

The Effect of Training and Work Environment on Employee Performance with Job Satisfaction as Moderating Variable at PT Karsa Mulia Sejahtera Balikpapan

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Abstract

The aim of this study is to determine if training and workplace environment have an impact on employee performance with job satisfaction acting as a moderating variable. This type of study employs a quantified approach and a 40-person sample size. Information was gathered by handing out surveys (primary data). The statistics in this research are examined using path analysis. According to research findings, training has a positive but not statistically significant effect on employee performance, job satisfaction has a positive and statistically significant effect on employee performance, and work environment has a positive and statistically significant effect on employee performance. However, job satisfaction is unable to moderate either of these effects on employee performance.

Keywords: Training, Work Environment, Employee Performance, Job Satisfaction

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui apakah pelatihan dan lingkungan tempat kerja berdampak pada kinerja karyawan dengan kepuasan kerja sebagai variabel moderasi. Jenis penelitian ini menggunakan pendekatan kuantitatif dan ukuran sampel 40 orang. Informasi dikumpulkan dengan membagikan survei (data primer). Statistik dalam penelitian ini dikaji dengan menggunakan analisis jalur. Berdasarkan temuan penelitian, pelatihan berpengaruh positif namun tidak signifikan secara statistik terhadap kinerja karyawan, kepuasan kerja berpengaruh positif dan signifikan secara statistik terhadap kinerja karyawan, dan lingkungan kerja berpengaruh positif dan signifikan secara statistik terhadap kinerja karyawan. Namun, kepuasan kerja tidak dapat memoderasi salah satu dari efek tersebut pada kinerja karyawan.

Kata Kunci: Pelatihan, Lingkungan Kerja, Kinerja Karyawan, Kepuasan Kerja

INTRODUCTION

Due to the increasingly high level of competition among industrial organizations, skilled human resources with the insight, expertise, and ability to produce the best performance are required. In a business whose responsibilities and activities cannot be replaced by other resources, human resources are an important commodity. Compared to other business

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components, such as technology, supplies, and finance, human resource is the most important component because people manage these components (Laksono, 2018).

Mangkunegara (2013) asserts that employee performance is the end result of the value and quality of work that has been produced while performing tasks in line with the obligations imposed on him by the employer. Performance is the individual result of an employee, because everyone has a different set of skills, as well as the way they complete tasks and the results they achieve (Hamid, 2019). Job satisfaction is an important component of HR management. The link between job satisfaction and workplace skills can be seen as follows: the more satisfied an employee is with his job, the better performance he will give (Fauziah, 2022). In essence, the level of satisfaction of each person varies depending on the guiding principles that exist within him. The more work done in line with individual preferences in the work process, the better employee happiness will be. Businesses can improve employee productivity by implementing job training programs. With job training, everyone can develop their talents and skills to increase productivity in accordance with business needs. (safitri, 2019). Employees will adapt to their jobs as well as the world around them through a successful and efficient job training program. According to Dessler, (2015), training is the process of delivering certain information, abilities, and attitudes to workers so that they can improve their abilities and perform their duties effectively. One strategy to close the performance gap between the human resources an organization needs and its capabilities is to offer job training programs to workers. In addition to job training, the workplace environment can have an impact on employee performance (Siagian, 2008). If supported, among others, by a healthy and supportive atmosphere, HR can carry out their duties effectively and provide the best results (supardi, 2003) explains that the work environment is all the facilities and infrastructure contained in the worker's area. This work environment includes offices, equipment, lighting, quietness, cleanliness, and interactions between individuals who work there.

In accordance with research by Prasetyo (2017) work environment has a positive but favorable impact on employee capabilities. The work environment, however, has a beneficial and considerable impact on employee capabilities, according to a study conducted by Jaya (2018). Based on some of the research above, researchers add job satisfaction as a moderating variable because of the findings of the research, Pich & Fendy (2021) said that job satisfaction can moderate the impact of training on employee ability. Other research conducted by (Bayu 2016) revealed that job satisfaction can moderate the impact of work area on employee ability. So in this study job satisfaction is used for moderating variables on the effect of work environment and training on employee abilities. According to the results of interviews with employees and also supervisors of PT Karsa Mulia Sejahtera Balikpapan, researchers found several problems in the company related to work area, training, and job satisfaction on employees' abilities. performance in the company, the first factor is training, job training at PT Karsa Mulia Sejahtera has not been fulfilled optimally. This is caused by the company's delay in providing job training programs for new employees. The second factor that is thought to reduce performance is the work environment, To create the best performance, all employees must work in a safe and pleasant environment. (Mamangkey et al, 2015). The work environment at PT Karsa Mulia Sejahtera is not entirely good. This is evident in the actual work environment. Many employees expressed fatigue due to the distance between their workplace and the locker room, which requires time and effort to go. The company is experiencing problems in both physical and non-physical work areas. For example,

some senior workers hazed new employees under the pretext of creating a different working atmosphere.

