

Effect of Training and Job Performance on Job Satisfaction in PT Garuda Indonesia Training Center

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The main focus of this research is the effect of training and job performance on employees' satisfaction. The object of this research is all employees in PT Garuda Indonesia Training Center. This study was done among 50 respondents using saturated sampling technique, all the population will be used as a sample of this research. The method used in this research is Structural Equation Model (SEM) with Smart-PLS analysis tools version 3.0. Result shows that the training gives positive and significant effect on employee satisfaction (H1). The other shows that the performance also gives a positive and significant effect on employee satisfaction (H2). Therefore, it is concluded that there are positive and significant effects of training and job performance on the employee satisfaction in PT Garuda Indonesia Training Center.

Keywords: training, job performance, job satisfaction

Introduction

Human resources are company's most important asset for its role as the executing subject of the company's policy and operations. Mody and Noe (2014) define human resource management as the utilization of human resources to achieve organizational objectives. In improving the quality of the company, the most important element is the human resources that exist in it. Thus, the company must have qualified human resources to achieve these goals so that it can survive along the global development.

Human resource development is done through training as an effort to improve the quality of human resources. This is because human resources are the driving tool of the company's operations with all facilities that are available in order to achieve its goals. Increasing employee satisfaction is very important in achieving organization goals; one on them is by giving training and achievement to the employees. Employee training program is expected to provide motivation for employees to improve their skills and further be able to increase employee satisfaction. Training and achievement of these employees is one of the traditional functions of human resource management that will be able to improve employee job satisfaction.

According to Suparyadi (2015), job satisfaction is an emotional state that is pleasant or unpleasant in which employees view the job. This shows the positive attitude of employees towards work and everything

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that encounter in the work environment. The company must consider the factors that affect job satisfaction. Assessment of employee satisfaction is very important to preserve, maintain, and improve the performance of employees in the company. Lack of Employee Satisfaction at PT Garuda Indonesia Training Center—Kosambi Branch, causes a decline in employee productivity thus gives a very large impact on the company. To improve employee satisfaction there are several factors that should be done by the company.

From the results of pre-survey conducted by researcher towards 20 respondents, the researchers have conclusion about the training and assessment of PT. Garuda Indonesia Training Center employee is not maximized so as to affect job satisfaction of employees in the company. Employees feel less satisfied with the training provided by the company and also feel less with the appraisal given by the company so that employees are not satisfied with the job and the environment itself.

Garuda Indonesia Training Center is a training center for employees of Garuda Indonesia, both office employees as well as air employees such as stewardess. Human resource department is responsible for helping managers to become coaches and advisors both for his subordinates, creating effective training and development program both for new employee (orientation) and existing employee (skills development). It is necessary to note the level of employee satisfaction so it will be better by supporting it with more rigorous training, as well as job achievement to avoid disappointment.

One that makes employees feel satisfied in the work is that they get the training in accordance with what the employees needed and increase in employees' performance that gives them passion to work. To achieve good human resources, the company should give job satisfaction to employees. Some previous researchers claim that there is influence of training and job performance on the employee job satisfaction.

The results of Apriliyantini, Bagia, and Suwendra's (2016) research showed that there was a positive influence of training and job satisfaction on employee productivity, as well as the positive influence of training on job satisfaction. Sanger (2013) research shows performance appraisal, job involvement, and work motivation simultaneously and partially have an influence on employee satisfaction of the High Court. Purnomo, Hutomo, and Tysol (2013) also concluded that employees with high job satisfaction will feel happy in their work and do not attempt to evaluate the other work alternative.

Concluding from problem based on the survey results and information existing in the company as well as the conclusions of some previous researches that suggested a relationship between related variables, researchers are interested in doing research with the title "Effect of training and job performance on job satisfaction in PT Garuda Indonesia".

Definition of Terms

Training

According to Rival and Sagala(2013) training is the process of systematically changing the behaviour of employees to achieve organizational goals. Training deals with the skills and abilities of employees to carry out current work.

