

THE INFLUENCE OF HUMAN RESOURCE TRAINING AND MAINTENANCE ON THE PERFORMANCE OF PRODUCTION DEPARTMENT EMPLOYEES MEDIATED BY JOB SATISFACTION (STUDY AT PT KARYA PRIMA ANDALAN IN BATU BARA DISTRICT)

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Abstract

The objective of this study is to test and analyze the impact of training, talent retention, and job satisfaction on employee performance. This study also investigates the impact of talent training and retention on job satisfaction and how job satisfaction affects the relationship between training, talent retention, and employee performance. Associative survey technique is used in this study with a sample of 76 respondents who are employees of PT Karya Prima Andalan, Batu Bara Regency. Data collection technique involves the use of questionnaires and data analysis is performed using partial least squares (SEM-PLS). According to the findings, training, talent retention, and job satisfaction have a significant impact on employee performance. Furthermore, talent training and retention significantly affect job satisfaction. Talent training and retention also significantly affect employee performance with job satisfaction acting as a mediating variable.

Keywords: *Training, Human Resource Maintenance, Job Satisfaction, Employee Performance*

INTRODUCTION

In the era of the digital revolution, talent is a key factor in a company's success, therefore, companies must be able to turn challenges into opportunities. PT Karya Prima Andalan (PT KPA) continues to implement this to help companies become Increased productivity, innovation and adaptability in all generations. PT Karya Prima Andalan is engaged in the processing sector [Palm oil](#) and its derivatives to produce cooking oil, shortening, specialty fat products such as cocoa butter substitutes, namely CBS (Cocoa Butter Substitute) and CBR (Cocoa Butter Replacer). In the process, PT Karya Prima Andalan formed a production team consisting of 316 members. They work hard to ensure that the production and distribution process runs smoothly and efficiently. One of the most important aspects of the entire human resource management process at PT Karya Prima Andalan is resource planning. From the entire human resource management process at PT Karya Prima Andalan is a resource planning resource.

This is stated because in the company there is a group or individual employees who can help the company achieve its goals and objectives so that it can advance rapidly in the era of the fourth industrial revolution. Because there is a group or individual employees in the company who can help the company achieve its goals and objectives so that it can advance rapidly in the era of the fourth industrial revolution. One of the main priorities in the Making Indonesia 4.0 agenda is improving the quality of human resources. Making the Indonesia 4.0 Agenda is improving the quality of human resources. Therefore, the result is that talent is a key component or crucial element for the successful implementation of Industry 4.0. Capital is one of the most valuable assets that an organization's assets are valuable. Humans are not owned by the organization because they are the only source of human capital that can be used to produce other sources of capital, perhaps because humans are the only source of human capital that can be used to produce other sources of capital. Therefore, the main goal of the organization is to improve the quality of human resources (Sedarmayanti, 2017). Every human resource source in an organization or business must be used optimally in order to provide optimal and transparent results. Technical aspects of marketing and administration, financial reasons, organizational conditions, employee work habits, and external conditions all have

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a significant impact on the success of an organization. Work habits, and external conditions all have a significant impact on the success of an organization. All organizations and companies always try to improve the performance of our employees so that the company's goals can be achieved (Sitepu, 2019). Likewise with PT Karya Prima Andalan, They aim to provide reliable and integrated production solutions in palm oil processing. Therefore, the steps you take to improve employee performance are very important. To produce high performance, you need to improve performance optimally and utilize the potential of your employees' human resources to set organizational goals and contribute to organizational development. The following is a table of employee performance assessments at PT Karya Prima Andalan:

Table Employee Performance Assessment of PT Karya Prima Andalan

Performance Category	2020	2021	2022	2023	Results (%)
Palm Oil Processing Volume (tons)	278,000	270,000	255,000	241,000	13.3% decrease
Palm Oil Quality Ratio (%)	97%	95%	93%	89%	8.2% decrease
Processing Machine Efficiency (%)	94%	92%	88%	83%	11.7% decrease
Work Accident Rate	9	7	5	3	66.7% decrease
Employee Absence (%)	8%	6%	4%	2%	75% decrease
Machine Downtime (hours/year)	700	800	1,000	1,400	100% increase
Maintenance Cost (%)	3.5%	4.2%	5.5%	7%	100% increase

