



## The Influence of Work Motivation and Job Training on Job Satisfaction and Employee Performance (Literature Review of Human Resource Management)

**Novi Yohanes Toumahuw**

Universitas Terbuka, Indonesia, email: [novitoumahuw007@gmail.com](mailto:novitoumahuw007@gmail.com)

\*Corresponding Author: Novi Yohanes Toumahuw

**Abstract:** This research purpose is to build a research hypothesis that contains how the variables of job satisfaction and employee performance can increase or decrease if they are influenced by work motivation and job training. The influence between variables in this study is to build and know the research hypotheses. These hypotheses will later assist researchers in making further research on factors that can be taken into account in meeting organizational goals through increasing job satisfaction and employee performance. Human resource management is a field of science that discusses various individual, group, and organizational behaviors in relation to the development of relationships between the organizational, management, and human triangles. This scope also includes scientific articles that discuss the effect of work motivation and job training on job satisfaction and employee performance. The use of Mendeleev, Google Scholar, and other online academic media is the method used by the author as part of library research. This is done by the author to observe, analyze, and evaluate in depth the influence of these variables through various appropriate and relevant literature sources. Some of the results of this Literature Review article are: 1) Work motivation influences job satisfaction; 2) Job Training affects Job Satisfaction; 3) Work motivation affects employee performance; 4) Job Training affects Employee Performance, and 5) Job Satisfaction affects Employee Performance. Several other variables can affect the increase in job satisfaction and employee performance in the organization. These variables can include Work Culture, Work Discipline, Work Environment, Leadership, and Competence.

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

### INTRODUCTION

Humans are dubbed as wanting creatures which implies that humans have various wants and needs in life. These wants and needs then merge with human efforts to achieve satisfaction which is human nature inherent in each of them. A person's motivation to carry out various activities is often based on this nature. One of the activities carried out by humans is work. Work is the biggest contribution in life to help humans fulfill their wants and needs.

Understanding the basic assumptions about work becomes important to assess the extent of its implications for one's work attitude and work behavior. According to T. Ndraha, some basic assumptions about work include work being seen as a source of income, work as a pleasure, a status, self-esteem, self-actualization, or dedication. The basic assumption is that work as a source of income is in line with human actions to fulfill their needs and desires. In exchange for a salary and other income, work can be a means to support oneself and one's family.

Organization on the other hand is a tool that is deliberately established and created to assist humans in achieving their life goals which include the fulfillment of wants and needs. Organizations need management in achieving these goals. Management provides tools to manage every process in the organization including people. Organization, management, and people are interconnected. Humans occupy a central position in this relationship because both organization and management are just tools. The human need to survive and fulfill their needs and desires goes hand in hand with the fulfillment of organizational goals. This implies that to achieve their goals in meeting their needs, humans will work to fulfill organizational goals. Job satisfaction and employee performance are closely related to the work itself. Job satisfaction and increased employee performance in the organization can be achieved if there is an increase in work passion (Sobirin, 2020). Simply put, decreased work passion will result in decreased job satisfaction and employee performance. The wheels of an organization are turning slowly. The manager's job is to build morale that can increase work enthusiasm which in turn will have a positive impact on the organization. Passion for work is influenced by work attitudes, individual values, and other factors. The variables of work motivation and job training are two exogenous variables discussed in this article. The relevance of this research is built on the author's efforts to strengthen the existing theory, analyze the influence between variables, and build hypotheses. Proof of the validity of these effects will be examined in this article. This article can be considered by related parties as a way to increase job satisfaction and employee performance as well as carry out further research.

From the background, the authors try to formulate several research questions that will be discussed in this article. This research question is as follows:

1. Does Job Training Affect Job Satisfaction?
2. Does work motivation affect employee performance?
3. Does Job Training Affect Employee Performance?
4. Does Job Satisfaction Affect Employee Performance?

