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The Effect of Training, Motivation, and Job Satisfaction on Economic Growth through Employee Productivity in Indonesia

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Abstract: This study aims to analyse the effect of training, motivation, and job satisfaction on economic growth through employee productivity. The research method used is a quantitative approach with 120 employees as respondents. The results showed that training has a positive effect on employee productivity with a coefficient of 0.550. Motivation also has a positive influence on employee productivity with a coefficient of 0.495. In addition, job satisfaction has the greatest influence on employee productivity with a coefficient of 0.750. Employee productivity is proven to have a positive and significant effect on economic growth with a coefficient of 0.006. Mediation analysis shows that training, motivation, and job satisfaction positively affect economic growth through employee productivity with coefficients of 0.601, 0.552, and 0.784, respectively. The results of this study confirm that increasing employee training, motivation, and job satisfaction can encourage higher productivity, which in turn has a positive impact on economic growth.

Keywords: Training, Motivation, Job Satisfaction, Employee Productivity, Economic Growth.

INTRODUCTION

In the context of the world of work, economic growth is strongly influenced by employee productivity as a key element in driving company efficiency and competitiveness (Alrefaei et al., 2022). Employee productivity is influenced by various factors, including training, motivation, and job satisfaction (Theng & Shergill, 2023). Effective training can improve employees' skills and knowledge, so they can work more efficiently and produce higher quality output (Arono et al., 2021) (Tarlis et al., 2021). High motivation encourages employees to give their best in their work, increase initiative, and reduce absenteeism (Dupuis et al., 2022). Job satisfaction creates a positive work environment, increases employee loyalty, and reduces employee turnover, which ultimately contributes to increased productivity (Thu et al., 2021). Investment in human resource

development through relevant training is expected to produce a workforce that is competent and adaptive to change (Tarlis et al., 2021).

Employee training plays an important role in improving work skills and competencies, which in turn can increase productivity (Badaruddin et al., 2020). Employees who receive training that is appropriate to the needs of their job tend to be better able to complete tasks effectively and efficiently. In addition, employee motivation is also a crucial factor in determining their performance. High motivation will encourage work enthusiasm, commitment, and creativity in completing work tasks. Job satisfaction, as a result of fulfilling employees' expectations and needs, contributes to the creation of a positive and conducive work environment. The economic growth of a country is greatly influenced by the quality of its human resources (Sakti et al., 2022).

In addition to training and motivation, job satisfaction is also an equally important factor in increasing employee productivity (Sijabat & Mostavan, 2021). Employees who are satisfied with their jobs tend to have a high level of loyalty and are more motivated to work optimally (Camfield & McGregor, 2005). Job satisfaction can be influenced by various aspects, such as a conducive work environment, a fair reward system, and good relationships between superiors and coworkers. Sustainable economic growth requires continuous investment in human resource development (Hartini et al., 2021). Job satisfaction is one of the main focuses that every organization or company must pay attention to (Nurmansyah, 2019). Job satisfaction affects work productivity. Thus, the important workforce is the individual capacity, both physical and mental, that is invested in the production process to produce goods and services.(Joshi & Tiwari, 2019). Therefore, a deep understanding of the factors that influence employee productivity is essential to design effective strategies to increase economic growth.