Source: PT Karya Prima Andalan

Overall, although there were some positive achievements such as decreased accident rates and employee absenteeism, decreased processing volume, quality, and machine efficiency, and increased downtime and maintenance costs, it shows that there are challenges that need to be overcome to improve the operational performance of PT Karya Prima Andalan. There were also some targets that were not achieved because some employees were seen to be slow in working and also the length of machine downtime because the oil warehouse was full and the goods had not been exported and there were sudden machine stops due to damaged production machines. Improvements in machine maintenance, quality control, and production management must be the main focus to restore performance to optimal levels. For this reason, PT Karya Prima Andalan To encourage the formation of professional attitudes and behaviors in order to carry out work according to their respective fields and responsibilities, it is necessary to pay attention to various factors that can affect employee performance (Kuddy, 2017). A person's success in completing their tasks is known as performance (Andayani & Tirtayasa, 2019). Therefore, performance is not only related to the personal characteristics that a person wants to achieve, but also to the results of the work that a person has and will do. One component that may affect the level of performance is training (Kasmir, 2016).

Training has a modern orientation and helps employees acquire specific skills and abilities to successfully perform their jobs. It takes a good, systematic and focused company to implement this training program. We want to ensure that the results of this program have a positive impact on the business world. This is in line with the results of previous studies which concluded that training has a direct impact on employee performance (Abogsesa & Kaushik, 2018). This training program is considered very good because it can improve employee abilities in facing more complex and dynamic work challenges. At PT Karya Prima Andalan, employee training programs are one of the main focuses in the strategy to improve the quality of human resources. This training is designed to ensure that each employee not only meets the company's operational standards but also continues to develop in their skills and knowledge. However, at PT Karya Prima Andalan there are still some trainings that have not been implemented, this is because the training schedule has not been arranged or is delayed due to urgent operational priorities, such as important projects or high production volumes, which require the company's attention and resources. Therefore, the company needs to evaluate this and plan steps to overcome existing obstacles so that all training programs can be implemented successfully. In addition to training as a driver of optimal performance, Employee maintenance as a company's human resources is also very important in every job in an organization, because good maintenance will keep employees healthy, valued, and motivated to work effectively. Maintenance is an effort to maintain and/ This is in accordance with previous research findings or improve the physical, mental, and attitudinal conditions of employees to remain loyal and work productively in order to support the achievement of company goals (Hasibuan, 2016). Employees are the main assets (wealth) of a company and employees always play an active role in determining whether or not the company's goals are achieved. At PT

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Karya Prima Andalan, this HR maintenance includes various aspects, such as providing a safe and comfortable work environment, managing welfare and health, and offering appropriate incentives and support. With proper attention to employee maintenance, companies can minimize absenteeism, reduce the likelihood of work accidents and improve employee performance and satisfaction. This is in line with research findings (Marjaya & Pasaribu, 2019) which concluded that training has a significant influence on training. This ultimately contributes to achieving overall organizational goals and creating a positive and sustainable work atmosphere. The aspect of human resource maintenance is very important for the company. How to maintain talent is used to maintain the function and role of human resources themselves in carrying out each of their jobs. When the company lacks attention in carrying out maintenance, it will cause problems, one of which is declining employee performance. The phenomenon that occurs for employees in general is that PT Karya Prima Andalan employees feel a lack of ongoing training and development. Some employees feel that they are not given the opportunity to develop new skills or to improve existing abilities.

This causes stagnation in their careers and an inability to adapt to changes or new challenges in work. For this reason, it is important for companies to implement comprehensive and ongoing training and development programs. By providing opportunities for employees to learn and develop, companies not only improve individual skills but also strengthen the overall performance and competitiveness of the organization. This is in line with research conducted by and employee attitudes to remain loyal and work productively to support the achievement of company goals (Hasibuan, 2016). Employees are the main assets (wealth) of a company and employees always play an active role in determining whether or not the company's goals are achieved. At PT Karya Prima Andalan, HR maintenance includes various aspects, such as providing a safe and comfortable work environment, managing welfare and health, and offering appropriate incentives and support. With proper attention to employee maintenance, companies can minimize absenteeism rates, reduce the likelihood of work accidents and improve employee performance and satisfaction. This is in line with research findings (Marjaya & Pasaribu, 2019) which concluded that training has a significant influence on training. This ultimately contributes to achieving overall organizational goals and creating a positive and sustainable work atmosphere. The aspect of human resource maintenance is very important for the company. How to maintain talent is used to maintain the function and role of human resources themselves in carrying out each of their jobs. When the company lacks attention in carrying out maintenance, it will cause problems, one of which is declining employee performance.