Suparyadi (2015) states in order to improve the skills of employees, organizations can hold their own training or send employees to training institutions managed by external parties that focus on training specific skills areas.

Job Performance

Hasibuan (2012) stated that job performance is a result of work achieved by someone in executing the tasks assigned based on skills, experience, and sincerity as well as time.

From the definitions above, it can be concluded that performance is a record of one's work as a success achieved in carrying out the tasks assigned to them based on skills, experience, and determination as well as for a certain period of time.

Turnover Intention

Job satisfaction is the general attitude of employees towards work, which is described an attitude, shows liking or disliking. Simanjuntak and Rahadja (2013) defined job satisfaction as an emotional attitude that shows feeling of happiness and love for his job.

Framework and Hypothesis

The conceptual framework of the relation between training, job performance, and job satisfaction in this study consisted of three variables, as follows:

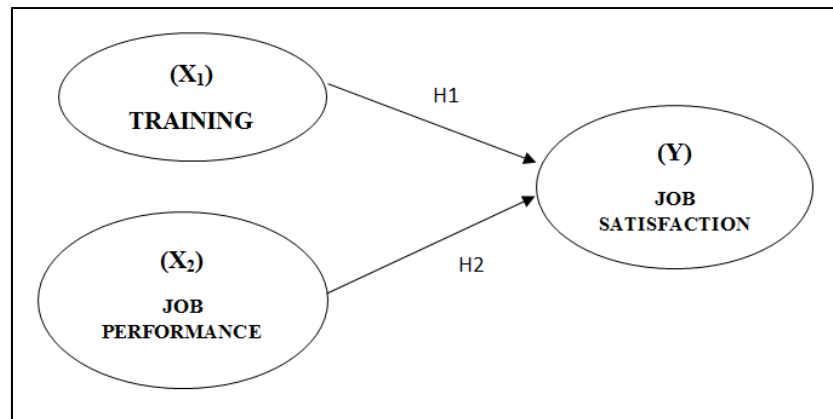


Figure 1. Conceptual framework of research.

Based on the problem formulation and the basic theory that has been described before, the hypotheses in this study are:

H1: Training gives positive and significant effect on employees' job satisfaction.

H2: Job performance gives positive and significant effect on employees' satisfaction.

Research Methodology

This research is a quantitative research using causality approach. Causality research is a research that tries to find an explanation in the form of causal relationships (cause-effect) between multiple variables developed by management. In this study the hypothesis that has been formulated, further tested to determine the influence between each of the variables in the study. This research was conducted in PT Garuda Indonesia Training Center—Kosambi, Cengkareng, Jakarta Barat. As many as 80 stewardess of PT Garuda Indonesia took as the population of research. Data analysis techniques used in this research are as follows:

Descriptive Analysis

This analysis aims to describe the results of research by giving an overview to the respondents who have

been researched and distribution of each variable item. The collected data through questionnaires in the form of a statement with a predetermined answer choice are then tabulated to be described. The benchmark of the description is by giving numbers in total or by percentage.

Measurement Model Test (Outer Model)

Convergent validity. Ghozali and Latan (2015) state that the convergent validity relates to the principle that the measurement (manifest variables) of a construct should have a high correlation. Convergent validity Test using SmartPLS 3.0 program can be seen from the loading factor value for each constructs indicator. According to Chin in Ghozali and Latan (2015), rule of thumb is normally used to assess convergent validity in which the loading factor value must be greater than 0.7 for studies that are confirmatory and loading factor value between 0.6-0.7 for explanatory research is still acceptable, also the value of average variance extracted (AVE) must be greater than 0.5. However, for early-stages research of measurement scale development, loading factor value of 0.5-0.6 is considered sufficient. Based on these criteria, if the loading factor value is below 0.5, it will be dropped from the model.

Discriminant validity. Discriminant validity relates to the principle that the different construct (manifests variables) should not be highly correlated. Testing the discriminant validity with a reflexive indicator is by looking at the cross loading value for each variable. An indicator is declared as valid if it has a loading factor greater than the other constructs. Thus, the latent constructs predict indicators on their block better than the other block indicator.

