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## **THE EFFECT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE MODERATED BY JOB SATISFACTION IN THE NORTH JAKARTA ADMINISTRATIVE CITY WATER RESOURCES DEPARTMENT**

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### **ABSTRACT**

*An employee's performance is closely related to his satisfaction at work. Efforts to improve performance can be made through employee training and development, but in some situations good performance can arise because of the satisfaction felt by employees. The results of the research show that training has a significant effect on employee performance with a t-value of  $4.774 > 1.676$  and a significant value of the training variable (X1) on employee performance, namely  $0.000 < 0.05$ , employee development has a significant effect on employee performance with a t-count of  $2.332 > 1.676$  and a value of The employee development variable (X2) is significant on employee performance, namely  $0.024 < 0.05$ , job satisfaction as a moderating variable has a significant effect on employee performance with a t value of  $3.692 > 1.676$  and the significant value of the job satisfaction variable (Z) on employee performance is  $0.001 < 0.05$ , job satisfaction as a moderating variable strengthens the influence of training on employee performance with a t value of  $4.321 > 1.676$  and a significant value on the training variable which is moderated by job satisfaction on employee performance, namely  $0.000 < 0.05$ , and job satisfaction as a moderating variable strengthens the influence employee development on employee performance with a t value of  $3.349 > 1.676$  and a significant value on the employee development variable which is moderated by job satisfaction on employee performance, namely  $0.002 < 0.05$ .*

**Keywords:** *Training, Employee Development, Employee Performance, Job Satisfaction*

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## INTRODUCTION

Organization or company is reflected in the performance of its employees, and the performance of employees and the organization or company is a very important basis for being able to adapt and create competitive advantages (Azhari et al., 2021). An employee's performance is closely related to his satisfaction at work. Job satisfaction is defined as a positive and optimistic emotional state regarding the assessment of work results and work experience, which is generally able to improve employee performance (Damayanti et al., 2018). According to Githa et al. (2015), it is known that improving employee performance can be done by maintaining relationships between employees in terms of job satisfaction, training, and organizational development. Githa et al. also explained that the factors that influence job satisfaction include training and the individual characteristics of the employee.

Problems related to water resources in DKI Jakarta fall into a fairly large category, where flooding often occurs. Floods in DKI Jakarta occur due to various reasons, namely ROB (rising sea water), environmental cleanliness, and long-term rain. Handling floods in DKI Jakarta requires good cooperation from all elements so that complex problems can be resolved properly. The government agency that has the authority to handle flooding problems in DKI Jakarta is the Jakarta Provincial Water Resources Service, where in particular the North Jakarta City section has a special agency, namely the North Jakarta Administrative City Water Resources Agency.

The North Jakarta City Administration Water Resources Sub-Department is an implementing element of the regional government that carries out tasks in the fields of public works and spatial planning in the sub-affairs of the water resources sector, sub-affairs of the drinking water sector, sub-affairs of the waste water sector, sub-affairs of the drainage sector, and government affairs in the energy and mineral resources sector in the geology sub-affairs. The main task carried out by the DKI Jakarta Provincial Water Resources Service based on the Regulation of the Governor of DKI Jakarta Province Number 156 of 2019 concerning the Organization and Work Procedures of the Water Resources Service is to carry out government affairs in the field of public works and spatial planning in the sub-affairs of water resources, drinking water, waste water sub-affairs, drainage sub-affairs, and government affairs in the energy and mineral resources sector in the geology sub-affairs.

In handling floods that occur in North Jakarta, skilled human resources are needed so that they are able to effectively carry out complete flood management. The target of implementing flooding is to reduce areas of standing water. However, many of the human resources in the North Jakarta City Administration Water Resources Department are still inadequate. As in the following table, which presents the educational background of human resources in the North Jakarta City Administration Water Resources Department and performance scores in 2021:

**Table 1**  
**Educational Background and Performance Values of Employees of the North Jakarta City Administration Water Resources Department**

No	Certificate	Number of people	Average Performance Score
1	SMP	1	70
2	SMA/STM	29	77
3	D3	5	83
4	S1	12	86
5	S2	6	90

Source: Water Resources Department North Jakarta Administrative City, 2023

The table above shows that the majority (56.6%) of employees in the North Jakarta City Administration Water Resources Department have a performance score below 80. This has an impact on the lack of balance between the number of skilled and competent employees and those who are less skilled and competent. . Thus, it is necessary to carry out continuous employee training and development so that it can support employee performance and be used to increase their professional level.