LITERATURE REVIEW

Employee performance according to Mangkunegara, (2013) is the quality and quantity of work results obtained by workers within a specified period of time while carrying out the tasks assigned to them by the company. Hanafi and Yohana (2017) explain that employee performance is a function of ability and motivation consisting of skills, training and resources needed to do the job and the motivation used as an inner strength to encourage employees to do his job. Based on the definition of performance according to experts can concluded that the performance is the ability of employees in carry out the work process assigned to him to achieve optimal results for the company both in terms of quality and quantity.

Dessler (2015) training is the process of teaching skills to human resources in the company to prepare them to carry out their work. Laksono, (2018) defines that training is a process in which the company provides lessons to employees regarding attitude, discipline and provides skills according to the field of work that the employee will perform. Based on the opinions of experts, it can be concluded that training is a series of activities given by the company to new employees as well as old employees to increase knowledge and skills so that employees can carry out the work process optimally.

Supardi (2003) defines the work environment as an arrangement in and around the workplace that can make employees feel happy, safe, calm, and satisfied so that they can fulfill the tasks assigned to them by the company. Simajuntak, (2011) can interpreted as all the work equipment used, the surrounding environment, how to work that affects the work process of employees well as an individual or a group. It can be concluded from the opinion of experts that the work environment is a situation around employees, whether it's a comfortable place to work, or colleagues who can influence him in carrying out his daily work.

Job satisfaction, as defined by Robbins (2015) is the overall attitude that employees have toward their jobs, including contact with superiors and coworkers, company policies and rules, work standards, and the work environment. Hartatik (2014) job satisfaction is a feeling that supports or does not support employees themselves related to work and with their condition. Based on several definitions of job satisfaction according to experts, it can be concluded that job satisfaction is an individual thing, because each employee has a different level of satisfaction according to the guiding values embedded in him in dealing with things that happen in the company (Pradana & Hamid, 2013).

According to Dessler (2015) training is an effort made by the company in increasing the skills and knowledge of employees when doing a certain job. Research results Permatasari et al, (2021) prove that training has a significant and positive impact on employee performance. According to Prasetyo (2019), the work environment is composed of physical and non-physical factors that affect the ability of workers to carry out the responsibilities given to them by the company. non-physical aspects of the workplace, such as relationships between coworkers and between coworkers and leaders. Physical aspects of the workplace, such as workspace, airflow, cleanliness, and comfort. Research Darmadi (2021) shows that the workplace has a favorable and significant impact on employee capabilities. Handoko (2013) said, employees' emotional response to whether they find their work unpleasant or pleasant is referred to as job

satisfaction. Therefore, training is any effort to improve employee performance in certain activities that involve responsibility Gomes (2003). According to research Pich & Fendy (2021) research, job happiness has the ability to moderate the impact of training on employee ability. According to Bayu (2017) job satisfaction is an employee's (positive) attitude towards his job, which is caused by his assessment of the work situation. Besides that, Bayu (2017) said that a conducive workplace can encourage employee production power, thereby fostering employee abilities. From research Prasetyo (2017), work happiness can reduce the impact of the workplace on employee ability. Therefore, hypotheses in this research were:

H1: Training has a positive and significant effect on employee performance

H2: Work Environment has a positive and significant effect on employee performance

H3: Job Satisfaction moderates the effect of training on employee performance

H4: Job Satisfaction moderates the effect of work environment on employee performance.