## **THEORETICAL REVIEW**

### **Job Satisfaction**

Robbins & Judge (2008) define job satisfaction as a positive feeling about one's job. This positive feeling arises as a result of an evaluation of its characteristics. Dimensions of job satisfaction according to Robbins & Judge (2008) are the work itself, salary, supervision/supervisor, and co-workers. The dimensions of the job itself are described by the level of difficulty of the job and the feelings of someone whose expertise is needed in the job. The indicator of this dimension is the type of work. The salary dimension is described in two indicators, namely salary level and reward level. Satisfaction will increase if the salary earned by the employee is considered appropriate as a factor in meeting the needs of the employee's life. The other dimension is supervision/supervisor. Job satisfaction is related to the attitude of superiors towards their subordinates. The attention of superiors can have a positive effect on job satisfaction. Superior indicators are the attitude of the boss and leadership style. The last dimension is co-workers who have indicators of co-workers' attitudes. This factor describes employee relationships that are not only related to superiors but also other employees.

Job satisfaction according to Veithzal Rivai (2004) is an evaluation that describes a person's feeling of being happy or dissatisfied at work. Job satisfaction indicators are job content, supervision, organization and management, opportunities for advancement, co-workers, and working conditions (Rivai, 2004). Meanwhile, job satisfaction can also be interpreted as an employee's emotional state towards his work resulting from an assessment of one's job or work experience (Colquitt, et al., 2013). The indicators of job satisfaction are salary, promotion, supervision, co-workers, the work itself, altruism, status, and social environment (Colquitt, et al., 2013).

Research on job satisfaction has been carried out by several researchers in previous studies. Job satisfaction is one of the interesting variables to observe and analyze in relation to the relationship between this variable and other research variables. Several studies that examine job satisfaction include: (Assagaf & Ali, 2017), (Mansur & Ali, 2017), (Ali, Sastrodiharjo, et al., 2022), (M & Ali, 2017), (Ali, H., & Limakrisna, 2013), (Ilhamalimy & Ali, 2021).

### **Employee Performance**

Employee performance is a result of work achieved by a person in carrying out the tasks assigned to him which is recommended for experience, skills, sincerity, and time (Mathis & John, 2006). Dimensions of Employee Performance according to Mathis & John (2006) include 1) Quantity. Quantity is the amount of work that employees can produce and can be measured by money, units, and so on; 2) Quality. Quality is the level of perfection of the results of the work; 3) Timeliness is a dimension that affects employee performance because it is a match between the time given and the completion of the work given; 4) Presence. Attendance is an employee performance dimension that shows the level of punctuality or an employee arrives earlier than the specified time; 5) Cooperation ability, which is talking about the willingness of individuals to cooperate in work groups or teams in completing their work.

Employee performance according to Mangkunegara (2017) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. The dimensions of employee performance are quality, quantity, implementation of tasks, and responsibilities (Mangkunegara, 2018). Employee performance is the result of work achieved by employees based on job requirements (Bangun, 2012). Employee Performance Dimensions are the amount of work, quality of work, punctuality, attendance, and ability to cooperate (Bangun, 2012).

Discussion of employee performance is part of the main focus in previous studies which analyzed and observed their role, impact, and function in the organization. Several previous studies that discuss employee performance are (D. A. Setyadi & Ali, 2017), (Octavia & Ali, 2017), (Larasetiati & Ali, 2019), (Fahmi & Ali, 2022), (Hernikasari et al. al., 2022), (Ali et al., 2016).

### **Work motivation**

Motivation according to Chung & Megginson in Gomes (2001) is the behavior shown by the target. Motivation is related to the level of effort exerted by a person in working on a particular goal. According to Chung & Megginson in Rastodio (2009), the dimensions of work motivation consist of two parts, namely individual factors and organizational factors. Individual factors are regarding needs (needs), goals (goals), attitudes (attitudes), and abilities (abilities). Meanwhile, those classified as organizational factors include; payment of salary/wages, job security, peer relations, supervision, praise, and the job itself. Meanwhile, Luthan (1998) states that motivation is a process that starts from unfulfilled physiological or

psychological needs that trigger behavior or encouragement to achieve goals or obtain incentives.

As stated by Stephen P. Robbina in Hasibuan (2011, p. 219) motivation is a willingness to try as optimally as possible in achieving organizational goals which are influenced by the ability of the business to satisfy some individual needs. Employees can be motivated if the company's goal setting is based on the interests and needs of employees. Dimensions of Work Motivation according to Stephen P. Robbins (2007) include 1) Self-actualization, namely the human need to show himself as a person who gives the best based on his abilities; 2) Awards, namely the results of one's success or contribution in achieving a target or expectation; 3) Social needs, namely the human need to interact with other humans; 4) The need for security, namely the need to have security guarantees, protection, freedom from fear and anxiety; and 5) Physical needs, namely the need for strength, confidence, and independence.