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For this reason, it is important for companies to implement comprehensive and sustainable training and development programs. By providing opportunities for employees to learn and develop, companies not only improve individual skills but also strengthen the overall performance and competitiveness of the organization. This is in line with research conducted by (Maulyan, Sandini, & Yuliana, 2023) which concludes that HR maintenance has a significant effect on employee performance. Of course, with the existence of HR training and maintenance programs, it will have an impact on employee performance and help the organization achieve its goals. Employees who actively participate in training and feel cared for through good maintenance, such as the provision of adequate facilities, attention to welfare, and career support, tend to experience increased job satisfaction. According to (Wijono, 2018) Job satisfaction is the result of an individual's assessment of his/her job and positive and enjoyable experiences. To achieve job satisfaction, employees are expected to be able to take the initiative in various tasks and provide critical feedback on the results of the work. So basically if a company wants to achieve maximum performance and have highly committed employees, then the company must be able to fulfill the job satisfaction of its employees so that they are motivated and enthusiastic and focused on their tasks.

The phenomenon of job satisfaction that occurs in employees PT Karya Prima Andalan is There are some employees who feel dissatisfied because what they want does not match their expectations. This is due to the lack of recognition or appreciation from superiors for work results. When employees feel that their efforts are not recognized or appreciated, they tend to experience this reducing motivation and job satisfaction, which has a direct impact on performance. Training that has been implemented effectively will have an impact on employee job satisfaction and will ultimately lead to good performance, likewise if maintenance is given to workers properly, and according to expectations, it will lead to employee job satisfaction and will ultimately show good performance, in this study the author uses the satisfaction variable as a mediating variable Given the background of the conflict above, the author is interested in conducting further research using the following title: "The Effect of Training and Maintenance of Human Resources on the Performance of Production Employees Mediated by Job Satisfaction (Study at PT Karya Prima Andalan in Batu Bara Regency)".

LITERATURE REVIEW

EMPLOYEE PERFORMANCE

Performance is a form of communication that takes place continuously in the working relationship between employees and their immediate superiors (Wibowo, 2020). Meanwhile, according to (Tika, 2019), performance refers to the results of individual or team work activities in an organization that are influenced by various obstacles in achieving organizational goals in a certain period. Performance reflects how well the implementation of programs or policies can realize the goals, objectives, visions, and missions that have been set in the organization's strategic planning (Moeheliono, 2012). Employee Performance is a process of continuous communication in the partnership between employees and their immediate superiors known as performance. (Wibowo, 2020).

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EMPLOYEE PERFORMANCE INDICATORS

As for the indicators of employee performance according to (Mangkunegara, 2019) And (Wibowo, 2020) namely as follows:

- 1) Quality of work
- 2) Quantity of work
- 3) Reliability
- 4) Attitude

TRAINING

Training is an activity to improve employee skills by allocating a budget as an investment. The same thing is formulated that training is essentially a learning process. Therefore, training is defined as a process of teaching the skills needed by new employees to do their jobs. (Dessler, 2019). According to (Handoko, 2020) Training is intended to improve mastery of various skills and techniques to perform specific, detailed, and routine work. That is, training to prepare employees (workforce) to fill existing jobs. Training is a term that refers to planned efforts to facilitate skills, knowledge and ethics within an organization. (Mangkunegara, 2019).

TRAINING INDICATORS

As for the training indicators according to The National Archives, (2019) namely as follows:

- 1) Instructor
- 2) Participant
- 3) Material
- 4) Method
- 5) Objective

HUMAN RESOURCE MAINTENANCE

Employees are the main assets (wealth) of a company and employees always play an active role in determining whether or not the company's goals are achieved. Maintenance is an effort to maintain and improve the physical, mental, and behavioral conditions of employees so that they remain loyal and contribute effectively to help achieve the company's goals. (Hasibuan, 2016). Maintenance is an effort to maintain the physical and psychological state of an employee while he/she is working in an organization. Maintaining the willingness to work is greatly influenced by how communication exists within the organization, both between management and employees, and employees and employees, as well as the safety and health of employees within the organization. (Issakh, 2015). Maintenance is an activity to maintain or improve the physical, mental, and loyalty conditions of employees so that they can continue to work until retirement. Effective maintenance is implemented through benefit programs that are tailored to the needs of most employees and educators, and follow internal and external consistency guidelines. (Batjo & Shaleh, 2018).