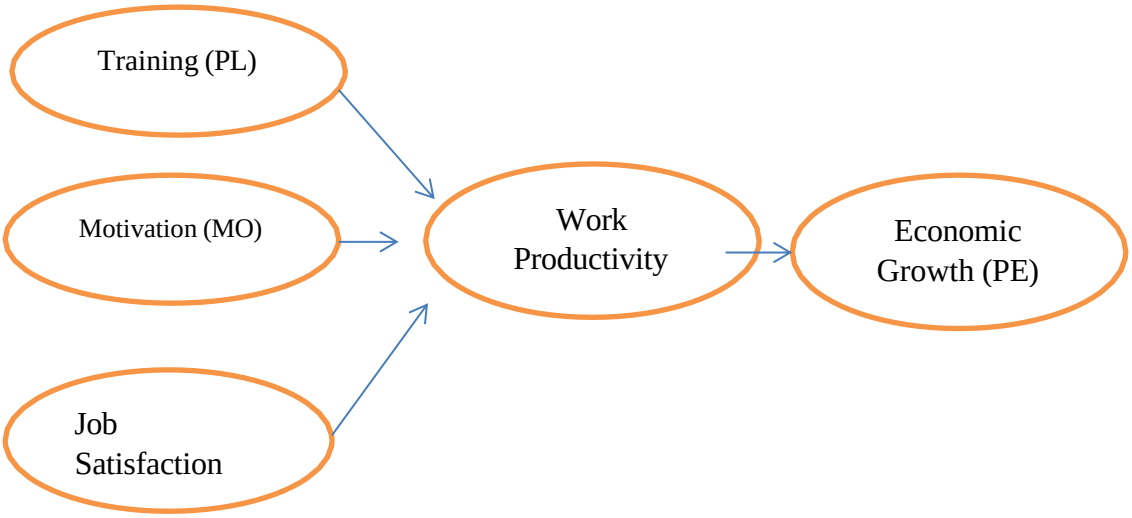


Figure 1. Framework of Thinking

Literature Review

Training and Employee Productivity

Training is an important investment for companies to improve the skills and knowledge of employees (Abidin et al., 2021). Various forms of training are carried out, ranging from basic training such as motivation improvement and management training to advanced training such as leadership (Tarlis et al., 2021). Well-trained employees tend to be more competent and efficient in completing work tasks. In addition, training can also boost employee confidence and give them a sense of belonging to the company (Nalurita & Sari, 2023). With the right training, employees can improve their competencies, which in turn will increase work productivity.

Employee Motivation and Productivity

Motivation is an internal drive that encourages employees to work hard, give their best, and achieve company goals (Theng & Shergill, 2023). Motivation is an important factor that encourages employees to improve their performance and achieve the results expected by the company. Employee work motivation can be influenced by various factors, such as recognition, rewards, opportunities for development, and a positive work environment (Syahiratunnisa et al., 2021). High motivation will encourage employees to work harder, smarter, and more creatively, thus increasing overall work productivity. Human resources are the main means and implementers of all activities to achieve the company's goals. Companies can increase employee motivation in various ways, such as rewarding performance, creating a positive work environment, and providing opportunities for employees to develop themselves (Basri et al., 2021).

Job Satisfaction and Employee Productivity

Job satisfaction is an employee's positive feeling about their job (Syahiratunnisa et al., 2021). Employees who are satisfied with their jobs tend to have a high level of loyalty and are more motivated to work optimally (Nurrohmat & Lestari, 2021). Job satisfaction can be influenced by various factors, such as salary, benefits, work environment, relationships with coworkers, and opportunities for growth. Job satisfaction plays an important role in increasing employee productivity. Employees who are satisfied with their jobs tend to be more productive and innovative, making a greater contribution to the company. Companies can improve employee job satisfaction in various ways, such as providing competitive salaries and benefits, creating a positive work environment, and providing opportunities for employees to develop themselves. (Nurrohmat & Lestari, 2021)

Employee Productivity and Economic Growth

Employee productivity is one of the key factors in driving economic growth (Laksmi & Arjawa, 2023). Productive employees will produce more and better quality output, thus increasing the company's competitiveness and driving overall economic growth. Increased labor productivity will have a positive impact on a country's economic growth (Sijabat & Mostavan, 2021). A country's economic growth is strongly influenced by the quality of its human resources (Paradongan et al., 2024). In addition, economic growth is also influenced by other factors such as investment, technology, and government policy (Laksmi & Arjawa, 2023). Employee productivity is one of the key factors influencing a country's economic growth (Sakti et al., 2022). Human resources are valuable assets for companies, the driving force behind companies that have quality potential (Tarlis et al., 2021). Increasing employee productivity can be achieved in various ways, including through targeted training, increased work motivation, and the creation of optimal job satisfaction. Effective training provides employees with the skills and knowledge needed to carry out their tasks more efficiently and effectively (Sakti et al., 2022). High work motivation encourages employees to give their best at work, increases initiative, and reduces absenteeism (Tarlis et al., 2021). The quality of human resources is a factor that determines whether or not resources can function optimally (Sakti et al., 2022).