Motivation is the provision of a driving force that creates enthusiasm for one's work so that they can work together, and work effectively and with integrity with all their efforts to achieve satisfaction (Hafidzi et al, 2019). Indicators of work motivation are physical needs, needs for security, social needs, needs for appreciation, and needs for encouragement to achieve goals (Hafidzi et al, 2019).

Many factors and indicators can be used as a form of work motivation in an organization. This motivation is one of the focuses of research studied by many researchers to see its effectiveness in shaping the behavior of individuals who work in an organization. Research conducted by (Hasyim & Ali, 2022), (Kholisoh & Ali, 2020), (Fauzi & Ali, 2021), (Ali, Zainal, et al., 2022), (Suleman et al., 2020), (Maisharoh & Ali, 2020) are study that discusses work motivation.

### **Job training**

According to Vietzhal Rivai (2005) training is part of education that prioritizes practice rather than theory. Training takes place outside the education system and aims to acquire and improve one's skills. Vietzhal Rifai (2005) also suggests that training dimensions and indicators include: 1) Training Materials. The form of the training material is determined by the needs of the employees that will be met by the training. The indicators for training materials are Completeness of Training Materials; 2) Training Methods. The training method relates to the method and method of delivering or presenting the right and appropriate training material. The training method indicator is the appropriate training method; 3) Trainer (Instructor). The trainer's indicator is the ability of the training instructor. A good trainer is a trainer who can transform his skills, knowledge, and abilities to the trainees; 4) Training Participants. Training participants who are presented in a training are participants who have certain qualifications, namely participants who already have mental readiness. The indicators of the training participants lie in the participants' abilities and motivation, and 5) Training Facilities. Good training facilities can help achieve training objectives. Training facilities are closely related to evaluation, assessment, and output measurement. Indicators of training facilities are the completeness of equipment, environmental conditions, and the implementation of training.

Training is an effort to improve employee performance in their current job or in other jobs that will be held soon (Mangkunegara, 2016). According to Mangkunegara (2016), training indicators are instructors, participants, materials, objectives, methods, and objectives. Training is a process of forming and equipping employees by increasing their skills, abilities, knowledge, and behavior, meaning that training will shape employee behavior and what is expected by the company ((Kasmir, 2016). Factors regarding training according to (Kasmir, 2016) are trainees, instructor/trainer, training material, training location, training environment, training time.

Training is an interesting variable to study. Training at certain levels and stages can have a positive impact on achieving organizational goals. Training can be a means of managing human resources effectively and efficiently. Previous studies that discuss the job training are (Suharyono & Ali, 2015), (Havidz et al., 2017), (Pusparani et al., 2021), (Masruhin et al., 2021), (Richardo et al., 2020), (Zahran & Ali, 2020), (Yassir Araffat et al., 2020).

**Table 1: Relevant past research**

No	Author (Year)	Previous Research Results	Similarities with This Article	Difference with This Article
1	Sukriadi (2018)	Job satisfaction is positively and significantly influenced by visionary leadership and work motivation	Work motivation influences job satisfaction	Visionary Leadership influences Job Satisfaction
2	Parimita et al. (2018)	Job satisfaction was influenced by two exogenous variables. There are work motivation and compensation.	Work motivation affects job satisfaction	Compensation affects Job Satisfaction
3	Primandaru et al. (2018)	<ul style="list-style-type: none"> <li>a. Job satisfaction and employee performance are both influenced by work motivation variables as exogenous variables</li> <li>b. The work environment is one of the exogenous variables that turns out to affect employee performance and work discipline positively and significantly</li> <li>c. Employee performance is positively and significantly affected when there is an increase in job satisfaction and the application of employee discipline</li> </ul>	Work motivation and job satisfaction both affect employee performance. In addition, the increase in job satisfaction is directly proportional to the increase in employee performance	Several exogenous variables that are not contained in this article but have a significant and positive influence on endogenous variables are the work environment and employee discipline
4	Hutabarat et al. (2018)	It turns out that it is not only work motivation that influences job satisfaction. Appropriate career development can also have a positive impact on job satisfaction variables (endogenous variables)	The similarity exists in one of the exogenous variables, namely work motivation which has an influence on job satisfaction as an endogenous variable	Career development as an exogenous variable and its influence is not discussed in this article
5	Farisi et al. (2020)	the results of the research are in the form of employee performance which turns out to be influenced by work motivation and work discipline as exogenous variables	Employee performance can be influenced by work motivation discussed in this article as an exogenous variable	The work discipline variable is another variable that is not discussed in this article. Work discipline according to previous research is a variable that can improve employee performance
6	Ekhsan (2019)	A positive influence on employee performance can be seen in an increase in work motivation and work discipline	Work motivation is the same exogenous variable in this study that can affect employee performance	Work discipline in previous research is one of the variables discussed in its effect on employee performance.

