

# THE EFFECT OF TRAINING, MOTIVATION AND COMPENSATION ON EMPLOYEE EFFECTIVENESS THROUGH JOB SATISFACTION AT PORT OFFICES AND PORT AUTHORITIES CLASS III KIJANG

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## Abstract

*The purpose of this study was to determine and analyze the effect of training, motivation and compensation on the effectiveness of employees' work through job satisfaction. The method used in this research is a causal model survey method, data collection using a questionnaire and distributed to 120 respondents. Statistical data analysis using SEM-PLS (Structural Equation Modeling-Partial Least Square) and using path analysis to examine the pattern of relationships that reveal the influence of variables on other variables, both direct and indirect effects. The results in the study indicate that training directly has no significant effect on the effectiveness of employees' work with p-values of  $0.587 > 0.05$ ,*

**Keywords:** *Training, Motivation, Compensation, Work Effectiveness, Job Satisfaction*

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## 1. INTRODUCTION

One of the most influential factors on the level of success in any business, whether in business or even in public service institutions, especially government agencies, is the level of work effectiveness of all parts in it.

The main driver in realizing the effectiveness of a company/institution is supported by qualified human resources. One of the main problems in human resource management is how to find the best way to achieve work effectiveness, namely employee job satisfaction. Employee job satisfaction is one of the important aspects that need to be considered in efforts to improve the quality of human resources of an agency, if employee job satisfaction is met, they will tend to have motivation to work, otherwise dissatisfaction will result in high levels of employee turnover, absenteeism, strikes, and other negative actions that can harm the institution.

Work effectiveness is the completion of work on time that has been set, with a comfortable work environment and good co-workers can increase work productivity. If that is fulfilled, employees will feel job satisfaction, which is something that is relative, where between one person and another the level of satisfaction varies in each condition from time to time. Employees will feel satisfied at work if the aspects of themselves support, and if these aspects do not support the employees will not feel satisfied. When job satisfaction occurs, it is generally reflected in the employee's feelings towards his work, which is often manifested in a positive attitude towards his work and everything that is faced or assigned to him in the work environment.

Work effectiveness is also an important role carried out by the Port Authority and Class III Kijang Port Authority, this can be seen through the provision of services for the community, especially for service users at the port so that the regulation, control and supervision of ports that are commercially managed for shipping safety at the Kijang port can be achieved. become better, more effective and efficient. However, the effectiveness of the services provided at this time is still not optimal because human resources or employees who work are still not reliable and capable, causing several problems in terms of job satisfaction, namely the lack of training in improving the competence, skills and skills of reliable employees,

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## 2. LITERATURE REVIEW

### Training

According to Mangkunegara (2013:44), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. This process is tied to various organizational goals, training can be viewed narrowly or broadly. On a limited basis, training provides employees with specific and recognizable knowledge and skills used in their current job.

The training indicators according to Mangkunegara (2013:62) are: 1) Type of training; 2) Material; 3) Method; 4) Length of training; 5) The purpose of the results.

### Motivation

According to Sutrisno (2013:109), motivation is a factor that encourages someone to do a certain activity, motivation is often interpreted as a motivating factor for someone.

According to Sunyoto (2015:11), several indicators of motivation variables are: 1) Physiological needs; 2) Security needs; 3) Social needs; 4) The need for appreciation; 5) Self-actualization needs.

### Compensation

According to Simamora (2015:442) compensation is an intangible financial and service reward as well as benefits received by employees as part of the employment relationship.

Hasibuan (2012:86) reveals that in general there are various indicators of compensation, namely: 1) Salary; 2) Allowances; 3) Incentives; 4) Insurance; 5) Facilities.

### Work Effectiveness

According to Steers (2015: 203) effectiveness is doing something accurately, timely, objectively and thoroughly in accordance with organizational goals. Every organization is founded or formed to pursue effectiveness, because the existence and growth concerned can carry out the mission and carry out their duties with a high level of resilience. The process of working together a group of people to achieve goals requires the organization as a forum, and management is needed to drive this cooperation. One of the management functions is supervision.

According to Admosoeprapto (2016: 55) the indicators of work effectiveness are: 1) Achievement of goals; 2) Quality of work; 3) Quantity of work; 4) On time; 5) Job satisfaction.

