that the data is not reliable so it is necessary to replace the indicator used by Imam Ghozali (2011).

## Normality Test

Ghozali (2018) The normality test aims to test whether the confounding variable or residual

variable in the regression model used has a normal distribution. As is known, the results of the Kolmogorov-Smirnov Test on 43 samples prove that the Unstandardized Residual value has an Asymp value. Sig. (2-tailed) of 0.058 is greater than 0.05.

This proves that this study is normally distributed, which proves that regression in this study is good. Based on the results of the normality test using the Probability Plot, it proves the spread of data points in the direction of the diagonal line. In the picture, it can be proven that in this study it is normally distributed. This means that the data in this study have qualified to perform multiple linear regression models.

### **F Test**

The F test proves that the value of sig. 0.019 is less than 0.05. This means that three independent variables (Training, Motivation, Job Satisfaction) in this study have an influence on the dependent variable (Performance) simultaneously. The conclusion on this F test is the hypothesis of Training, Motivation, Job satisfaction has a negative influence on Performance received. In addition, for this study means that there is at least one variable either training or motivation or job satisfaction that has a real effect on performance as a dependent variable.

### **T Test**

Based on the data processing in Table 4, it can be explained that the results of the partial test or t test on the training variable (T) on performance (EP)

resulted in 0.915 with a value of significance of 0.366 which means that the first hypothesis is accepted because it proves that the training variable has a significant influence on the performance variable.

on the motivation variable (M) on Performance (EP) produces 1.187 with a value of significance of 0.242 which means the first hypothesis is accepted, because it proves the motivation variable affects the significance of the performance variable, and the variable Job satisfaction (JS) to Performance (EP) results in 1.723 which has a result of its significance worth 0.093 with the conclusion that the first hypothesis is accepted, because it proves the motivation variable affects significantly to the performance variable.

### **Test Coefficient of Determination**

From the results of table 5 proves the *value of Adjusted R Square (R2)* which is  $0.163 = 16.3\%$  that proves training, motivation, and job satisfaction affect performance variables by 16.3%, the remaining 83.7% is influenced by other factors outside the research variables that have been studied.

### **Double Linear Regression Test**

The regression equation above shows the relationship between the independent variable and the dependent variable partially, the conclusions obtained based on the equation are:

1. The constant value proves the value of the dependent variable (EP).

**Table 4. T Test**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,457	6,783		1,394	0,171
Training T	0,146	0,159	0,160	0,915	0,366
Motivation M	0,308	0,259	0,204	1,187	0,242
Job Satisfaction JS	0,286	0,166	0,258	1,723	0,093

**Table 5. Coefficient of Determination**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.472 <sup>a</sup>	.223	.163	3.912	1.386

this means that performance as the dependent variable (EP) has a constant value of 0.457 (judging from the *Unstandardized value B*). Therefore, if the independent variables namely Training (T), Motivation (M), and Job Satisfaction (JS) are considered constant then the value of Performance (EP) is 9,457.

2. Training (T) has a positive influence on performance (EP). This is proven based on the *standardized coefficient* beta value in Training of 0.160. Therefore, from the regression results, it is concluded that with the increase in Training (T), the Performance variable (EP) will also increase with an increase rate of 0.160.

3. Motivation (M) has a positive influence on performance (EP). This is proven based on the value of *the standardized coefficient* beta in Motivation of 0.204. Therefore, from the regression results, it is concluded that with an increase in the increase in motivation (M), the Performance variable (EP) will also increase. With an increase rate of 0.204.

4. Job satisfaction (JS) has a positive influence on Performance (EP). This is evidenced by the value of *the standardized coefficient* beta on job satisfaction of 0.258. Therefore, from the regression results, it is concluded that high job satisfaction (JS) eating will affect

performance (EP). With an increase rate of 0.258.