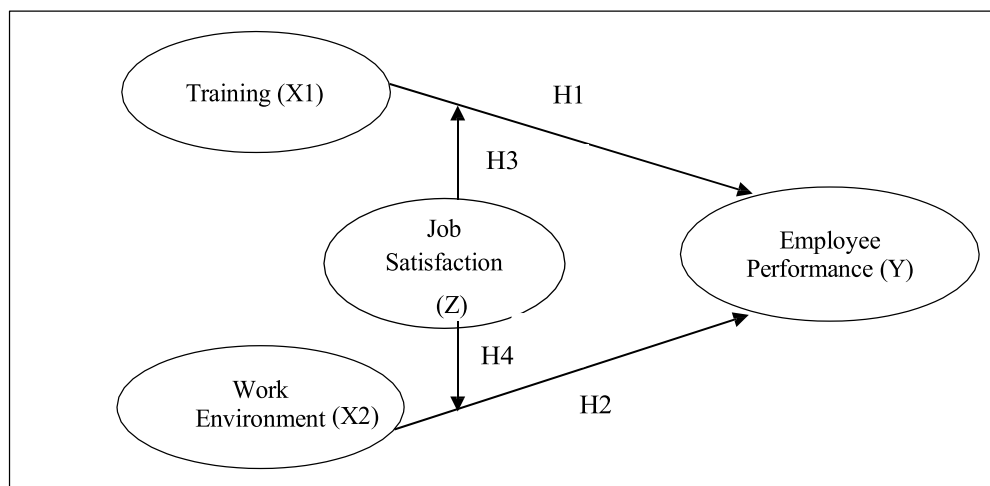


Figure 1. Research Framework Model

RESEARCH METHODS

This research is conducted at PT Karsa Mulia Sejahtera which is located in Karang Joang Village, North Balikpapan Sub-district, Balikpapan City, East Kalimantan. This research is quantitative. Population and sample using total sampling of 40 workers who work as *engine washing* at PT Karsa Mulia Sejahtera Balikpapan. By distributing questionnaires to collect the main data of the research. Likert scale is used as the scaling method in this investigation. The technique for data analysis uses SmartPLS.

RESULTS AND DISCUSSION

The majority of respondents were male, 40 employees with a percentage of 100 %, the majority of respondents aged between 22-25 years, 24 employees with a percentage of 60%, the majority of respondents' educational level, namely SMA of 39 employees with a percentage 97,5%, the majority of respondents worked for more than 1-5 years as many as 18 employees with a percentage of 45.

Table 1. Characteristics of Respondents

Characteristics	Information	Frequency (person)	Percentage
Gender	Male	40	100%
	Female	0	0%
Age	18-21 years	11	27,5%
	22-25 years	24	60%
	26-30 years	2	5%
	>30 years	3	7.5%
Level of Education	SMA	39	97.5%
	Bachelor (S1)	32	64%
Years of Service	<1 years	15	6%
	1-5 years	18	28%
	>5 years	7	46%

Source: Primary Data Processed (2023)

The analysis method applied in this research is Partial Least Squares, which is carried out in stages with the outer measurement test, inner measurement test model, and bootstrapping hypothesis testing. This study applies outer loadings ≥ 0.5 = Valid and AVE value ≥ 0.5 . After processing the data analysis with SmartPLS, the results of convergent validity with outer loadings / loading factors and construct validity are shown in the table below:

Table 2. Convergent Validity

Variables	Item/Indicator	Outer Loadings	Description
Training	X1.1	0.796	Valid
	X1.2	0.904	Valid
	X1.3	0.865	Valid
	X1.4	0.854	Valid
	X1.5	0.772	Valid
Work Environment	X2.1	0.706	Valid
	X2.2	0.762	Valid
	X2.3	0.798	Valid
	X2.4	0.759	Valid
	X2.5	0.510	Valid
	X2.6	0.777	Valid
Employee Performance	Y1	0.917	Valid
	Y2	0.936	Valid
	Y3	0.914	Valid
JobSatisfaction	Z1	0.867	Valid
	Z2	0.839	Valid
	Z3	0.700	Valid
	Z4	0.838	Valid
	Z5	0.741	Valid

Source: Data Processed (2023)

In table 2, the majority of data processing results for each variable indicator item in the study have outer loadings / loading factor values > 0.5 and are considered valid. It has been proven that variables related to training, employee performance, work environment, and job

satisfaction have reached the *convergent validity* requirement that the value ≥ 0.5 so that validity is achieved, meaning that each indicator has been able to represent each latent variable well. A variable is considered valid if the average value extracted (AVE) is ≥ 0.5 , which is another indicator of convergent validity. The following table displays the results of the AVE test.