HUMAN RESOURCE MAINTENANCE INDICATORS

As for the indicators of Human Resource Maintenance according to Hasibuan, (2016) namely as follows:

- 1) Communication
- 2) Incentive
- 3) Occupational Health and Safety
- 4) Employee welfare

JOB SATISFACTION

Job satisfaction is a feeling of support or dissupport for an employee in relation to a job or situation. The mutually supportive relationship between employee needs and job demands brings harmony in fulfilling job satisfaction (Mangkunegara, 2019). Meanwhile, (Sutrisno, 2018) defines job satisfaction as an employee's attitude towards work related to matters related to work conditions, collaboration between employees, rewards received in work, and physical and psychological factors. The more employee needs are met in an organization, the more optimal their performance and productivity levels will be and the organization's goals will be achieved. Meanwhile, according to (Adhan et al., 2020), job satisfaction is an emotional reaction shown by someone that reflects how much he likes his job, related to how well the job meets his needs. According to (Wijono, 2018), job

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satisfaction is the result of an individual's evaluation of his job or a positive and pleasant experience. An employee's evaluation of his work experience can be determined by whether the employee is satisfied with his job or not. According to (Sunyoto, 2018), job satisfaction is an emotional condition that can be pleasant or unpleasant that employees feel when they see their work. Employees who love their jobs are undoubtedly the best performing employees for an organization. On the other hand, if employees do not love their jobs, their performance will definitely not be optimal.

JOB SATISFACTION INDICATORS

As for the indicators of job satisfaction according to The National Archives, (2019) in Sisca *et al.*, (2020) namely as follows:

- 1) Job content
- 2) Supervision
- 3) Opportunity to advance
- 4) Wages
- 5) Work colleague

METHOD

This study uses associative and quantitative methodologies. Associative research aims to find out how a variable interacts or interacts with other variables, or whether certain variables affect other variables. Associative research was chosen because it looks at data that is influenced by two or more variables (Juliandi, Irfan, Manurung, 2015). Quantitative research, based on positivism, is used to study a particular population or sample. In general, the sampling method is carried out randomly. Because the research data is numerical and analyzed using statistics, this method is referred to as a quantitative method (Sugiyono, 2020). The population in this study was at PT Karya Prima Andalan in Batu Bara Regency, totaling 316 people.

Number of Employees of PT Karya Prima Andalan

No	Work Section	Amount
1	Packaging	202
2	Stuffing	75
3	Print Jerry Cans	39
Amount		316

In this study, samples were taken by means of random sampling method using simple random sampling technique. Since the population size is already known, the Slovin formula is used to determine the sample size as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where

n = Sample Size

N = Population Size

e = Percentage (10%) of leeway, tolerance for inaccuracy due to sampling error

$$n = \frac{316}{1 + 316 \cdot (0.1)^2}$$

$$n = 75,96$$

So based on the calculations above, the sample obtained in this study was 76 people.

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Sample Strata Determination Table

No	Part Name	Population Size	Number of Samples
1	Packaging	202	$76 \times 202 / 316 = 49$
2	Stuffing	75	$76 \times 75 / 316 = 18$
3	Print Jerry Cans	39	$76 \times 39 / 316 = 9$
	Amount	316	76

Source: Data processed by researchers (2024)

The data analysis method of this study uses statistical analysis, namely Structural Equation Modeling-Partial Least Squares (SEM-PLS) which aims to conduct path analysis using latent variables. This analysis is often referred to as second-generation multivariate analysis (Ghozali & Latan, 2015). Structural equation analysis (SEM) is based on variants that allow measurements and structural models to be tested simultaneously.

RESULTS AND DISCUSSION

MEASUREMENT MODEL ANALYSIS (OUTER MODEL)

Measurement model analysis (outer model) uses 4 tests, including: convergent validity, discriminant validity, composite reliability, and Cronbach alpha. The following are the test results.