Composite reliability and Cronbachs alpha. Composite reliability and Cronbach alpha test aims to test the validity of the instrument in a model study or to measure the internal consistency and its value must be above 0.60. If the entire value of the latent variable has a composite reliability value and Cronbach alpha value is bigger than 0.7 it means that the construct has a good reliability or questionnaires used as a tool in this study are consistent (Ghozali & Latan, 2015).

Structure Model Test or Hypothesis Test (Inner Model)

Goodness of fit.

- R-square Value (R^2)

Goodness of Fit Model Testing can be tested using the R-square. Endogenous latent variable values of 0.67, 0.33, and 0.19 in the structural models indicate that the model is “good”, “moderate”, and “weak”.

- Predictive-relevance test (Q^2)

Besides evaluating the magnitude of the R^2 values, we may calculate predictive-relevance (Q^2) value. Q-square value greater than 0 (zero) indicates that the model has relevance predictive value.

Line coefficient estimation. The estimated value for the line connection in the structural model should be significant. This significant value can be obtained by bootstrapping procedure. By looking at the value of coefficient parameters we can determine the significance of the hypothesis. The value of T-statistics in the algorithm bootstrapping report should be more than 1.96.

In addition, significance level also can be seen by calculating the p -values. It is said to be significant if p value is less than the level (alpha) of 0.05. Otherwise, it referred as insignificant if p values greater than the level (alpha) of 0.05.

Result and Discussion

Descriptive Analysis

Training. Based on the descriptive analysis of Training (X1), the grand mean of 3.60 which is in the “strongly agree” interval, means that overall it can be concluded that the respondent of PT Garuda Indonesia Training Center in 2016 tended to strongly agree that the applied job satisfaction is good enough.

Job satisfaction. Based on the descriptive analysis of employee satisfaction variable (Y), the grand mean of 3.38, which is around the “good” interval, it means that in overall it can be concluded that the majority of respondents in PT Garuda Indonesia Training Center in 2016 tend to agree that the training and job performance is able to influence job satisfaction produced.

Job performance. Based on the descriptive analysis of job performance (X2), the grand mean of 4.38, which is in the “quite good” interval, it means that overall it can be concluded that the employees of PT Garuda Indonesia Training Center in 2016 tend to quite agree that the applied job satisfaction is good enough.

Measurement Model Test (Outer Model)

Convergent validity. Table 1 shows convergent validity test result, it can be seen that the indicators PL1, PL3, PL4, KP5 have loading factor value less than 0.50 which is not significant. Therefore, the indicator will be removed from the model.

Table 1

Convergent Validity Test Result

variables	Indicator	Outer loading	Information
Training	PL1	0.424	Invalid
	PL2	0.574	Valid
	PL3	0.461	Invalid
	PL4	0.356	Invalid
	PL5	0.572	Valid
	PL6	0.666	Valid
Job performance	PK1	0.716	Valid
	PK2	0.819	Valid
	PK3	0.598	Valid
	PK4	0.756	Valid
	PK5	0.525	Valid
	PK6	0.557	Valid
	PK7	0.575	Valid
Job satisfaction	KP1	0.653	Valid
	KP2	0.558	Valid
	KP3	0.653	Valid
	KP4	0.661	Valid
	KP5	0.497	Invalid
	KP6	0.690	Valid

Source: PLS 3.0 Processing result.