Analysis carried out on the six Main Performance Indicators (IKU) managed by the DKI Jakarta Provincial Water Resources Service in 2021 gave IKU achievement results in the range of  $84.67\% \leq \text{Achievement} \leq 140\%$ . Referring to the provisions of Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Planning, Controlling, and Evaluation of Regional Development, the achievements of the Main Performance Indicators (IKU) of the DKI Jakarta Provincial Water Resources Service are in the "High to Very High" category with the color code "Green to Dark Green." Thus, in general, it can be said that the Water Resources Service has succeeded in completing the targets agreed in the 2021 Performance Agreement Document (DKI Jakarta Provincial Water Resources Service, 2022).

The smooth activities carried out by employees in the organization will be able to produce optimal organizational service performance. Human resources (HR) can have better abilities and competencies when they receive training, both soft skills training and hard skills training (Hafidha et al., 2016). In a limited way, training provides employees with specific, knowable knowledge and skills to use in their current jobs. Sometimes there is a line drawn between training and development, with development being broader in scope and focusing on individuals achieving new abilities that are useful both for their current and future work (Indriansyah, 2019).

Employee performance is the overall level of employee success over a certain period of time in carrying out their work, which is then compared with indicators such as certain criteria or targets set by the company (Andayani & Hirawati, 2021). Productive employee performance is in line with job satisfaction experienced and has an impact on higher work performance and high job retention (Sulaefi, 2017). Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different. The level of job satisfaction can have different impacts. This depends on the mental attitude of the individual concerned (Hafidha et al., 2016). Job satisfaction is the result of an assessment that causes a person to achieve the value of their work or fulfill their basic needs and helps determine whether someone likes or dislikes their job (Saragih et al., 2022).

This research aims to determine the effect of employee training and development on employee performance, moderated by job satisfaction, in the North Jakarta Administrative City Water Resources Department. It is hoped that this research can provide useful input and recommendations for improving the quality of human resources in the Water Resources Sub-Department Agency of the City of North Jakarta Administration so that, with the presence of

quality human resources, they are able to provide better services to the community at large.

## METHODOLOGY

This research is descriptive quantitative research using a survey method. The research population and sample, namely ASN at the North Jakarta City Administration Water Resources Department, were 53 people, and the sampling method was total sampling. Data was obtained through the distribution of questionnaires using Google Forms and then analyzed using the normality test.

## RESULT AND DISCUSSION

This research was conducted at the North Jakarta Administrative City Water Resources Sub-Department with the aim of examining the effect of training and development on employee job satisfaction at the North Jakarta Administrative City Water Resources Sub-Department, with individual characteristics as a moderating variable. The subjects of this research were 53 (fifty-three) State Civil Apparatus (ASN) spread across five sub-divisions in the North Jakarta City Administration Water Resources Subdivision, which includes the Administration Subdivision, Planning Section, Drainage Maintenance Section.

### Moderated Regression Analysis (MRA)

Moderated Regression Analysis (MRA) is part of multiple linear regression used to analyze the influence of two independent variables (X) on one dependent variable (Y), which is moderated by the moderating variable (Z). The independent variables are training (X1) and employee development (X2), while the dependent variable is employee performance, and the moderating variable is job satisfaction (Z). MRA is used to test whether the variation variable is a variable that strengthens or weakens the influence of the independent variable on the dependent variable. The following are the results of the MRA test that was carried out:

**Table 2.**  
**Moderated Regression Analysis (MRA) Test Results**

Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	49.753	13.585		3.662	.001
Training	3.362	.704	3.125	4.774	.000
Development	2.447	1.049	1.611	2.332	.024
Job Satisfaction	.824	.223	1.399	3.692	.001
Training * Job Satisfaction	.051	.012	5.328	4.321	.000
Development * Job Satisfaction	.059	.018	3.954	3.349	.002

a. Dependent Variable: Kinerja Karyawan

### The Effect of Training on Employee Performance in the Water Resources Department of the North Jakarta City Administration