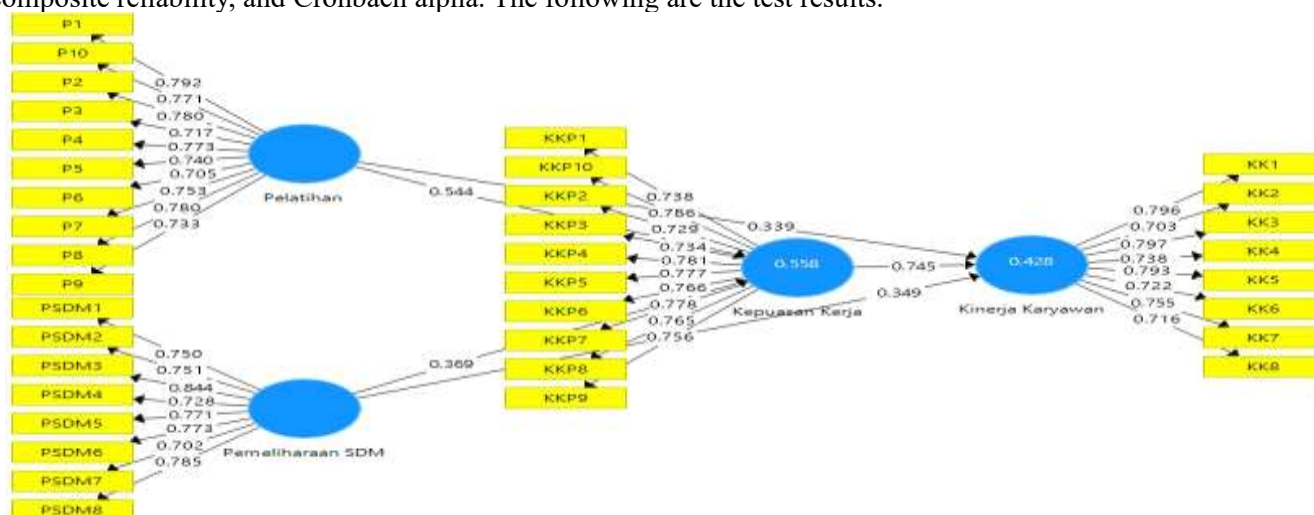


Image of Algorithm Test Results (Outer Loading)

The conclusion of the convergent validity test is that all loading values are above 0.70, so it can be concluded that all loading values are adequate.

DISCRIMINANT VALIDITY

It is a measurement model with reflective indicators that are assessed based on crossloading measurements with constructs. This measurement can be used to assess the reliability of latent variable score components and the results are more careful compared to composite reliability. It is recommended that the AVE value must exceed 0.50.

Table Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job satisfaction	0.622
Employee performance	0.599
Training	0.637
Human Resources Maintenance	0.654

Source: SmartPLS 3 Data Processing Results (2024)

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value > 0.50. Therefore, there is no discriminant validity problem in the model being tested.

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COMPOSITE RELIABILITY

To evaluate composite reliability there are two measuring instruments, namely internal consistency and Cronbach's alpha. With these measurements, if the value achieved is > 0.70 , it can be said that the construct has high reliability. (Hair et al., 2021).

Composite Reliability Table

	Composite Reliability
Job satisfaction	0.823
Employee performance	0.812
Training	0.845
Human Resources Maintenance	0.866

Source: SmartPLS 3 Data Processing Results (2024)

The table above shows the composite reliability value for all constructs is above 0.70. Thus it can be concluded that all constructs have good reliability.

CRONBACH ALPHA

It is a reliability test that is carried out as a result of composite reliability. A variable can be declared reliable if it has a cronbach's alpha value > 0.70 . (Hair et al., 2021).

Cronbach Alpha Table

	Cronbach's Alpha
Job satisfaction	0.761
Employee performance	0.756
Training	0.761
Human Resources Maintenance	0.825

Source: SmartPLS 3 Data Processing Results (2024)

By looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability that is in accordance with the minimum value limit required.