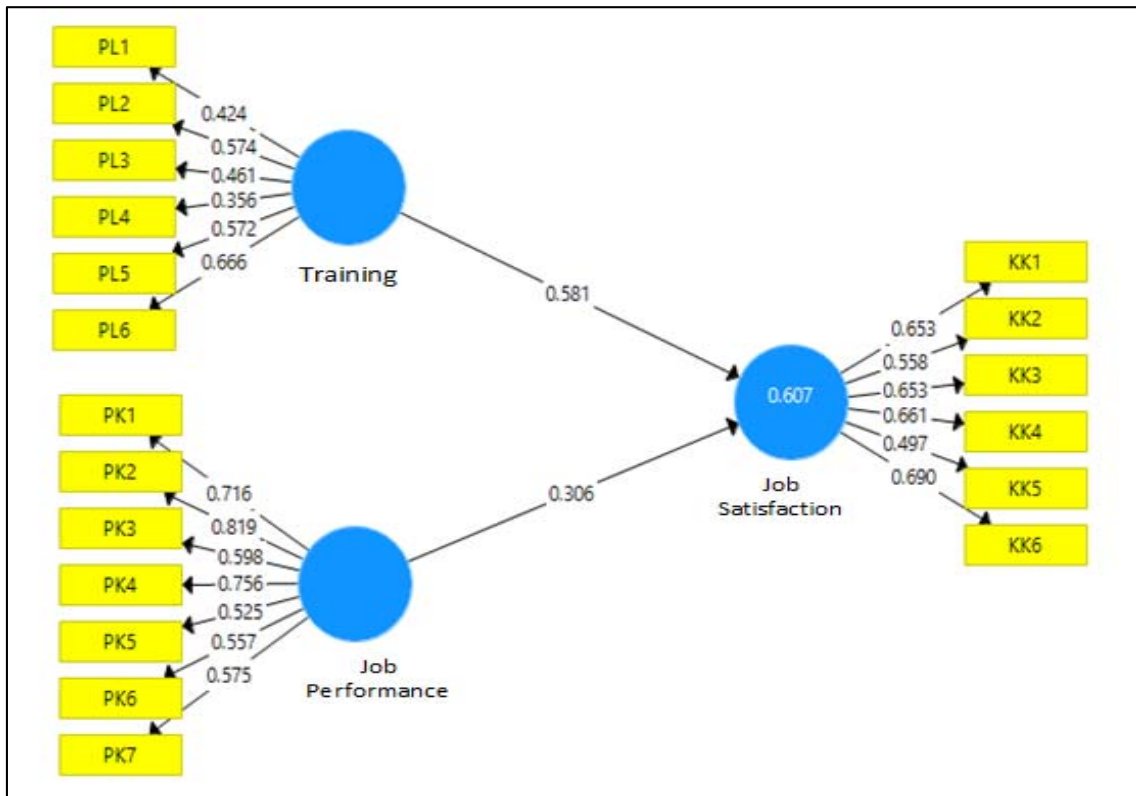


Figure 2. PLS algorithmic result for convergent validity.

Here's the recalculation output after deletion of insignificant indicators.

Table 2
Convergent Validity Test Result (Modification)

Variables	Indicator	Outer loading	Information
Training	PL2	0.574	Valid
	PL5	0.572	Valid
	PL6	0.666	Valid
Job performance	PK1	0.716	Valid
	PK2	0.819	Valid
	PK3	0.598	Valid
	PK4	0.756	Valid
	PK5	0.525	Valid
	PK6	0.557	Valid
	PK7	0.575	Valid
Satisfaction	KP1	0.653	Valid
	KP2	0.558	Valid
	KP3	0.653	Valid
	KP4	0.661	Valid
	KP6	0.690	Valid

Source: PLS 3.0 Processing result.