Hypothesis

Based on the theoretical framework that has been built and in-depth literature review, the hypothesis formulation in this study is as follows, which will be empirically tested to examine its validity and contribution Training is an important investment for companies to improve the skills and knowledge of employees (Tarlis et al., 2021).

H1: There is a positive and significant effect of training on employee productivity. Relevant and structured training can improve employees' skills and knowledge, so that they can work more efficiently and effectively (Tarlis et al., 2021) (Prabawa &

Supartha, 2017). This can be a measure of the seriousness of the leadership in realizing the independence of personnel and the ability of a solid team.

Work motivation is an internal drive that influences employee behavior in achieving organizational goals. High motivation will encourage employees to work harder, smarter, and more creatively. Human resource empowerment can be a measure of the seriousness of leaders in realizing the independence of personnel and the ability of a solid team. Factors that can influence work motivation include recognition of achievements, opportunities for career development, and a supportive work environment.

The second hypothesis in this study is:

H2: There is a positive and significant influence between work motivation and employee productivity.

Job satisfaction reflects employees' positive feelings about their work, which is influenced by various factors such as compensation, relationships with coworkers, and opportunities for growth. Employees who are satisfied with their work tend to be more productive, more loyal, and more committed to the organization. One way that management can take is to promote those who are able to provide more work performance on one hand and provide disciplinary action in accordance with applicable regulations. Thus, the third hypothesis in this study is:

H3: There is a positive and significant effect of job satisfaction on employee productivity.

Economic growth is an increase in an economy's capacity to produce goods and services, compared from one period of time to another. The fourth hypothesis in this study is:

H4: Employee productivity has a positive and significant effect on economic growth.

Employee productivity mediates the relationship between training and economic growth, where motivated employees will perform better. (Santoni & Suana, 2018; Suwanto et al., 2021). Therefore, it is very important to motivate workers so that they can increase productivity and job satisfaction (Suwanto et al., 2021). Thus, the fifth hypothesis in this study is:

H5: Training affects economic growth through employee productivity.

Employee productivity mediates the relationship between work motivation and economic growth, where motivated employees will produce higher performance. Thus, the sixth hypothesis in this study is:

H6: Work motivation affects economic growth through employee productivity.

Employee productivity mediates the relationship between job satisfaction and economic growth. Job satisfaction can affect employee performance (Nurrohmat & Lestari, 2021). Therefore, it is very important to motivate workers so that they can increase productivity and job satisfaction. Thus, the seventh hypothesis in this study is:

H7: Job satisfaction affects economic growth through employee productivity.

METHOD

This study uses a quantitative approach with a survey method to collect data from a sample of employees. Data is collected through a questionnaire designed to measure research variables, namely training, work motivation, job satisfaction, employee productivity, and economic growth. The validity and reliability of the questionnaire will be tested to ensure that the collected data is accurate and consistent. The survey was conducted with 120 employee respondents using Smart PLS 4.0.