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7	Munawirsyah (2018)	Employee performance can be influenced by motivation and organizational culture	The similarity is in the motivation variable as an exogenous variable that affects the employee performance variable	Organizational culture became an exogenous variable in previous studies which turned out to affect employee performance variables. In this study, the author does not use organizational culture variables
8	Sembiring (2020)	Motivation and Work Environment have a positive effect on employee performance	Motivation affects Employee Performance	The work environment variable is another variable that is not discussed in this article. Work environment according to previous research is a variable that can improve employee performance
9	Abdullah (2019)	Training and Rewards have a significant effect on Job Satisfaction	Training has an effect on Job Satisfaction	The giving Rewards variable is another variable that is not discussed in this article. Giving Rewards according to previous research is a variable that can improve Job Satisfaction
10	Simanjourang (2019)	Training, Work Environment, and Promotion have a positive and significant effect on Job Satisfaction	Job Training has an effect on Job Satisfaction	The Work Environment and Promotion are other variables that are not discussed in this article. The Work Environment and Promotion according to previous research are variables that can improve Job Satisfaction
11	Supatmi et al. (2013)	Training and Compensation have a significant effect on Job Satisfaction and Employee Performance	Training affects Job Satisfaction and Employee Performance	Compensation is another variable that is not discussed in this article. Compensation according to previous research is a variable that can improve Job Satisfaction and Employee Performance
12	Saputra & Sudharma (2017)	Position Promotion, Training and Work Environment have a positive and significant effect on Job Satisfaction	Training affects Job Satisfaction	Job Promotion and Work Environment are other variables that are not discussed in this article. Job Promotion and Work Environment according to previous research are variables that can improve Job Satisfaction
13	Safitri (2019)	Training has an effect on Employee Performance	Training affects Employee Performance	The difference with previous research is that there is a motivational variable in this article that will be discussed in relation to employee performance

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14	Anggereni (2018)	Training has an effect on Employee Performance	Training affects Employee Performance	The difference with previous research is that there is a motivational variable in this article that will be discussed in relation to employee performance
15	Saluy et al. (2019)	Training, Work Motivation, and Competence have a positive and significant effect on Personnel Performance	Work Motivation and Training affect Employee Performance	Competence is another variable that is not discussed in this article. Competence according to previous research is a variable that can improve Employee Performance
16	Nasution et al. (2016)	Education and training as well as motivation affect employee performance	Work Motivation and Training affect Employee Performance	Work Motivation and Job Training have an effect on Job Satisfaction
17	Wijaya (2018)	Job Satisfaction has an influence on Employee Performance	Job Satisfaction affects Employee Performance	Work Motivation and Job Training have an effect on Employee Performance
18	Changgriawan (2017)	Job Satisfaction and Motivation affect Employee Performance	Job Satisfaction and Motivation affect Employee Performance	Training affects Employee Performance
19	Nurrohmat & Lestari (2021)	Job Satisfaction has a significant effect on Employee Performance	Job Satisfaction affects Employee Performance	Work Motivation and Job Training affect Employee Performance
20	Arda (2017)	There is a positive influence between Job Satisfaction and Work Discipline with Employee Performance	Job Satisfaction affects Employee Performance	Work discipline is another variable that is not discussed in this article. Work discipline according to previous research is a variable that can improve Employee Performance

## METHOD

The descriptive qualitative method and literature review or Literature Review is a writing method used to compile articles in the field of Human Resource Management. The literature used is sourced from the online application of Google Scholar, Mendeley, and other online applications. In this study, researchers conduct critical assessments and reviews of ideas, knowledge, ideas, and findings contained in academically oriented literature. The researcher also formulates his theoretical and methodological contributions to certain topics. In the literature review, it does not mean just reading various literature, but building a frame of mind, carrying out evaluations, and thinking critically about previous research on a topic under study. The literature review method used is to collect, understand, analyze, and conclude articles from various journals related to the research topic, namely the effect of motivation and job training on job satisfaction and employee performance from 2013 to 2022.

