



THE EFFECT OF TRAINING AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

This study examines the effect of training and work motivation on the performance of Café Nako Malang employees, with job satisfaction as a mediating variable. The study population consisted of 103 employees spread across four Café Nako branches, all of whom were sampled using saturation sampling techniques. The method used was a survey with data collection through questionnaires, which were then analysed quantitatively using SEM-PLS via the SmartPLS 4 software. The results showed that training and motivation had a positive and significant effect on performance, both directly and through job satisfaction. These findings underscore the importance of effective training and a fair motivation system in enhancing employee satisfaction and performance, particularly in the service industry with a self-service system. The research model was also proven to be valid and reliable, with significant relationships among the main variables.

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1. INTRODUCTION

The rapid growth in the service industry, particularly the culinary sector, has created a new competitive landscape in major cities across Indonesia. One such city is Malang, known both as a student city and a popular tourist destination, which has seen significant economic growth in the daily consumption sector, including cafes and restaurants. According to data from Databoks Katadata (2022), the food and beverage sub-sector contributes over Rp302 trillion to the national Gross Domestic Product (GDP). Additionally, the number of coffee shops in Indonesia continues to rise and is projected to exceed 10,000 units by 2023.

Malang City, with over 330,000 students (DetikJatim, 2022), presents both a potential market and a challenge for food and beverage businesses in providing quality services and unique customer experiences. One of the rapidly growing cafes is Café Nako, which has four branches and is known for its tropical industrial design concept and self-service system. In the face of increasingly intense competition, the success of businesses like Café Nako heavily depends on employee performance.

Employee performance is a key indicator of the operational success of an organization. High-performing employees contribute significantly to operational efficiency, customer satisfaction, and loyalty. This performance is influenced by various factors, both internal factors such as motivation, and external factors such as training provided by the organization (Mangkunegara, 2017).

Job training is part of a human resource development strategy to improve employees' technical and behavioral competencies. In the service industry, appropriate training can reduce errors in service, increase work speed and accuracy, and improve the quality of employee interactions with customers. However, the results of training do not always immediately impact performance, as its success is often influenced by psychological aspects such as job satisfaction.

Work motivation, on the other hand, is a psychological force that drives individuals to act and perform. Motivated employees will work with enthusiasm, passion, and commitment to the company. Motivation can come from internal factors (such as recognition, responsibility, achievement) and external factors (such as salary, incentives, work environment). Without sufficient motivation, even expensive training will not yield optimal results.

In addition to these two factors, job satisfaction plays an important role as a bridge between managerial stimuli (training and motivation) and performance output. Employees who are satisfied with their jobs will demonstrate a positive attitude, high loyalty, and a desire to grow with the organization. They also tend to stay longer, have high productivity, and create a conducive work environment.

However, various studies show that the relationship between training and motivation on performance is not always linear. Some studies have found that the effects of training and motivation on performance become stronger when mediated by job satisfaction (Jumiati et al., 2023; Cahyani & Sukiman, 2024). In other words, job satisfaction acts as an intervening variable that can strengthen or weaken the influence of the two main variables on employee performance outcomes.

In the context of Café Nako Malang, where the self-service system requires employees to have initiative, good communication, and fast service, it is important to evaluate how training and motivation affect satisfaction and performance. Moreover, many young people who work as baristas, cashiers, or service staff have different expectations regarding their jobs and the rewards they expect. Based on the above description, this study is important to determine the effect of training and work motivation on employee performance through job satisfaction at Café Nako Malang.

2. RESEARCH METHODS

This study uses a quantitative approach with explanatory research to examine the relationship between variables. The research was conducted across four branches of Café Nako Malang, with a population of 103 employees. The entire population was sampled using saturation sampling or census techniques. Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS), assisted by SmartPLS 4 software.

3. RESULT AND ANALYSIS

Table 1. Convergent Validity Test Results

Item	Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X2)	Training (X1)
X1.1				0.801
X1.2				0.780
X1.3				0.750
X1.4				0.889
X1.5				0.752
X2.1			0.840	
X2.2			0.859	
X2.3			0.855	
X2.4			0.871	
X2.5			0.739	
Y.1		0.760		
Y.2		0.822		
Y.3		0.703		
Y.4		0.741		
Y.5		0.734		
Y.6		0.769		
Z.1	0.722			
Z.2	0.834			
Z.3	0.740			
Z.4	0.758			
Z.5	0.780			

Based on the table, all indicators in the variables of Job Training (X1), Work Motivation (X2), Job Satisfaction (Z), and Employee Performance (Y) have outer loading values above 0.70. This indicates that all indicators in this model are convergent valid.