RESULTS AND DISCUSSION

The results of this study are expected to provide practical implications for companies and policymakers in an effort to increase employee productivity and encourage economic growth. Further research is needed to explore other factors that can influence employee productivity and economic growth. One important factor that influences employee productivity is motivation (Santoni & Suana, 2018; Suwanto et al., 2021). High motivation will encourage employees to work harder, smarter, and more creatively. In addition to motivation, work experience also has a significant effect on employee productivity (Suwanto et al., 2021). Work experience provides employees with the knowledge and skills needed to carry out their duties more efficiently and effectively (Suwanto et al., 2021). Job satisfaction has a positive and significant effect on employee performance (Nurrohmat & Lestari, 2021). However, there are several aspects that require further attention, such as the bonus system, the completeness of work facilities, and the balance of workload, which are still obstacles for employees in achieving optimal performance (Nurrohmat & Lestari, 2021). Work productivity and employee performance will increase if there is job satisfaction. Economic growth is the process of changing the economic conditions of a country continuously towards a better state over a certain period (Hartini et al., 2021) (Suwanto et al., 2021) (Nurrohmat & Lestari, 2021) (Halim, 2023).

Research Results

Training There is a positive and significant effect of training on employee productivity, which indicates that investment in employee skills development can directly increase their output and work efficiency.

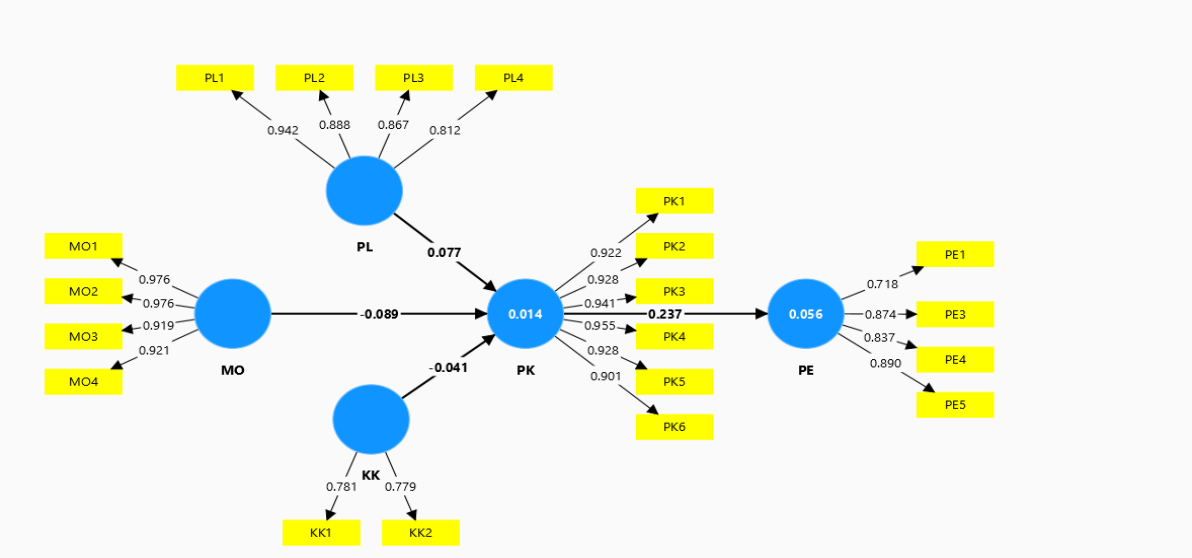


Figure. 2. Outer Loading Model

Table 1. Average Variance Extracted (AVE)

rage variance extracted (AVE)	
Job Satisfaction (KK)	0.608
Motivation (MO)	0.899
Economic Development (PE)	0.693
Work Productivity (PK),	0.863
Training (PL)	0.771

Based on Table 1, it can be seen that Job Satisfaction (KK), Motivation (MO), Economic Development (PE), Work Productivity (PK), and Training (PL) have an AVE value > 0.5. Thus, it can be said that each variable has good validity.

Table 2. Composite Reliability

	Composite reliability
Job Satisfaction (KK)	0.756
Motivation (MO)	0.973
Economic Development (PE)	0.900
Work Productivity (PK),	0.974
Training (PL)	0.931

Based on table.2, it can be seen that the composite reliability value for the variables Job Satisfaction (KK), Motivation (MO), Economic Development (PE), Work Productivity (PK), and Training (PL) has an AVE value > 0.6. So it can be concluded that all variables have high reliability.

