

Research Article

The Mediating Role of Job Satisfaction: With the Effectiveness of Training as a Driver of Employee Performance Improvement at the Housing, Settlement, and Cemetery Office of Tangerang District -- Banten

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Abstract.

The success of an organization is due to its energy base, especially its employees. As such, employees are the pioneers and have a clear, long-term commitment to the organization's success. Of course, only workers can achieve such success to their fullest potential. However, to optimize employee competencies, there are ways to make them better. This research aims to identify ways that can be done to improve employee competencies. This study will make use of the PLS-SEM methodology. The study's findings support the initial idea that training has a key factor that affects how well employees perform. Furthermore, the second hypothesis indicates a substantial effect of training on job satisfaction, which is in line with the author's formulation. Similarly, the third hypothesis indicates that job satisfaction has a significant effect on employee performance. The fourth hypothesis states that job satisfaction can mediate the effect of training on employee performance.

Keywords: employee performance, effectiveness training, job satisfaction

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1. Introduction

The management of organizations has faced various challenges, especially in managing their human resources. Human resources are an essential asset and act as the main driving factor of the organization [1,2]. It is often said that the energy base of a person or employee is an organizational asset and acts like a spearhead to achieve the agency's goals as it is an elemental force in the agency. Consequently, the institution or agency desires a human resource with high performance. base or people who can then achieve the objectives of the Institution/agency being formalized [3,4]. Expertise in agencies is a significant issue in agency and institution building. This is because the success and

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effectiveness of an organization or agency are closely related to the quality of expertise in its institutions. People often become the determinant of their arrival at the agency where they work, and automatically the agency no longer sees expertise as an issue but as a critical institutional legacy [5,6]. Because the success and effectiveness of an institution or agency are closely related to the quality of the employees in that system, expertise within the institution is a matter of great significance for coaching in the form of an organizational entity [7,8].

Performance is the expected result of an individual fulfilling their role and acting following the duties performed on them [9-11]. The findings indicate that many unqualified workers are still employed by organizations, which may result from corruption, collusion, and nepotism practices as external factors. However, the performance of individuals in the workplace is also largely determined by various internal factors that originate from within themselves as employees [12]. These internal factors will be revealed in this study. Based on the description above, it can be concluded that employee performance is influenced by various factors, including the effectiveness of training and job satisfaction [13,14].

Training factors influence employee performance. Training is one of the tools to familiarize between to utilize the skills, competencies or abilities and expertise of each employee and to promote the professional development of employees [15,16]. Training is one of the means to familiarize between The skills, abilities, knowledge, and expertise of each employee are reflected in his or her skills and duties, as well as in his or her awareness of activities in professional areas related to his or her job [17,18]. Training for employees is essential to be implemented in agencies. With learning, employees are expected to work more efficiently and efficiently, especially in the industry; the expectation is that changes will occur, such as technological changes and changes in operational procedures, also requiring changes in actions, actions, skills, and knowledge. This means training and education programs for an industry [13,19].

Everyone on duty wants to be happy where they work. For employees who feel satisfied is a natural action for one's profession, which shows a comparison between the amount of appreciation obtained by the worker and the amount he believes should be brought [20]. Job satisfaction is a positive or pleasant condition of an employee obtained and evaluated a profession or experience in activity [5]. Job satisfaction is an employee's enjoyment of evaluating professional experiences or activities [21].

Program implementation, in the implementation of the program as a follow-up to the Development Planning Conference, as for the forms of participation in program implementation, namely: community participation in the form of labor in the form of fiscal development activities; community participation in the form of thoughts in the form of suggestions, criticism, and input into the activity program; community participation in the provision of facilities or equipment, in the implementation of fiscal programs in the form of hoes, shovels, and basins; community participation in the form of providing skills or expertise in the field of carpentry.

The public sector budget system in directing social development and its development has become an economic instrument, ensuring sustainability and a multifunctional policy used to improve the quality of people's lives. As a tool to achieve budgetary objectives, it needs to convince the organization. This is reflected in that the government has accounted responsibly for the composition and size of the budget to the people. In this case, it directly reflects the direction and purpose of public funding, an instrument of expected public services. Implementation of public accountability Since the mid-1980s, there have been public institutions. Due to changes in sector management, this paper will discuss the significant public from the Public Sector Budgeting system, which is the traditional management that seems to exist in Indonesia. What is the function of a rigid, bureaucratic, and hierarchical budget in the public sector, what are its purpose and characteristics, and how is the public sector management model structured? Flexible and more market-accommodating budgeting.