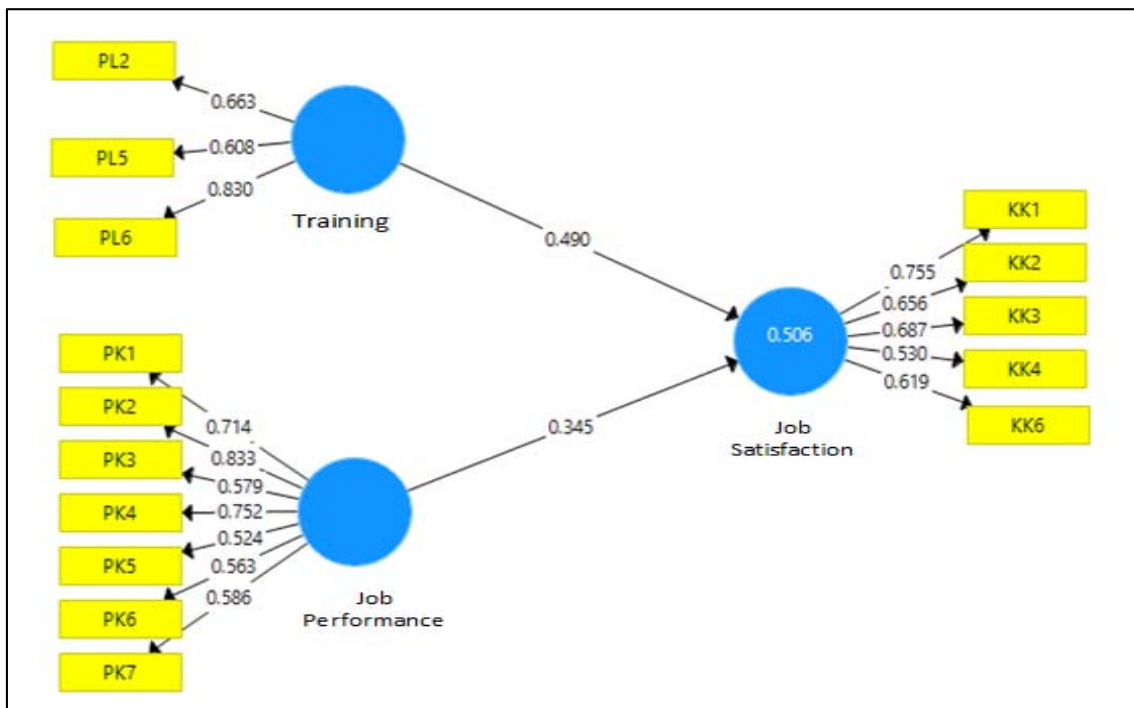


Figure 3. Algorithmic result for convergent validity (with modification).

The results of convergent validity test modification are shown in Table 2 and Figure 3. All the indicators have met convergent validity because it has a loading factor above 0.50.

Table 3

Discriminant Validity Test Result

	Satisfaction	Training	Job performance
KK1	0.755	0.538	0.327
KK2	0.656	0.422	0.315
KK3	0.687	0.567	0.334
KK4	0.530	0.168	0.421
KK6	0.619	0.291	0.481
PK1	0.378	0.456	0.714
PK2	0.499	0.399	0.833
PK3	0.317	0.137	0.579
PK4	0.455	0.222	0.752
PK5	0.363	0.253	0.524
PK6	0.515	0.323	0.563
PK7	0.190	0.196	0.586
PL2	0.490	0.663	0.429
PL5	0.411	0.608	0.233
PL6	0.436	0.830	0.231

Source: PLS 3.0 Processing result.

Discriminant validity. Based on Table 3, the loading factor of work satisfaction is greater compared with other constructs (KK1 by 0.755, KK2 by 0.656, KK3 by 0.687, KK4 by 0.530, and KK6 by 0.619). Thus, with that result it can be concluded that the indicator of job satisfaction can be said to be valid.

The loading factors of job performance are larger compared with other constructs (see Table 3; PK1 by 0.714, PK2 by 0.833, PK3 by 0.579, PK4 by 0.752, PK5 by 0.524, PK6 by 0.563, and PK7 by 0.586). This result shows that the performance indicators are also valid.

Similar as the other indicators, training's loading factors have the largest value between other indicators (PL2 by 0.663, PL5 by 0.608, PL6 by 0.830) so that training can be said to be a valid indicator.

All these results suggest that latent constructs predict indicators on their blocks better than indicators in other blocks.

Composite reliability and Cronbachs alpha test. Composite reliability test result shown in Table 4 and Cronbachs alpha test result shown in Table 5 indicate a satisfactory value where the composite reliability and Cronbachs alpha had a reliability ≥ 0.70 . Value greater than 0.70 means that the construct in the research has a good reliability. Or it also can be stated that the questionnaires used as a tool in this research are reliable or consistent.