Table 3. Discriminant Validity

	KK	MO	PE	PK	PL
Job Satisfaction (KK)					
Motivation (MO)	0.202				
Economic Development (PE)	0.656	0.060			
Work Productivity (PK),	0.099	0.072	0.240		
Training (PL)	0.158	0.152	0.085	0.055	

Based on table 3, it can be seen that the HTMT value of each research variable is <0.90, so it can be concluded that all variables have good discriminative validity.

Table 4. R-Square

	R-square	R-square adjusted
Economic Development (PE)	0.056	0.048
Work Productivity (PK)	0.014	-0.012

Based on table 4, the result of testing the R-Square value on economic growth is R Square Adjusted for the path model using the mediation variable of 0.048. This means that the ability of economic growth is 4.8%. Thus, the model is classified as weak. Meanwhile, the test of the R-Square value on work productivity is R-Square Adjusted for the path model using the mediation variable of -0.012. This means that work productivity explains work productivity is -12%. Thus, the model is classified as weak.

Table 5. F-Square

	KK	MO	PE	PK	PL
Job Satisfaction (KK)				0.002	
Motivation (MO)				0.008	
Economic Development (PE)					
Work Productivity (PK),			0.060		
Training (PL)				0.006	

Based on table 5, the F-Square test results for the variable Job satisfaction on work productivity has an F2 value = 0.002, Motivation on work productivity has an F2 value = 0.008, training on work productivity has an F2 value = 0.006. So there is a weak/small influence of exogenous variables on endogenous variables. The variable of work productivity on economic growth has an F2 value of 0.060. So there is a small effect of exogenous variables on endogenous variables.

Table.6 Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
KK -> PK	-0.041	-0.053	0.128	0.319	0.750
MO -> PK	-0.089	-0.081	0.130	0.683	0.495
PK -> PE	0.237	0.258	0.086	2.760	0.006
PL -> PK	0.077	0.059	0.128	0.598	0.550

H1. Training has a direct effect on employee productivity and is positive at (0.550), but this is not significant because it is still above (0.05)
H2. Motivation has a direct effect on employee productivity and is positive at (0.495), but this is not significant because it is still above (0.05)
H3. Employee satisfaction has a direct effect on employee productivity and is positive at (0.750), but this is not significant because it is still above (0.05)
H4. Employee productivity has a direct effect on economic growth that is positive and significant (0.006)

Table.7.Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
PL -> PK -> PE	0.018	0.013	0.035	0.523	0.601
KK -> PK -> PE	-0.010	-0.016	0.035	0.274	0.784
MO -> PK -> PE	-0.021	-0.019	0.035	0.594	0.552

H5. Training has a positive effect on Economic Growth mediated by employee Productivity (0.601), but this is not significant because it is still above (0.05)
H6. Motivation has a positive effect on Economic Growth mediated by employee productivity (0.552), but this is not significant because it is still above (0.05)
H7. Job Satisfaction has a positive effect on Economic Growth mediated by employee productivity (0.784), but this is not significant because it is still above (0.05)

CONCLUSION

This study aims to analyze how training, motivation, and job satisfaction affect employee productivity and its impact on economic growth. The results show that these three variables have a positive effect on employee productivity, with job satisfaction being the factor that has the

greatest impact. This confirms that the higher the level of job satisfaction felt by employees, the more their productivity at work increases. In addition, employee productivity is proven to have a significant contribution to economic growth. This means that when employee productivity increases, it can drive better economic growth. Further mediation analysis also shows that training, motivation, and job satisfaction not only have a direct effect on productivity, but also indirectly play a role in increasing economic growth through increased employee productivity. Thus, this study emphasizes the importance of strategies to improve the quality of training, provide effective motivation, and create a work environment that can increase employee satisfaction. These three aspects can be key factors in driving higher productivity, which ultimately contributes to overall economic growth. Therefore, companies and stakeholders need to pay more attention to policies and programs that can improve the quality of human resources in order to achieve optimal performance and sustainable economic growth.

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