Housing, Settlement, and Cemetery Service Year 2019 - 2023 has been completed. The preparation of the Strategic Plan is an elaboration of Regional Regulation Number 1 of 2019 concerning the Tangerang Regency Regional Medium-Term Development Plan 2019-2023. Therefore, the Strategic Plan of the Housing, Settlement, and Cemetery Service and the RPJMD document are interrelated medium-term development plan documents. The programs' targets, objectives, and indicators achieved in the Strategic Plan document of the Housing, Settlement, and Cemetery Service align with the targets and priority programs—the preparation of the Strategic Plan also applies the integration between planning and budgeting. In addition, it anticipates the dynamics of the development of an increasingly critical society, especially toward the demands of service needs that are increasingly fast, precise, and easy. It is fully realized that preparing a Strategic Plan is not an easy task. In addition to clear, mature, and comprehensive thinking, it also requires writing skills to string words to become apparent, structured, and easy-to-understand sentences.

Using a quantitative associative descriptive approach questionnaire survey, the author might look at this survey's goals research. The aim of this research can be successful. By doing so, the author can contribute to sharing efficient and theoretical suggestions. This research tries to recognize the objectives to be tried and the benefits and efficacy that can be obtained from the results of this research, most notably the factors that can share participation in the increase in employee ability.

The following researchers will examine following the research model described in the model below (Figure 1):

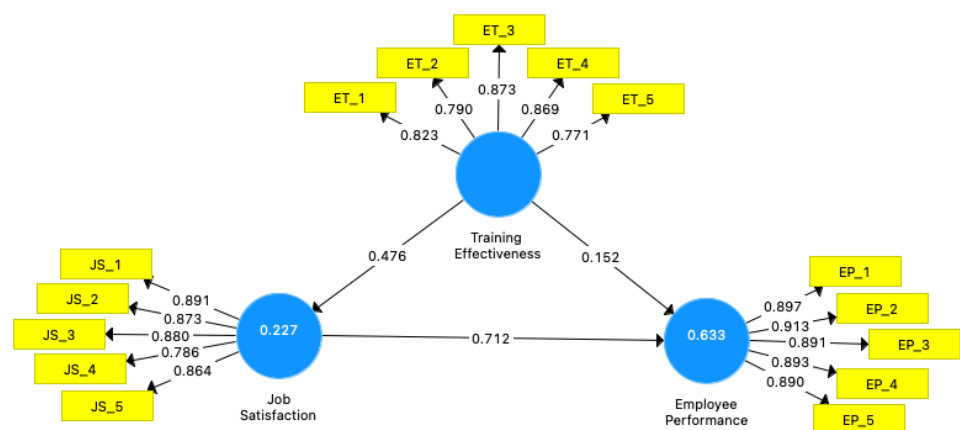


Figure 1: Research model design developed 2023.

2. Methods

In this study, the author utilized a descriptive quantitative research methodology with a causal approach. The objectives of causal research are to find connections, effects, outcomes, and causal reflections as aspects or parts of various designs or procedures designed in management studies. The population in this study were employees of the Tangerang Regency Housing, Settlement and Cemetery Service in 2022, totaling 169 respondents. The sample used in this study was the entire population drawn by the model, namely 169 respondents with total sampling technique or saturated sampling. The voiced sampling method or the whole sampling method was used in this study. Questionnaires were used as the method of information collection, with a ratio of 1 to 10 in favor or against [22]. One hundred sixty-nine questionnaires have been obtained from respondents. The method of analyzing information Using SPSS, a descriptive analysis was conducted for this study type 26 push program, after which to find the effect of accompanying elastic utilizing the SmartPLS type 4. 0 and inferential analysis push

program using the outside form experiments which include Researchers tested the data using an outer model analysis, which included a validity test based on each indicator's loading factor value. Indicators are said to be valid if they have a figure higher than 0.70. Researchers examined the reliability value, including the CA and CR values > 0.70 and the AVE value > 0.50, after the validity test was passed. The amount that the exogenous factors contribute to the endogenous variables is determined by the researcher by examining the R2 value in the inner model analysis that follows the completion of an outer loading analysis. The bootstrap test was then carried out in order to ascertain the causal interaction between direct and indirect effects using antecedent variables. When examining the t value > t table, the causal effect is deemed influential, and the indirect effect is deemed significant if the p-value [23,24]. In this study, the authors formulate a hypothesis, namely: H1: There is a significant effect of training effectiveness on employee performance. H2: Training efficacy has a considerable impact on job satisfaction. H3: Job satisfaction has a substantial impact on employees' performance. H4: job satisfaction can mediate the impact of training effects on employee performance.