Table 3. Average Variance Extracted Analysis Results

Variables	AVE	Description
Training (X1)	0.705	Valid
Work Environment (X2)	0.526	Valid
Employee Performance (Y)	0.851	Valid
Job Satisfaction (Z)	0.640	Valid

Source: Data Processed (2023)

Table 3 shows the results where the training variables, employee abilities, workplace and job satisfaction are said to be valid because the AVE value > 0.5 and has reached the predetermined requirements. These results indicate that each variable indicator has been able to present its latent variable well. The second measurement or outer model stage is the reliability test to measure the level of reliability of the research variables. Measuring the composite reliability of a construct through reflective indicators can be applied in 2 ways, namely by assessing the alpha coefficient value or Cronbach's Alpha and Composite Reliability. This assessment can be called reliable if the value of Cronbach's alpha and the composite reliability value > 0.6 , it is said to be reliable. The results of the reliability test calculation are described in the following:

Table 4. Cronbach's Alpha and Composite Reliability Result

Variables	Cronbach Alpha	Composite Reliability	Description
Training (X1)	0.895	0.909	Reliable
Work Environment (X2)	0.814	0.834	Reliable
Employee Performance (Y)	0.912	0.916	Reliable
Job Satisfaction (Z)	0.857	0.856	Reliable

Source: Data Processed (2023)

Based on the R-Square values of 0.75, 0.50, and 0.25, the model is strong, medium, and weak, respectively. Ghazali, Latan, and I (2015). In order to see the influence of the independent factors on the dependent variable, the R-Square test is used. The following table displays the results of the R-Square calculation after processing with SmartPLS:

Table 5. Result of R Square Value

Variables	R Square
Employee Performance (Y)	0.701

Path Analysis is carried out to see the relationship between variables and other variables, where the test can be seen through the Original Sample (O) value as well as the T-Statistic value to assess the level of significance of the relationship between variables, where this test is carried out through the *bootstrapping* method. It can be said to be positive if the T-Statistic significance value > 1.96 with a significance level of 5%.

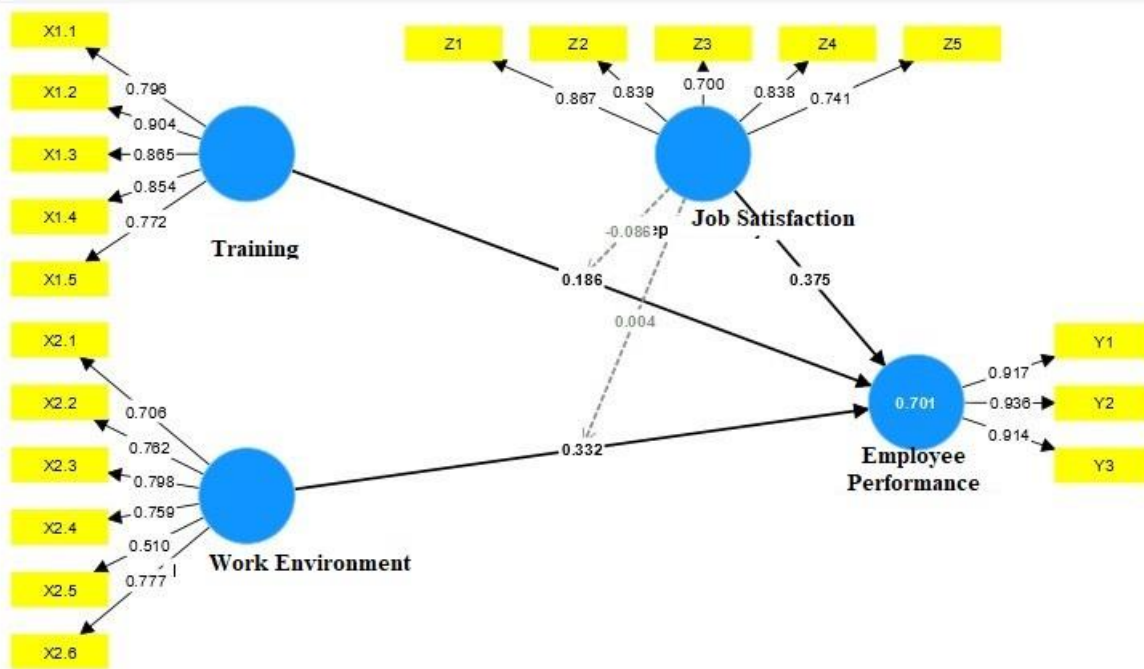


Table 6. Path Coefficient Result

Variables	Original Sample (O)	T Statistic	P Values	Description
Training →Employee Performance	0.186	1.250	0.212	Not Significant
Work Environment →Employee performance	0.332	2.036	0.042	Significant
Job Satisfaction →Employee Performance	0.375	2.263	0.024	Significant
Job Satisfaction X Training → Employee Performance	-0.086	0.690	0.491	Not Significant
Job Satisfaction X Work Environment →Employee Performance	0.004	0.035	0.972	Not Significant