### Job satisfaction

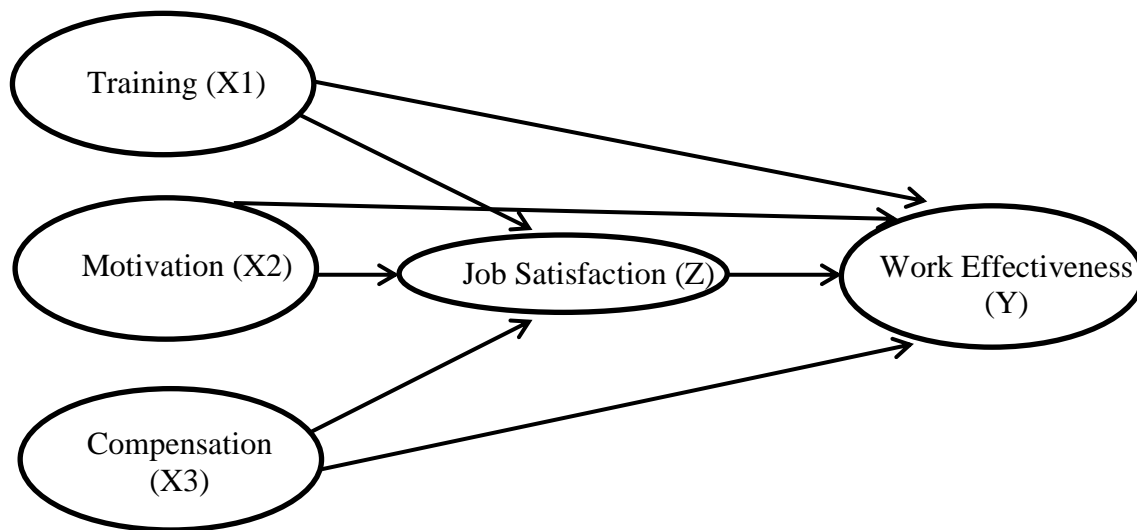
According to Badriyah (2015:229) Job satisfaction is the attitude or feeling of employees towards pleasant and unpleasant aspects of work that are in accordance with the assessment of each worker. Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually negative attitudes or behavior will arise which in turn can lead to frustration, on the contrary employees who are satisfied will be able to work well, full of enthusiasm, active and can perform better than employees. who do not get job satisfaction.

According to Sopiah (2012:178), job satisfaction indicators are: 1) Opportunity to advance; 2) Job security; 3) Company and management; 4) Salaries and benefits in the financial sector; 5) Working conditions.

## 3. IMPLEMENTATION METHOD

This research will be carried out at the Port Authority and Port Authority Office Class III Kijang. The researcher uses Saturated Sampling (Census), According to Sugiyono (2014: 118) saturated sampling is a sample collection technique when all members of the population are used as samples, namely in this study there were 120 respondents.

This research method uses a causal model survey method using path analysis techniques. Based on the reasons this study aims to confirm the theoretical model with empirical data. This study attempts to test the hypothesis used by taking a sample from a population and using a questionnaire as the main data collector. The theoretical model of the research is as follows:



**Image 1.** Research Concept Framework

Statistical data analysis using the SPSS 24.0 for windows program regarding research variables, instrument testing, normality testing, hypothesis testing, and discussion of the results of hypothesis testing and path analysis. This study uses path analysis to examine the pattern of relationships that reveal the effect of a variable or set of variables on other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by the Smart PLS Ver 4.0 software.

#### 4. RESULTS AND DISCUSSION

##### Internal Consistency Analysis

A variable is said to be reliable according to Hair, Hult, Ringle, & Sarstedt (2014) if the composite reliability value is  $> 0.60$ .

**Table 1.** Internal Consistency Analysis

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted Variance (AVE)
X1	0.941	0.943	0.948	0.550
X2	0.945	0.946	0.951	0.564
X3	0.944	0.945	0.950	0.562
Y	0.943	0.944	0.950	0.558
Z	0.945	0.946	0.951	0.564

**Source:** PLS Data Processing (2022)

Based on the results of the internal consistency analysis in table 1 above, the composite reliability value is greater than 0.600, so all variables are declared reliable.

##### Convergent Validity

According to Hair, Hult, Ringle, & Sarstedt (2014) if the outer loading value is greater than (0.7), then an indicator is valid.