Table 2. Reliability Test Results

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction (Z)	0.825	0.834	0.877	0.589
Employee Performance (Y)	0.852	0.868	0.889	0.571
Motivation (X2)	0.891	0.902	0.919	0.696
Training (X1)	0.854	0.855	0.896	0.634

Based on the table above, all constructs have met the convergent validity requirements because the AVE values are > 0.50 . In addition, the Cronbach's Alpha and Composite Reliability values for each construct also exceed the threshold of 0.70, indicating that each construct has good internal reliability. Thus, all constructs are declared valid and reliable.

Tabel 3. Fornell-Larcker Test Results

Konstruk	Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X2)	Training (X1)
Job Satisfaction (Z)	0.768			
Employee Performance (Y)	0.732	0.756		
Motivation (X2)	0.699	0.657	0.834	
Training (X1)	0.730	0.709	0.644	0.796

The Fornell-Larcker test results show that the diagonal values (AVE square root values) for each construct are greater than the correlations between other constructs. This indicates that all constructs in the model have met the discriminant validity criteria.

Tabel 4. R-Square Test Results

Endogenous Variable	R-square	R-square adjusted
Job Satisfaction (Z)	0.623	0.615
Employee Performance (Y)	0.620	0.608

The R^2 value for the Job Satisfaction variable is 0.623, indicating that 62.3% of the variation in job satisfaction can be explained by motivation and training. Meanwhile, the R^2 value for the Employee Performance variable is 0.620, indicating that 62.0% of the variation in performance can be explained by motivation, training, and job satisfaction. Thus, this model is classified as strong to moderate. Meanwhile, based on the calculation of the Q^2 value of 0.857, it can be concluded that the structural model has very good predictive ability.

Table 5. Hypothesis Test Results

Keterangan	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Satisfaction (Z) -> Employee Performance (Y)	0.359	0.360	0.117	3.074	0.002
Motivation (X2) -> Job Satisfaction (Z)	0.391	0.395	0.074	5.290	0.000
Motivation (X2) -> Employee Performance (Y)	0.202	0.207	0.103	1.961	0.050
Training (X1) -> Job Satisfaction (Z)	0.479	0.479	0.077	6.258	0.000

Training (X1) -> Employee Performance (Y)	0.317	0.312	0.098	3.219	0.001
Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.140	0.141	0.050	2.823	0.005
Training (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.172	0.175	0.070	2.458	0.014

1) The Effect of Training on Employee Performance

The test results show that training has a significant effect on employee performance at Café Nako Malang, with an original sample (O) value of 0.317, T-statistics of 3.219, and a p-value of 0.001. Because the p-value is < 0.05 , hypothesis H1 is accepted. This aligns with Dessler's (2020) view that training is a systematic process to enhance employees' skills and knowledge in order to achieve optimal performance in their current roles. This means that the higher the quality of training provided by the company, the higher the performance demonstrated by employees. This finding supports the results of Silaban's (2023) research, which states that training has a positive and significant effect on employee performance, both directly and through job satisfaction. Similarly, Sibagariang & Wahyuningsih's (2023) research found that training directly drives performance improvement in companies.

2) The Effect of Work Motivation on Employee Performance

Statistical test results show that work motivation has a significant effect on employee performance, with an original sample (O) value of 0.202, T-statistics of 1.961, and a p-value of 0.050. Since the p-value is equal to 0.05, hypothesis H2 is accepted. According to Newstrom (2012), motivation is an internal force that causes a person to act in a certain way to achieve personal or organisational goals. High motivation encourages improvements in the quality and quantity of work. This means that work motivation has a significant influence in encouraging improvements in employee performance at Café Nako Malang. This finding supports the results of research by Ismailia et al. (2023), which show that work motivation has a direct effect on employee performance.