Source: Data processed with SmartPLS, 2023

Table 6 shows that the effect of training on employee performance has an original sample value of 0.186, T-Statistic 1.250 (<1.96) and p values 0.212 (>0.05) which explains that training has a positive but insignificant impact on employee performance. This indicates that H1 is rejected. According to the research findings, the performance of employees of Karsa Mulia Sejahtera Balikpapan is positively influenced by training but not significantly, so that the company's training program does not have a significant effect on employee performance. This finding is corroborated by Ningsi (2015) that found that employee performance is positively influenced by training but not significant.

The data in table 6 shows that there is a positive and significant relationship between the work environment and employee performance, with an original sample value of 0.332, T-Statistic 2.036 (>1.96) and a p value of 0.042 (0.05). This study shows that H2 is acceptable. The result of the study explains that the success of employees of PT Karsa Mulia Sejahtera Balikpapan

is positively and significantly influenced by work environment. Study by Siallagan et al, (2020) which suggests that work arrangements have a beneficial and substantial impact on employee performance, supports these findings. It can be concluded that providing peaceful and comfortable working conditions can foster staff production power in a business.

The data in Table 6 explains that the effect of job satisfaction on employee performance has an original sample value of 0.375, a T-Statistic of 2.263 (>1.96) and p values of 0.024 (<0.05) which indicates that job satisfaction has a positive and significant effect on employee performance. This research states that if H3 is accepted. The result of the research explains that job satisfaction of PT Karsa Mulia Sejahtera Balikpapan has significant and positive effect on employee performance. This finding is in line with research by Roz, (2019), which found a favorable and substantial relationship of job happiness and worker performance. This means that workers who are happy with their jobs will put in effort, which will result in sustained performance improvement.

Job satisfaction does not moderate the effect of training on employee ability with an original sample value of -0.086, T-Statistic 0.690 (<1.96) and p values 0.490 (>0.05) which indicates that job satisfaction has a bad and insignificant effect on training as a moderating variable. This research shows that H4 is rejected. The results of the study explain that job satisfaction is not effective in reducing the effect of training on employee performance at PT Karsa Mulia Sejahtera, which is indicated by the absence of a substantial direct effect of training on performance. Research by Ati, (2020), explaining that job satisfaction does not moderate the impact of training on employee performance supports the findings of this study.

Job satisfaction does not moderate the impact of the work environment on employee performance with an original sample value of 0.004, T-Statistic 0.035 (<1.96), and p values 0.972 (>0.05) which indicates that job satisfaction has a positive but insignificant effect on the work environment as a moderating variable. This research explains if H5 is rejected. The results of this study indicate that job satisfaction is not able to moderate the influence of the work environment on the performance of employees of PT Karsa Mulia Sejahtera. The results of this study are reinforced by research conducted by Nurmawati (2017), which states that job satisfaction does not moderate the effect of the work environment on employee performance

CONCLUSION

The following conclusions are drawn from data analysis and the results of research conducted at PT Karsa Mulia Sejahtera that raining has an insignificant but positive effect on employee performance, which means that the existing training in the company will not affect the increased performance of PT KMS Balikpapan employees. Work environment has a good and big influence on employee performance. PT KMS Balikpapan employees perform better when their working environment is more comfortable. Job satisfaction has a significant and positive effect on employee performance, increasing employee satisfaction of PT KMS Balikpapan, so that their performance will also increase. Job satisfaction is not able to moderate the effect of training on employee performance, meaning that whether employees are satisfied or not will not have an impact on increasing the effect of training provided on the performance of PT KMS Balikpapan employees. Job satisfaction cannot control how the workplace atmosphere affects employee performance which has an impact on the performance of PT. KMS does not depend on employees' job happiness, as long as they believe that their workplace is safe and friendly, they will naturally be motivated to make more efforts to increase productivity.

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