**Table 2.** Convergent Validity

Variable	X1	X2	X3	Y	Z
X1.1	0.828				
X1.10	0.708				
X1.11	0.706				
X1.12	0.730				
X1.13	0.729				
X1.14	0.713				

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X1.15	0.733				
X1.2	0.726				
X1.3	0.741				
X1.4	0.769				
X1.5	0.718				
X1.6	0.730				
X1.7	0.774				
X1.8	0.735				
X1.9	0.774				
X2.1		0.786			
X2.10		0.701			
X2.11		0.757			
X2.12		0.739			
X2.13		0.796			
X2.14		0.733			
X2.15		0.706			
X2.2		0.716			
X2.3		0.764			
X2.4		0.810			
X2.5		0.706			
X2.6		0.720			
X2.7		0.759			
X2.8		0.766			
X2.9		0.793			
X3.1			0.812		
X3.10			0.705		
X3.11			0.771		
X3.12			0.718		
X3.13			0.754		
X3.14			0.729		
X3.15			0.705		
X3.2			0.732		
X3.3			0.760		
X3.4			0.776		
X3.5			0.709		
X3.6			0.789		
X3.7			0.779		
X3.8			0.725		
X3.9			0.769		
Y.1				0.748	
Y.10				0.729	
Y.11				0.729	
Y.12				0.731	
Y.13				0.731	
Y.14				0.785	
Y.15				0.725	
Y.2				0.781	
Y.3				0.746	

Y.4				0.764	
Y.5				0.706	
Y.6				0.732	
Y.7				0.797	
Y.8				0.762	
Y.9				0.730	
Z.1					0.742
Z.10					0.839
Z.11					0.735
Z.12					0.774
Z.13					0.791
Z.14					0.737
Z.15					0.758
Z.2					0.740
Z.3					0.708
Z.4					0.787
Z.5					0.750
Z.6					0.712
Z.7					0.719
Z.8					0.733
Z.9					0.727

Source: PLS Data Processing (2022)

The results of the convergent validity test in table 2 above state that all the items tested are greater than 0.7 then all variable indicators are declared valid.

#### **Discriminant Validity**

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, by comparing the root value of the AVE (Fornell Lecker Criterion) with the correlation value between latent variables. The AVE root value must be greater than the correlation between latent variables.

If the square root value of AVE for each construct is greater than the correlation value between constructs and other constructs in the model, then the model is said to have a good discriminant validity value (Wong, 2013).

**Table 3.** Discriminant Validity

Variable	AVE Reliability	AVE Fornell Lecker Criterion				
		X1	X2	X3	Y	Z
X1	0.550	0.742				
X2	0.564	0.940	0.751			
X3	0.562	0.985	0.947	0.750		
Y	0.558	0.923	0.961	0.938	0.747	
Z	0.564	0.933	0.964	0.954	0.976	0.751

Source: PLS Data Processing (2022)

The results of the discriminant validity test in table 3 above state that the AVE (Fornell Lecker Criterion) value of the 5 variables in this study is more than the construct correlation value of other variables.

#### **Collinearity**

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The value used to analyze the collinearity problem is to look at the value of Variance Inflation Factor / VIF, Hair, Hult Ringle & Sarstedt (2014) in Rumengan (2020: 193). If the VIF value is  $> 5.00$ , it means that there is a collinearity problem and vice versa if the VIF is  $< 5.00$ , it means that there is no collinearity problem.