3. Results and Discussions

Validity testing is required to demonstrate how thoroughly the instrumentation and measurement processes examine the notion before assumption testing can be done. This research conducted validity testing by examining data that are discriminative and convergent. The outcomes of the validity test can then be reviewed in this section (see Fig. 2).

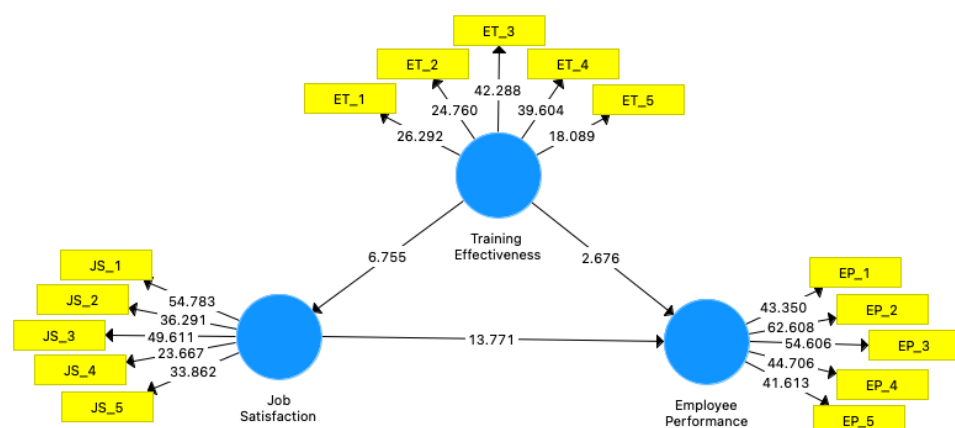


Figure 2: Outer model research.

Examining facts that are both convergent and discriminant. In the following section, the validity test results can be reviewed.

The sketch above proves that if the flexibility of each marker is greater than 0.70, then the information fulfills the validity without effort benchmark. According to [25] We state that the robustness of a data is if the external weight value of each marker is above 0.70. Convergence validity can be observed not only for external weight values, but also for values that must be above 0.50 (AVE) [25–27]. In this variation, the typical variance extracted from each elastic exceeds 0.50, as shown in the table below.

TABLE 1: Outer model and inner model.

Variable/Indicator	Cross Loadings			CA	CR	AVE	R-square
	EP	ET	JS				
Employee Performance_[EP]				0.939	0.954	0.805	0.633
EP_1	0,897	0,417	0,411				
EP_2	0,913	0,456	0,418				
EP_3	0,891	0,518	0,408				
EP_4	0,893	0,419	0,405				
EP_5	0,890	0,385	0,314				
Effectiveness Training_[ET]				0.884	0.915	0.934	
ET_1	0,385	0,823	0,756				
ET_2	0,359	0,790	0,716				
ET_3	0,503	0,873	0,712				
ET_4	0,431	0,869	0,650				
ET_5	0,324	0,771	0,675				
Job Satisfaction_[JS]				0.911	0.934	0.915	0.227
JS_1	0,700	0,459	0,891				
JS_2	0,690	0,376	0,873				
JS_3	0,682	0,471	0,880				
JS_4	0,620	0,345	0,786				
JS_5	0,676	0,386	0,864				

From table 1, the reliability test values prove that the aggregate reliability of all elastics, the Cronbachs number, is greater than 0.70. Thus, finally, all elastics are reliable or meet the reliability test, with an (AVE) number of 0.50. 0.50, proving that the reliability and validity of the constructs are met. After conducting the external and internal form tests, the authors proceeded with the information test to recognize the effect of the elasticity

assumed by the authors, which can be observed in the lower bootstrap experiment. When, the anticipated outcomes are in fact attained. the T-statistic and the number of indices (1.(1. 960)) or P-value of the t-graph are smaller than the significance level of 0.05. The results can be observed in the following Figure 3.

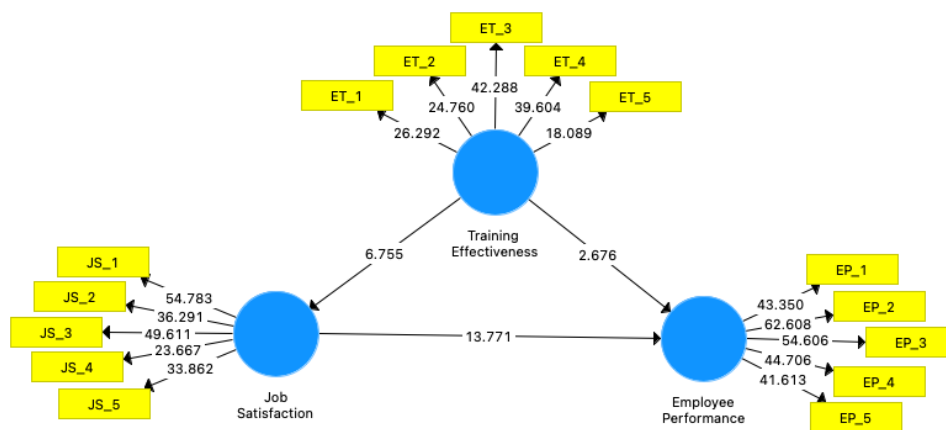


Figure 3: Outer model research.