Consistency in the use of literature with methodological assumptions is a mandatory requirement for qualitative research. This consistency is to reject the non-objective by directing the questions to be asked by the researcher. Exploratory research is the main reason for qualitative research (Ali, H., & Limakrisna, 2013).

## DISCUSSION

Based on the formulation of the problem, relevant theoretical studies, and previous research, the discussion of this literature review article is:

### 1. The Effect of Work Motivation on Job Satisfaction

According to Sukriadi (2018), work motivation has a significant effect on job satisfaction. The dimensions of work motivation consisting of physiological needs, safety needs, the need to be liked, the need for self-esteem, and the need for self-development affect the dimension of job satisfaction, namely the work itself. To increase job satisfaction paying attention to work motivation must be done by management to increase employee motivation by paying attention and making efforts to fulfill life needs (Sukriadi, 2018).

According to Parimita et al. (2018), work motivation has a positive and significant effect on job satisfaction. This can be seen from the dimensions of work motivation discussed in this study which affect the dimensions of job satisfaction. The dimensions of work motivation in question are physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The dimensions of job satisfaction that are influenced by the dimensions of work motivation include the work itself, wages/salaries, promotions, supervision, and co-workers. Management needs to pay attention to the two-factor theory developed by Frederick Herzberg. Management needs to clarify company policies and improve the work environment as a hygiene factor to being able to move dissatisfaction towards no dissatisfaction among employees. Conversely, management also needs to pay attention to motivator factors by improving the nature of work, giving recognition to employee achievements, and working to move conditions from no satisfaction to satisfaction.

According to Primandaru et al. (2018) motivation has a significant effect on employee job satisfaction. The dimensions of motivation which include giving rewards affect the dimensions of job satisfaction, namely supervision or supervision. Work motivation affects job satisfaction if work motivation is increased. This increase in work motivation is well perceived by employees so that it is directly proportional to the increase in their good relationship with the supervisor who supervises it. Supervision as a dimension of satisfaction has a very important role in management. Supervision has a role to influence employees in carrying out their work properly and precisely by company procedures and regulations. In addition to these two dimensions, management to motivate employees must also pay attention to providing opportunities for employees to develop their potential and develop careers which in turn can increase employee satisfaction.

According to Hutabarat et al. (2018) motivation has a positive and significant effect on job satisfaction. The dimensions of motivation which include the need for achievement, the need for affiliation, and the need for power influence the dimensions of job satisfaction which include salary, promotions, and co-workers. Management needs to carry out several strategies including building employee comfort by forming a family attitude within the company, appreciating employee performance with promotions, understanding employee needs, providing guidance, identifying problems faced by employees, and providing solutions.

Work Motivation influences Job Satisfaction, this is in line with research conducted by: (Mukhtar et al., 2016), (Lathiifa & Ali, 2013), (Putra & Ali, 2022), (Sari & Ali, 2022), (Kasman & Ali, 2022), (Ismail et al., 2022), (Mukhtar et al., 2017)

### 2. The Effect of Job Training on Job Satisfaction

According to Abdullah (2019) and Simanjorang (2019) job training affects job satisfaction. The dimensions of job training consisting of the readiness of trainees, the ability of the trainer, and training materials affect the dimensions of job satisfaction which include social interaction between employees and superiors (social factors), physical conditions of



employees (physical factors), and employee welfare (financial factors). The ways that management can do so that employees are satisfied with their work are by a) conducting training based on training objectives that are clear and understood by the trainees; b) providing training that is truly following the needs of employees; c) providing appropriate training for groups of workers. For example, for employees who have worked for a long time, the training aimed at deepening the employee's area of expertise will be a more appropriate and appropriate training to be held.