Table 4

Composite Reliability Test Result

Variables	Composite reliability	Note
Training	0.790	High reliability
Job performance	0.680	Medium reliability
Employee satisfaction	0.839	High reliability

Source: PLS 3.0 Processing result.

Table 5

Cronbachs Alpha Test Result

Variable	Cronbach alpha	Note
Training	0.444	Unreliable
Job performance	0.785	High reliability
Employee satisfaction	0.683	Medium reliability

Source: PLS 3.0 Processing result.

Based on the degree of reliability above, then the composite reliability of training, job performance, and job satisfaction variables has values in the range 0.70 to 0.90. Those values are said to be reliable because the values' range is considered to have a high degree of reliability.

Similarly, value for the Cronbachs Alpha of value training, job performance, and job satisfaction variables is 0.70 to 0.90. Based on the degree of reliability of the Cronbachs Alpha value, it is said to be reliable because the values are in a high degree of reliability range.

Structure Model Test or Hypothesis Test (Inner Model)

Goodness of fit.

- R-square Value (R2)

From the results of Table 6, it shows that the R-Square in the training and job performance variable is able to explain the employee satisfaction variable at 0.506 or 50.6% and 0.494 or 49.4% remainder is explained by other variables beyond those examined.

Table 6

R-Square Value

	R-square
Job satisfaction	0.506

- Predictive-relevance test (Q2)

The Q-square value of each endogenous variable in this study can be seen in the following calculations:

$$Q^2 = 1 - (1 - R1)$$

$$Q^2 = 1 - (1 - 0.809)$$

$$Q^2 = 1 - (0.191)$$

$$Q^2 = 1 - 0.181$$

$$Q^2 = 0.809$$

The above calculation shows the predictive-relevance value of 0.809 (> 0). That means that 80.9% of the variation in employee performance variable (dependent variable) is explained by the variables used. Thus the model is feasible to have relevant predictive value.

Table 7

Line Coefficient Estimation

	Original sample (O)	T-statistics	P-values	Note
Training ≥ job satisfaction	0.490	4.503	0.00	Positive significant
Job performance ≥ job satisfaction	0.345	2.746	0.00	Positive significant

Line coefficient estimation. The estimated value for line coefficient of structural models should be significant. This significant value can be obtained by using bootstrapping procedure. Determining the significance of the hypothesis can be done by looking at the coefficient parameters value and the *T*-statistic value of the algorithm bootstrapping report.

To find whether it is significant or not, the value of *t*-table at alpha of 0.05 (5%), which is 1.96, is compared to *t*-test (*t*-statistic).

The relationship between training and job satisfaction is said to be significant since the value of *t*-statistic is 4.053 (< 1.96) and the *p* value is 0.000 (> 0.05). Thus the first hypothesis of this study “Training gives positive and significant effect on employees’ job satisfaction” is accepted.

For the relationship between job performance and job satisfaction, it is also significant because the value of *t*-statistic is 2.746 (< 1.96) with *p* value of 0.000 (> 0.05). Second hypothesis that states “Job performance gives positive and significant effect on Employees’ satisfaction” in this research can be accepted as well.

Based on the results obtained, this study shows that training has a positive effect on employees’ job satisfaction. This concurs with researches by Punomo et al. (2013), Kadiresan, Selamat, Selladurai, Ramendran, and Haji Mohamed (2015), which concluded that there is positive effect of training to increase employee satisfaction. This means that more training and job performance will lead to more employee satisfaction.