**Table 4.** Collinearity

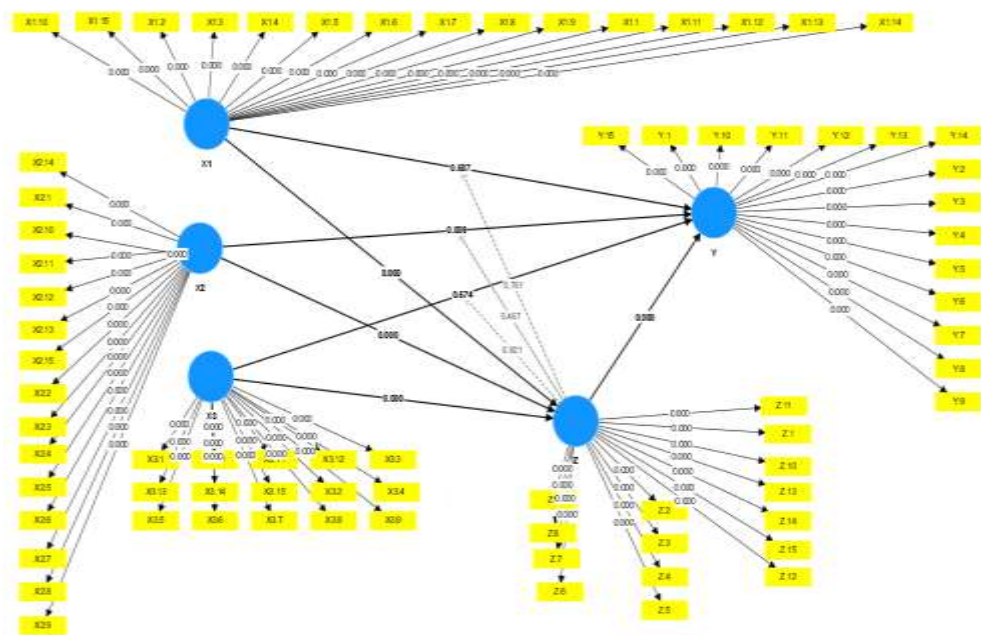
Variable	X1	X2	X3	Y	Z
X1				38,513	33,293
X2				18,596	9,844
X3				52.285	37.313
Y					
Z				20,757	

Source: PLS Data Processing (2022)

Based on table 4 above, it states that the VIF value is above 5.00, it can be interpreted that there is a collinearity problem.

## Structural Model Path Coefficient Significance Test

The coefficients of the hypothesis testing path are shown in the following figure:



**Figure 2.** Hypothesis test

Source: PLS Data Processing (2022)

### a. Live Effect Test

If the probability value (P-value)  $< \text{Alpha } (0.05)$  then the effect is said to be significant. If the probability value (P-value)  $> \text{Alpha } (0.05)$  then the effect is said to be insignificant.

**Table 5.** Direct Effect Hypothesis

Variable	Original	Sample	Standard	T Statistics	P Values
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	Sample (O)	Mean (M)	Deviation (STDEV)	( O/STDEV )	
X1 → Y	0.068	0.073	0.126	0.544	0.587
X1 → Z	-0.383	-0.386	0.103	3,707	0.000
X2 → Y	0.267	0.275	0.102	2,620	0.009
X2 → Z	0.609	0.610	0.072	8,487	0.000
X3 → Y	-0.075	-0.085	0.133	0.561	0.574
X3 → Z	0.755	0.758	0.108	6,971	0.000
Z → Y	0.713	0.712	0.095	7.509	0.000

Source : PLS Data Processing (2022)

Based on the results of the direct influence test in table 5, it is known that the P-value <0.05, it means that the direct influence between the significant variables is the variable X1 to Z, X2 to Y, X2 to Z, X3 to Z and Z to Y. While the P-value > 0.05, it means that the direct effect between variables is not significant, namely the X1 variable on Y and X3 on Y.

#### b. Indirect Effect Test

The criteria for drawing conclusions about the value of the coefficient of indirect influence are said to be significant if it produces a probability that is P-values <0.05. If the coefficient value produces a probability, namely P-values > 0.05, it is said that the effect is not significant.

**Table 6.** Indirect Effect Hypothesis

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1→ → ZY	-0.273	-0.273	0.075	3,662	0.000
X2→ → ZY	0.435	0.432	0.065	6,725	0.000
X3→ → ZY	0.538	0.540	0.105	5,131	0.000

Source: PLS Data Processing (2022)

Based on the results of the indirect effect test in table 6, it can be seen that the P-value <0.05, means that the indirect effect between variables is significant.

## 5. CONCLUSION

Based on the research that has been done, it can be concluded as follows: 1) Training has no significant effect on the work effectiveness of employees; 2) Motivation has a significant effect on employee work effectiveness; 3) Compensation has no significant effect on employee work effectiveness; 4) Job satisfaction has a significant effect on employee work effectiveness; 5) Training has a significant effect on job satisfaction; 6) Motivation has a significant effect on job satisfaction; 7) Compensation has a significant effect on job satisfaction; 8) Job satisfaction mediates the effect of training on employee work effectiveness; 9) Job satisfaction mediates the effect of motivation on employee work effectiveness; 10) Job satisfaction mediates the effect of compensation on employee work effectiveness.

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