### Implications Of Research Results

Based on the above research produced the following conclusions:

1. The effect of training on employee performance on CV Sido Agung. This study proves that the level of training is low with evidence of employees who are not interested in training because the material provided is not as needed. This is supported by tests from regression analysis. *The output* of the t test proves that the variable X1 (Training) does not have much influence on variable Y or employee performance. The result of t is calculated that the amount of 0.915 is smaller than the value of t table (Dk - n - k) 2.023 which has a sig value of  $0.366 > 0.05$ . It means that the variable training held does not have an influence that can make CV Sido Agung employee performance increase. The results of the study were proven by the existence of research journals Anriza Julianry et al, Raynaldy Rizky Rahmawati, Mei Retno adiwati.
2. The Effect of Motivation on Employee Performance on CV Sido Agung  
This study was set on CV Sido Agung employees which proved that there were employees who felt less motivated who were good. The results obtained from data processing using SPSS that the sig value can be known through the motivation results (M) with employee performance (EP) having a sig

value of  $0.242 > 0.05$ , it states that it has an insignificant correlation and from the calculated t results obtained by 1.187 which is less than the table t result value of 2.023. So this result states that not entirely motivation can affect employee performance. What can be obtained from this is that employee work can be more active just because motivation is used as a driver. Then if employees will be able to feel more appreciated in their work if given positive motivation by their leaders. This result is evidenced from the results of research researched by Rizal Syarief, M Joko Affandi.

3. The Effect of Job Satisfaction on CV Sido Agung Employee Performance. Research is applied to CV Sido Agung employees which proves the results obtained from data processing, namely employees who are satisfied with their work will do their work seriously and optimally. The value of multiple linear regression analysis, obtaining a regression model is  $EP = 9.457 + 0.160T + 0.204M + 0.258JS$ . The results stated that if job satisfaction in the company is further improved, it will result in employee performance or an increase of 0.258 per employee. The constant value contained in the regression model produces 9.457, this proves that if there are no training and motivation variables, the total employee performance score is 9.457. From the value of the t test, the calculated t obtained is 1.723 lower than the result of t table 2.923. GIS values of  $0.093 > 0.05$  prove that job satisfaction has no

influence on employee performance. The above results refer to research that has been researched by Nur Abisin et al.

4. The effect of training, motivation, and job satisfaction on the performance of CV Sido Agung employees. The research has been proven by the results of data processing, it can be concluded that training, motivation, and job satisfaction have an influence on performance simultaneously. The results of the F count test prove with the existence of an independent variable that simultaneously has an influence on employee performance of 3.728 higher than f table 2.84 which has a significance of  $0.019 < 0.05$ . This statement can be known from the results of the table above proving with a test value of the coefficient of determination (*Adjusted R Square*) of 0.223. The results stated that if the contribution of the independent variables was Training (T), Motivation (M), and Job Satisfaction (JS) with results worth 22.3% and the rest of the calculation was 77.7%, it can be concluded that it was influenced by other variables that were not done by researchers to be studied. This research led to research that has been researched by Yanyan Kartiwa and Bambang Somantri

## **CONCLUSION, SUGGESTION, AND LIMITATIONS**

Based on the results of the data tests that have been carried out, it can be analyzed or concluded that: The value of data processing using the t test produces if it does not have an influence on training

variables on employee performance variables in CV Sido Agung, The value of data processing using the t test produces results that do not have or show a positive and significant influence between motivation variables on employee performance variables CV Sido Agung, The value or results of data processing show that the t test does not have a positive and significant influence on the variable of job satisfaction on the variable of employee performance of CV Sido Agung, The value of data processing using the F test shows that it has a significant influence on the variables of training, motivation, and job satisfaction on employee performance on CV Sido Agung.

The following are suggestions from researchers for future research: CV Sido Agung management is advised to be able to find solutions and *support* for employees who have problems or obstacles in their work, and can overcome well the problems. It is recommended to always give praise or appreciation to the performance or potential of employees that have been achieved so that they can improve employee performance and provide the best results for the company. The management of CV Sido Agung is advised to improve training, provide good motivation to employees about their work consistently so that it can increase job satisfaction automatically will also increase employee performance and provide the best effect for the company. The management of CV Sido Agung is advised to conduct further research on other variables that have not been related to employee performance on CV Sido Agung.

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