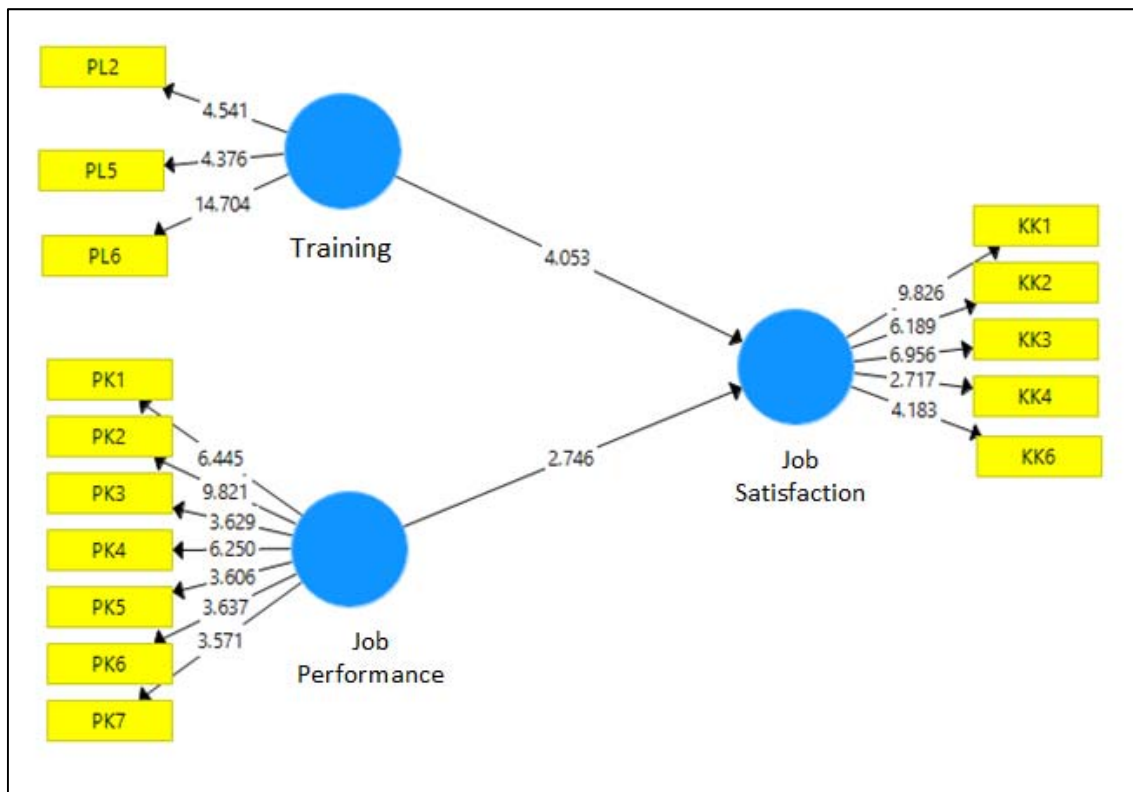


Figure 4. Bootstrapping result.

Based on the results of the hypothesis, test in this study shows that job performance affects job satisfaction of employees which is in accordance with results Sanger (2013), Chahal, Chahal, Chowdhary, and Chahal (2013), and Singh and Rana (2015) research stating that there is a positive direct effect between employee performance on employees' job satisfaction.

Conclusion and Recommendations

Conclusion

This research tries to analyse the variables associated with training and job performance towards job satisfaction. The results are obtained from research on employees at PT Garuda Indonesia Training Center. From the research results obtained from the calculation of Partial Least Square (PLS), it can be deduced as follows:

- (1) Training has direct influence positively and significantly on the job satisfaction of PT Garuda Indonesia Training Center employees.
- (2) Job performance affects employees' satisfaction of PT Garuda Indonesia Training Center positively and significantly.

Suggestion

Based on the above conclusions, some suggestions can be given to PT Garuda Indonesia Training Center for further consideration. Also there are some suggestions for the next research:

- (1) Suggestions for PT Garuda Indonesia Training Center

From the aspect of training, PT Garuda Indonesia Training Center should improve the atmosphere in the

implementation of training so that employees have some fun in training resulting in the increase of employee satisfaction.

The accuracy and speed of employees in completing the work should be considered by PT Garuda Indonesia Training Center to improve employee performance and give self-satisfaction toward the employees individual work that has been done.

(2) Suggestions for further research

For further research, it should be able to further develop the variables and indicators which have not been used in this research. Researchers recommended improving in reading references such as journals, books, and the type of data that will be obtained so that in future research could be sharper in investigating problems or objects.

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