Based on the results of the t test, it is known that the significant value of the training variable (X1) on employee performance is  $0.000 < 0.05$  and the t value is  $4.774 > 1.676$ , so it can be said that  $H_{a1}$  is accepted, meaning that there is an influence of training on employee performance in the Resources Department. North Jakarta Administrative City Water. The results of this research are in line with those conducted by Permana and Novadjaja (2013) showing that the three independent variables (trainer quality, training methods, and training experience) simultaneously

have a significant effect on employee performance with the F test = 16.844 (Sig. 001). In addition, this research is in line with research by L. P. Putri and Irawanto (2014) showing that job training has a significant influence on employee performance, and research conducted by Hartomo and Luturlean (2020) shows that there is a significant influence between training and employee performance. Head Office: PT. Pos Indonesia (Persero) Bandung.

Training is the process of learning the basic skills needed by employees to carry out work. The reason for implementing training for employees is so that employees can understand or master technical job skills. Changes in the work environment and workforce, as well as increasing the company's competitiveness, must be able to improve employee productivity (Sapri, 2019). In general, companies see the importance of employee education and training, namely to keep pace with the company's own development or answer technological challenges. In the business world, where competition is increasingly fierce, companies need to manage their training programs so that they can survive and even develop. Good training will produce employees who work more effectively and productively, so their work performance will increase.

The implementation of the training itself aims to increase the productivity of company employees, improve the quality of employee performance, support HR planning, increase company employee morale, provide indirect compensation, improve occupational health and safety, update the abilities and knowledge of company members, and increase employee abilities and expertise (Widodo, 2015). Referring to these objectives and the research hypothesis that has been answered in the moderation regression analysis in this study, it is concluded that there is alignment between the objectives of training and its influence on employee performance. Employees with poor performance due to a lack of knowledge and skills are suitable candidates to become training participants. With training and development programs that are appropriate to the field, new abilities and knowledge will be formed to improve employee performance (Nainggolan, 2021). Employees who have been given continuous training experience increased skills and knowledge that support their performance (Budiarti et al., 2018). Indirectly, this has an impact on the development of the company because human resources with good quality are able to provide maximum service or work results.

Researchers are of the opinion that the influence of training on employee performance shows significant figures, where training that is quality, targeted, and carried out continuously is able to improve employee skills and knowledge so that the impact on performance also increases. So it is concluded that there is a positive and significant influence of training on employee performance in the North Jakarta City Administration Water Resources Department, supported by the t-count results of  $4.774 > 1.676$  and a significance value of  $0.000 < 0.05$ .

### **The Influence of Employee Development on Employee Performance in the North Jakarta City Administration Water Resources Department**

Based on the results of the t test, it is known that the significant value of the employee development variable (X2) on employee performance is  $0.024 < 0.05$  and the t value is  $2.332 > 1.676$ , so it can be said that  $H_{a2}$  is accepted, meaning that there is an influence of employee development on employee performance in the Department of North Jakarta Administrative City Water Resources. This research is in line with research conducted by Bakar and Muharram (2016) showing that employee development through education and training can improve the performance of PT employees. Bank Sulselbar Palopo Branch. Furthermore, this research is in line with that conducted by Satrio and Kusmiyanti (2021a) showing that the human resource development variable (x) has a significant effect on employee performance (Y) at the class II A Purwokerto correctional institution. The effect is directly proportional; if HR development is good, then employee performance will also be good. In line with research conducted by Ritjap et al. (2021) it was found that there is a very significant influence between human resource development and employee performance. This is supported by all research output results showing that the results

are positive and very significant. This research also found that there are other factors not examined in this research that also influence employee performance at PT. Permata Finance Tomohon.