According to Supatmi et al. (2013) training has a significant effect on job satisfaction. Training efforts with the right target employees have a big contribution to increasing employee job satisfaction. The dimensions of training which include materials, trainers, training methods, and participants affect the dimensions of job satisfaction which include the work itself, supervision, and co-workers. Job training has a significant effect on job satisfaction if the training materials are planned to accommodate various forms of technical constraints experienced by employees in the company. With such training, individual employees will become effective problem solvers, good decision makers, confident and not afraid to face challenges and obstacles, as well as capable potential developers. Job training that affects job satisfaction is in line with research conducted by Batilmurik (2010) and Choo & Bowley (2007).

According to Saputra & Sudharma (2017) job training has a positive and significant effect on job satisfaction. Indicators of job training in the form of the accuracy of the training with the job affect the dimensions of job satisfaction, namely the work itself. To be able to increase job satisfaction in relation to training, management must be able to know about the right type, model, and timing of training so that positive changes occur in employees which in turn will increase employee job satisfaction. The effect of job training on job satisfaction is the result of the same research conducted by Hackman and Oldham (2008), Mami et al (2009), and Lodjo (2013).

Job Training affects Job Satisfaction, this is in line with research conducted by: (Chong & Ali, 2022), (Chong & Ali, 2021), (BAstAri, A., & Ali, 2020), (Suleman et al., 2020), (Al Hafizi & Ali, 2021).

### **3. The Effect of Work Motivation on Employee Performance**

According to Farisi et al (2020) motivation has a positive and significant effect on employee performance. The dimensions of work motivation which include remuneration, working conditions, work facilities, work performance, recognition from superiors and work affect the dimensions of employee performance which include work quality, work quantity, work constraints, and work attitudes. This is in line with Sobirin's discussion (2020) which states that basically motivation influences individual behavior in an organization. Positive behavior resulting from motivation is what will improve employee performance. Formation and improvement of work motivation are one of the ways that management can choose to improve the performance of its employees.

According to Eksan (2019) motivation has a positive effect on employee performance. Organizational performance in achieving its goals will go well and increase if the performance of its human resources increases. This increase in performance will be accompanied by an increase in the company's productivity. The results of the same research were also conducted by Setyo Riyanto, Ady Sutrisno, and Hapzi Ali (2017) which stated that work motivation affects employee performance. Work motivation needs to be increased by management because it is a form of management's attention to employees. Formation and provision of work motivation by management can be done by providing opportunities for employees who excel to develop their potential. Management can also provide opportunities for employees to shape and explore their creativity.

According to Munawirsyah (2018) and Sembiring (2020), motivation affects employee performance. The dimensions of work motivation which include work performance, appreciation of employees, promotions, career development, and compensation affect the dimensions of employee performance such as punctuality, ability/expertise of employees, relations between colleagues, and quality of work. Management can carry out the following strategies to increase work motivation: a) conduct fair, appropriate, and correct performance appraisals on employee achievements; b) give confidence to employees in carrying out organizational work; c) adjust the workload to the ability of employees; and d) pay attention to the process of promotion, career development, awarding, and targeted compensation to employees.

Work Motivation influences Employee Performance, this is in line with research conducted by: (Wijaksono & Ali, 2019), (Masruri et al., 2021), (Harahap & Ali, 2020), (Khalid, S. A., & Ali, 2006), (Doan & Ali, 2021).

#### **4. The Effect of Job Training on Employee Performance**

Safitri (2019) and Anggereni (2018) state that training affects employee performance. In simple terms, it can be stated that training that pays attention to the accuracy of training indicators for employees will improve employee performance. Training indicators consisting of recruitment, training materials, the accuracy of training methods, process and implementation of training, and evaluation will be able to influence employee performance if they can be developed effectively and appropriately. The performance dimensions that are affected by training are quality, quantity, task execution, and responsibility (Mangkunegara, 2018). In simple terms, management can pay attention that the more often the training is carried out, the higher the employee's performance will be. On the other hand, the less training is conducted, the lower the employee's performance will be. The training that is held is of course training that has a target in the form of the required training; training that develops the expertise, experience, and skills of employees; and training oriented towards meeting organizational goals (fulfilling organizational work standards).