3) The Effect of Training on Job Satisfaction

The test results show that training has a significant effect on job satisfaction, with an original sample (O) value of 0.479, T-statistics of 6.258, and a p-value of 0.000. Since $p < 0.05$, hypothesis H3 is accepted. From an HR management perspective, Ivancevich et al. (2019) state that training relevant to work needs can increase satisfaction because employees feel cared for and facilitated to develop. This means that good and relevant training can increase the job satisfaction of Café Nako Malang employees. This finding is supported by research by Jumiati et al. (2023), who state that training has a significant effect on job satisfaction. Kurniawan et al. (2024) and Cahyani & Sukiman (2024) also state that training is one of the factors that increases satisfaction because it provides opportunities for development and fosters a sense of appreciation.

4) The Influence of Work Motivation on Job Satisfaction

The statistical test results show that work motivation has a significant influence on job satisfaction, with an original sample (O) value of 0.391, T-statistics of 5.290, and a p-value of 0.000. Since the p-value is < 0.05 , hypothesis H4 is accepted. According to Robbins & Judge (2021), fulfilled motivation—whether through recognition, challenges, or rewards—increases satisfaction because employees feel their psychological and professional needs are met. This means that the higher the work motivation of employees, the higher their job satisfaction at Café Nako Malang. This finding aligns with the results of Ismailia et al. (2023), who stated that work motivation significantly influences job satisfaction. Similarly, research by Asya'Bani et al. (2022), Cahyani & Sukiman (2024), and Kurniawan et al. (2024) concluded that motivation is one of the main determining factors in creating job satisfaction.

5) The Effect of Job Satisfaction on Employee Performance

The analysis results show that job satisfaction has a significant effect on employee performance, with an original sample (O) value of 0.359, T-statistics of 3.074, and a p-value of 0.002. Since the p-value is less than 0.05, hypothesis H5 is accepted. In a recent organisational behaviour study, Luthans (2021) stated that job satisfaction has a strong positive correlation with performance, as satisfied employees are more loyal, productive, and motivated. This indicates that the higher the level of employee job satisfaction, the higher the performance they demonstrate at Café Nako Malang. This finding is consistent with the results of studies by Ismailia et al. (2023) and Indajang et al. (2024), which state that job satisfaction directly influences improvements in employee performance.

6) The Effect of Training on Employee Performance through Job Satisfaction

The results of the mediation path test show that training has a significant effect on employee performance through job satisfaction, with an original sample (O) value of 0.172, T-statistics of 2.458, and a p-value of 0.014. Since the p-value is < 0.05 , hypothesis H6 is accepted. Based on the cognitive evaluation theory approach (Deci & Ryan in Greenberg, 2020), training that provides a sense of competence and autonomy will increase satisfaction, which ultimately drives optimal performance. This finding is consistent with the results of Silaban (2023) and Jumiati et al. (2023), who stated that training affects employee performance through job satisfaction.

7) The Effect of Motivation on Employee Performance through Job Satisfaction

The results of the mediation analysis show that work motivation has a significant effect on employee performance through job satisfaction, with an original sample (O) value of 0.140, T-statistics of 2.823, and a p-value of 0.005. Since the p-value is less than 0.05, hypothesis H7 is accepted. Kreitner & Kinicki's (2014) hierarchy of needs theory explains that when self-actualisation and recognition needs are fulfilled through work motivation, satisfaction increases and impacts performance. This indicates that job satisfaction serves as a significant mediating pathway in the relationship between work motivation and employee performance at Café Nakoala Malang. This finding aligns with the research by Jumiati et al. (2023), which states that job satisfaction can mediate part of the influence of motivation on employee performance.

4. CONCLUSION

This study concludes that training and work motivation have a positive and significant effect on employee performance, both directly and indirectly through job satisfaction as an intervening variable. Effective training can improve employees' skills and self-confidence, while both intrinsic and extrinsic work motivation encourage higher morale and commitment to work. These two factors have been proven to increase job satisfaction, which in turn strengthens overall employee performance. Thus, job satisfaction plays a crucial role as a bridge between managerial strategies and employee work outcomes. The implications of these findings underscore the importance for Café Nakoala management to continue developing relevant training programmes, establishing fair and transparent motivation systems, and creating a supportive work environment to sustain employee satisfaction and enhance performance sustainably.

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