According to the book *Human Resource Management Karya* (Nurbaya, 2020), human resource development is a process to improve the ability of human resources to help achieve company goals. In order to develop the careers of its employees, every company is required to pay attention to the needs and interests of employees. For some employees, career advancement is more important than their job. Even an employee who feels that his career prospects in the organization are bad will leave his job (Herlina, 2021). Development prepares individuals for the future, which is focused on learning and personal development (Se'u, 2020). Employee coaching and development, education, and training are listed in Law No. 43 of 1999 concerning Amendments to Law No. 8/1974 concerning Personnel Principles. These objectives are: 1) adapting the skills, knowledge, and personality of employees to the work that must be carried out in their positions to obtain the best possible results and work efficiency; 2) improving the quality of work produced and obtaining results as expected according to their respective fields; 3) mastering and creating and developing better work methods and ways of working; 4) creating the same mindset; and 5) increasing skills, knowledge, dedication, and skills towards developing the best possible employee careers.

Human resource development is an important part of efforts to manage human resources as a whole. In essence, human resource development has broad dimensions that aim to increase the potential possessed by human resources in an effort to increase professionalism in the organization (Satrio & Kusmiyanti, 2021b). Employee development is carried out to achieve the goal of increasing productivity. If productivity increases, the work produced will also increase and produce quality employees, where quality employees can facilitate operations and achieve company goals easily. The benefits of this development can also be felt by employees in improving their performance. Apart from the benefits for themselves, this development can also be profitable for the company.

The benefits for yourself are in the form of increased knowledge, experience, increased courage, smoother communication, and so on. All of these activities can increase individual performance, thereby increasing employee salaries. Then, for the benefit of the company itself, namely that the company will have quality human resources, the company will be able to answer future development challenges, and the company will be able to compete with other companies. Researchers believe that employee development has a positive and significant influence on employee performance. This is also supported by the t-test results of  $2.332 > 1.676$  and a significance value of  $0.024 < 0.05$ .

### **The Effect of Job Satisfaction as a Moderating Variable on Employee Performance in the North Jakarta Administrative City Water Resources Department**

Based on the results of the t test, it is known that the significant value of the job satisfaction variable (Z) on employee performance is  $0.001 < 0.05$  and the t value is  $3.692 > 1.676$ , so it can be said that  $H_{a3}$  is accepted, meaning that there is an influence of job satisfaction as a moderating variable on employee performance. at the North Jakarta City Administration Water Resources Department. The results of this research are in line with research conducted by Hafidha et al. (2016), showing that the positive influence of job satisfaction on employee performance will be stronger for employees who have worked for a long time. Furthermore, similar research was conducted by Yanto et al. (2022), and the results showed that job satisfaction had a significant and positive effect on performance with a statistical value of 2,700. Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different. The level of job satisfaction can have different impacts. This depends on the mental attitude of the individual concerned (Hafidha et al., 2016)

Job satisfaction is an employee's attitude towards work, which is related to the work situation, cooperation between employees, rewards received at work, and matters involving

physical and psychological factors (Sutrisno, 2019). Job satisfaction felt by employees is beneficial for the company, one of which is maximum employee performance in the form of work being completed more quickly and work productivity being increased. Work is completed more quickly; this plays a very important role in making employees satisfied. Besides that, work completed more quickly reduces workload. Meanwhile, work productivity can increase due to work enthusiasm, which is stimulated by relatively high employee job satisfaction (Nitisemito, 2019). It was concluded that job satisfaction as a moderating variable influenced the performance of employees of the North Jakarta City Administration Water Resources Department positively and significantly, which was supported by the results of the t test, where the significance value was  $0.001 < 0.05$  and the tcount value was  $3.692 > 1.676$ .

### **The Effect of Training on Employee Performance Moderated by Job Satisfaction in the Water Resources Department of North Jakarta Administrative City**

Based on the results of the t test, it is known that the significant value of the training variable, which is moderated by job satisfaction, on employee performance is  $0.000 < 0.05$  and the t value is  $4.321 > 1.676$ , so it can be said that Ha4 is accepted, meaning that there is an influence of training on employee performance with moderation by job satisfaction at the North Jakarta City Administration Water Resources Department. The results of this research are in line with those conducted by Setia et al. (2020) proving that training has a significant positive influence on employee performance. In line with what was done by Setiawan et al. (2021), it shows that referring to the path coefficient table with a p value of 0.000, this value is smaller than the alpha value of 0.050, which proves that training has a positive and significant effect on employee performance. mediation of job satisfaction. Training plays a particular role in achieving organizational goals by combining the interests of the organization and its employees. The findings show that training and development activities carried out in an organization have a direct impact on job satisfaction and performance. Training will help employees master information, skills, habits, self-esteem, and self-confidence, enabling them to work efficiently and improve organizational performance (Sellar, 2022).