TABLE 2: External and internal models Bootstrapping.

Hypothesis Direct/Indirect Effect				
Hypothesis	Relations of Variable Influence	Coefisient	T Statistic	P Values
H ₁	Effectiveness Training → Employees performance	0,152	2,676	0,008
H ₂	Effectiveness Training → Job Satisfaction	0,476	6,755	0,000
H ₃	Job Satisfaction → Employees performance	0,712	13,771	0,000
H ₄	Effectiveness Training → Job Satisfaction → Employees Performance	0,339	6,901	0,000

Source: SmartPLS 4.0 output processed 2023

The Figure 3 and Table 2 show that the first hypothesis significantly affects training effectiveness regarding personnel performance; the first is recognized as a hypothesis. Furthermore, the second hypothesis shows a substantial impact of training effectiveness on job satisfaction, so it is precisely following what has been formulated by the author. Likewise, the third hypothesis shows a noteworthy result of job satisfaction employees performance. In the fourth hypothesis, job satisfaction can mediate the impact of training effectiveness on the effectiveness of the workforce.

According to the first hypothesis, employee performance is significantly impacted by how well employees are trained. A component that can enhance worker performance is hands-on instruction. The term “training” describes actions taken by an organization to

help staff members acquire competences linked to the business. These competences comprise the information, abilities, or conduct necessary for successful worker performance [28-30]. In order to improve participants' employability in particular fields of work and boost productivity and effectiveness within an organization, training is a process that consists of a number of intentional actions [efforts] made by training professionals over a period of time [31-33].

The second hypothesis suggests that training effectiveness has a noteworthy impact on contentment at work. Employees and the organization share responsibility for training; employees must both create and participate in training to advance their skills and prepare them for greater career opportunities down the road. The goal of training is to increase one's employability in light of economic activity [34–36].

The third hypothesis shows that employee performance is significantly impacted by work satisfaction. Work happiness and employee performance are tightly linked, and employee success is crucial to the organization [37]. Every employee's perception of how much they enjoy their work is called job satisfaction, and it is derived from the findings of work evaluations [38,39]. An employee's perception of the value or necessity of their work is known as job satisfaction [40]. Employee attitude, whether positive or negative, determines job satisfaction [41]. A person's perception of the need they feel in their work, or how much they like their existing coworkers, is known as job satisfaction [42].

The fourth hypothesis suggests that Work satisfaction plays a part in mediating the impact of training effectiveness on worker performance. A person's perception of the necessity of their employment or how much they appreciate their current employer can be used to describe their level of job satisfaction. Job satisfaction can be defined as an individual's perception of the level of need in their current position or as their degree of like their current employer [43]. A person's perception of the need they feel in their work, or how much they like their existing coworkers, is known as job satisfaction [44]. A person's perception of the need they feel in their work, or how much they like their current employer, is known as job satisfaction [45,46]. A person's perception of how much they require from their work is known as job satisfaction, and it can be defined as how much they like their current coworkers [47]. While Training is a way of learning that relates acquisitions, capabilities, designs, regulations or actions to improve employee abilities. Training is one of the tools to familiarize between performance and profession with the expertise, expertise or skills and abilities of each employee and an effort to improve the ability of employees to identify specific professions related to their work [13].

4. Conclusion

In order for an organization to be successful, it must combine various applications and use them optimally. The human energy base is still very important for an efficient management system. Staff competence is one of the key aspects for success. Therefore, managing the human energy base in an organization is one of the most important applications in the industry. Strategies that can be used to create success competencies include compliance activities, physical habits and extrinsic encouragement. With this framework, this study aims to make a theoretical contribution to the literature. The first assumption stems from the fact that research findings show that the effectiveness of daycare enhancement has an important impact on employee competencies. Secondly, in line with the author's formulation, the second assumption proves that there is an important influence between daycare training and employee well-being. Similarly, the third assumption proves that work welfare has a significant effect on employee competence. The fourth assumption states that active well-being can mediate the effect of daycare user friendliness on employees competence.

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