Saluy et al. (2019) stated that training had a positive and significant effect on employee performance. Saluy et al. illustrate that the training dimension that has the strongest relationship with personnel performance is the trainees. The indicators are handling various problems in the field and completing tasks and functions as a good employee. On the other hand, another dimension of personnel performance that is strongly influenced by training is the dimension of time utilization. The indicators are timeliness of task implementation and adherence to schedules. Based on the analysis and results, management can evaluate employee job training activities by focusing on employee needs for the importance of problem-solving and developing skills, knowledge, and expertise to be able to carry out tasks properly and professionally.

According to Nasution et al. (2016) training influences employee performance. The dimensions of the training which include the attitudes/skills of the instructor and the training methods affect the dimensions of the employee's performance. To improve employee performance, management can design training by paying attention to training materials that are fresh, creative, and according to employee needs. Management also needs to pay attention to the creativity of teaching instructors in providing material so that employees who are training participants can be enthusiastic about participating in training.

Job Training affects Employee Performance, this is in line with research conducted by: (Gusfa et al., 2017), (Subronto et al., 2021), (Pitri et al., 2022), (Firmansyah & Ali, 2019), (Hafat & Ali, 2022).

### 5. The Effect of Job Satisfaction on Employee Performance

Job satisfaction affects company performance, where the dimensions of job satisfaction in the form of salary/wages payments and bonus payments, the work itself, colleagues, promotions, and work supervision affect quality, quantity, timeliness, effectiveness, and independence which are dimensions of performance employees (Changgriawan, 2017). To increase job satisfaction by paying attention to employee performance, what must be done by management is to give trust and responsibility in making their own decisions related to the completion of their duties. Management can also pay attention in the form of giving appropriate and periodic bonuses that can increase employee job satisfaction (Changgriawan, 2017) and (Wijaya, 2018).

Job satisfaction affects employee performance if job satisfaction is perceived well by employees. This will increase employee performance, (Nugroho & Ali, 2022), (Faisal et al., 2021), (Ali et al., 2020), (Thanh Nguyen et al., 2019).

#### Conceptual Framework

The following is a conceptual framework created based on projections and analysis results that include the research problem, theoretical studies, relevant previous research, and discussion of the influence between variables.

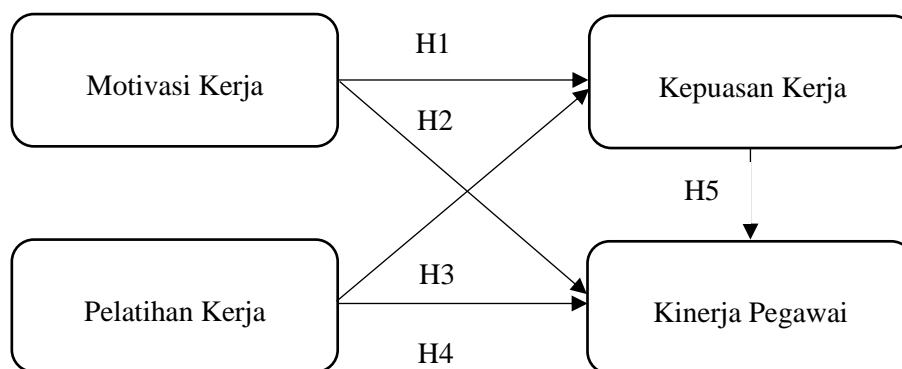


Figure 1. Thinking Framework

The conceptual framework above can explain that work motivation and job training affect job satisfaction and employee performance either directly or indirectly. Not only work motivation and job training that can affect job satisfaction and employee performance. But also the following variables can affect job satisfaction and employee performance:

1. Organizational Culture: (Wahono & Ali, 2021), (Iryani et al., 2021).
2. Work Environment: (Fardinal et al., 2022), (Haitao & Ali, 2022).
3. Work Discipline: (A. Setyadi et al., 2017), (Sudiantini & Saputra, 2022).
4. Leadership: (Djamaluddin, S., Rahmawati, D., & Ali, 2017).
5. Competence: (Putri Primawanti & Ali, 2022), (Paijan & Ali, 2017).

#### CONCLUSIONS

The conclusions drawn from this study are in the form of hypotheses that can be used in further research. These hypotheses are:

1. Work motivation affects job satisfaction.
2. Job Training affects Job Satisfaction.
3. Work motivation affects employee performance
4. Job Training affects Employee Performance.
5. Job Satisfaction affects Employee Performance.

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