The existence of job satisfaction as a moderating variable is explained by employees who are happy with their work having a positive attitude towards work. A person who is satisfied with his work has a positive attitude towards it, and vice versa. The relevance of training to job satisfaction is that there is positive and supportive training for employees' careers, along with job satisfaction felt by employees, thereby increasing employee performance for the company. It was concluded that the influence of training, which was moderated by job satisfaction, showed a positive and significant direction. This was supported by the results of the t test, which showed that the tcount was  $4.321 > 1.676$  and the significance value was  $0.000 < 0.05$ .

### **The Effect of Employee Development on Employee Performance Moderated by Job Satisfaction in the North Jakarta Administrative City Water Resources Department**

Based on the results of the t test, it is known that the significant value of the employee development variable, which is moderated by job satisfaction on employee performance, is  $0.002 < 0.05$  and the t value is  $3.349 > 1.676$ , so it can be said that Ha5 is accepted, meaning that there is an influence of employee development on employee performance moderated by job satisfaction at the North Jakarta City Administration Water Resources Department. The results of this research are in line with research conducted by Kuswari and Ripno (2022) showing that human resource development, career development, and job satisfaction together have a significant effect on employee performance at the Bengkulu Samsat Office, and S. M. Putri et al. (2021) show that there is a positive and significant influence of organizational commitment on PT employee performance. Rubber Valley P&P has job satisfaction as a moderating variable. Development is the personal improvements that a person makes to achieve a career plan that has been determined by the organization concerned (Pakualam et al., 2023).

Every employee who joins a company definitely wants to get satisfaction while working. The more satisfied employees are at work, the better their performance will be. The relevance of employee development and job satisfaction as moderating variables, namely the development facilitated by the company for its employees and the level of job satisfaction felt by the employee, is able to improve employee performance for the company.

It was concluded that the existence of job satisfaction, which moderates employee development, has a positive and significant influence on employee performance. This is proven by the t test, where  $t_{count}$  is  $3.349 > 1.676$  and the significance test is  $0.002 < 0.05$ .

## CONCLUSION

Based on the presentation of the research results, the researcher formulated the conclusions of the research results as follows:

1. There is an influence of training on employee performance in the North Jakarta City Administration Water Resources Department, as evidenced by the results of the t test, where the t value is  $4.774 > 1.676$  and the significant value of the training variable (X1) on employee performance is  $0.000 < 0.05$ .
2. There is an influence of employee development on employee performance in the North Jakarta City Administration Water Resources Department, as evidenced by the results of the test, where the t value is  $2.332 > 1.676$  and the significant value of the employee development variable (X2) on employee performance is  $0.024 < 0.05$ .
3. There is an influence of job satisfaction as a moderating variable on employee performance in the North Jakarta City Administration Water Resources Department, as evidenced by the results of the t test, where the t value is  $3.692 > 1.676$  and the significant value of the job satisfaction variable (Z) on employee performance is  $0.001 < 0.05$ .
4. Job satisfaction as a moderating variable strengthens the influence of training on employee performance in the North Jakarta City Administration Water Resources Department, as evidenced by the results of the t test, where the t value is  $4.321 > 1.676$  and the significant value of the training variable, which is moderated by job satisfaction on employee performance, is  $0.000 < 0.05$ .
5. Job satisfaction as a moderating variable strengthens the influence of employee development on employee performance in the North Jakarta City Administration Water Resources Department, as evidenced by the results of the t test, where the t value is  $3.349 > 1.676$  and a significant value on the employee development variable, which is moderated by job satisfaction on employee performance, namely  $0.002 < 0.05$ .

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