STRUCTURAL MODEL ANALYSIS (INNER MODEL)

Structural model analysis uses 3 tests, including: (1) R-Square; (2) F-Square; (3) Hypothesis Test: The following are the test results:

R-Square

The criteria of R-Square are: (1) if the value (adjusted) = 0.75 \rightarrow the model is substantial (strong); (2) if the value (adjusted) = 0.50 \rightarrow the model is moderate; (3) if the value (adjusted) = 0.25 \rightarrow the model is weak (bad) (Juliandi, 2018).

R-Square Table

	R Square	R Square Adjusted
Job satisfaction	0.558	0.546
Employee performance	0.428	0.404

Source: SmartPLS 3 Data Processing Results (2024)

The conclusion of the R-square value test in Table 4.13 is as follows: R-Square Adjusted model path I = 0.404 This means that the ability of variable X, namely training and maintenance of human resources in explaining Y (employee performance) is 40.4%, thus the model is classified as weak; R-Square Adjusted model path II = 0.546. This means that the ability of variable X, namely training and maintenance of human resources in explaining Z (job satisfaction) is 48%, thus the model is classified as moderate.

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F-Square

F-Square measurement or effect size is a metric used to assess the relative influence of an influencing variable (exogenous) on an influenced variable (endogenous). The change in value when a particular exogenous variable is removed from the model can be used to assess whether the removed variable has a significant influence on the endogenous construct (Juliandi, 2018).

F-Square Table

	Job satisfaction	Employee performance
Job satisfaction		0.429
Employee performance		
Training	0.603	0.302
Human Resources Maintenance	0.278	0.150

Source: SmartPLS 3 Data Processing Results (2024)

The conclusion of the F-Square value can be seen in the table above as follows:

- 1) Variable X1 (training) on Y (employee performance) has a value = 0.302, so the effect of the exogenous variable on the endogenous variable is moderate.
- 2) Variable X2 (HR maintenance) on Y (employee performance) has a value = 0.150, so the effect of the exogenous variable on the endogenous variable is moderate.
- 3) Variable X1 (training) on Z (job satisfaction) has a value = 0.603, so the exogenous variable has a large effect on the mediator.
- 4) Variable X2 (HR maintenance) on Z (job satisfaction) has a value = 0.278, so the effect of the exogenous variable on the mediator is moderate.
- 5) The variable Z (job satisfaction) on Y (employee performance) has a value = 0.429, so the mediator variable has a large effect on endogeneity.

Hypothesis Testing

Direct Effects(Direct Impact)

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. If the P-Values < 0.05, then it is significant; and If the P-Values > 0.05, then it is not significant (Juliandi, 2018).

Direct Effect Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Training -> Employee Performance	0.339	0.302	0.224	0,000
HR Maintenance -> Employee Performance	0.349	0.389	0.214	0,000
Training -> Job Satisfaction	0.544	0.548	0.0 95	0,000
HR Maintenance -> Job Satisfaction	0.369	0.384	0.105	0,000
Job Satisfaction -> Employee Performance	0.745	0.674	0.273	0.006

Source: SmartPLS 3 Data Processing Results (2024)

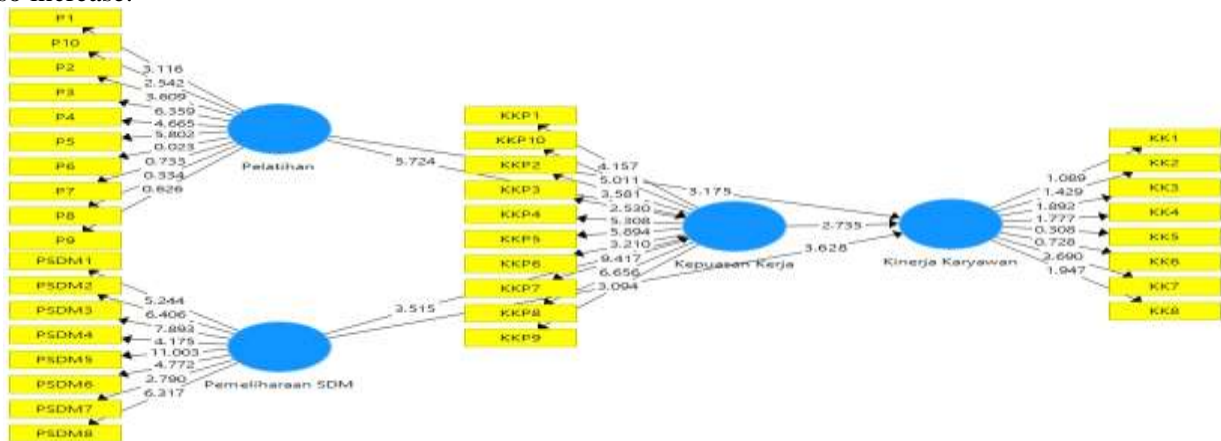
The path coefficients in the table above show that all path coefficient values are positive (seen in the P-Values), including:

- a) X1 to Y: P-Values = 0.000 < 0.05 means, the effect of training on employee performance is positive and significant. This can be interpreted that if training increases then employee performance will also increase.
- b) X2 to Y: P-Values = 0.000 < 0.05 means, the effect of HR maintenance on employee performance is positive and significant. This can be interpreted that if HR maintenance increases, employee performance will also increase.
- c) X1 to Z: P-Values = 0.000 < 0.05 means, the effect of training on job satisfaction is positive and significant. This can be interpreted that if training increases then employee job satisfaction will also increase.

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- d) X2 to Z: P-Values = 0.000 < 0.05 means, the effect of HR maintenance on job satisfaction is positive and significant. This can be interpreted that if HR maintenance increases, employee job satisfaction will also increase.
- e) Z to Y: P-Values = 0.006 < 0.05, meaning that the effect of job satisfaction on employee performance is positive and significant. This can be interpreted that if job satisfaction increases, employee performance will also increase.



Bootstrapping Test Result Image (Direct Effect)

Indirect Effect(Indirect Influence)

The purpose of indirect influence analysis is to test the hypothesis of the indirect influence of an influencing variable (exogenous) on an influencing variable (endogenous) mediated by an intervening variable (mediating variable) (Juliandi, 2018). The criteria for determining indirect impact (Juliandi, 2018) are:

- Significant if the P value is less than 0.05 and the mediating variable (Z/job satisfaction) is an endogenous variable (Y/employee performance).
- Not significant if the P value > 0.05. In other words, the mediating variable Z/job satisfaction does not mediate the influence of exogenous variables (X1/training) and (X2/HR Maintenance) on the endogenous variable (Y/employee performance).

Indirect Effect Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Training -> Job Satisfaction -> Employee Performance	0.405	0.376	0.166	0.015
HR Maintenance -> Job Satisfaction -> Employee Performance	0.275	0.251	0.124	0.027

Source: SmartPLS 3 Data Processing Results (2024)

Thus, it can be concluded that the indirect effect value seen in table 4.16 is:

- Indirect influence (X1) -> (Z) -> (Y) P-Value 0.015 < 0.05 (significant), so job satisfaction mediates the influence of training on employee performance.
- Indirect influence (X2) -> (Z) -> (Y) P-Value 0.027 < 0.05 (significant), so job satisfaction mediates the influence of HR maintenance on employee performance.

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Total Effect (Total Influence)

Total effect(total effect) is the total of direct effects and indirect effects (Juliandi, 2018).

Total Effect Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Training -> Employee Performance	0.444	0.478	0.167	0.008
HR Maintenance -> Employee Performance	0.374	0.338	0.193	0,000
Training -> Job Satisfaction	0.544	0.548	0.095	0,000
HR Maintenance -> Employee Performance	0.374	0.338	0.193	0,000
Job Satisfaction -> Employee Performance	0.745	0.674	0.273	0.006

Source: SmartPLS 3 Data Processing Results (2024)

The conclusion of the total influence value in the table above is:

- Total effect for the relationship between X1 (training) and Y (employee performance) the valueP-Values0.008 < 0.05 (significant effect).
- Total effect for the relationship between X2 (HR maintenance) and Y (employee performance) the valueP-Values0.000 < 0.05 (significant effect).
- Total effect for the relationship between X1 (training) and Z (job satisfaction) the valueP-Values0.000 < 0.05 (significant effect).
- Total effect for the relationship between X2 (HR maintenance) and Z (employee performance) the valueP-Values0.000 < 0.05 (significant effect).

Total effectfor the relationship between Z (job satisfaction) and Y (employee performance) the valueP-Values0.006 < 0.05 (significant effect).

CONCLUSION

Based on data from 76 research respondents, the results are as follows:

- Training has a significant influence on employee performance at PT Karya Prima Andalan in Batu Bara Regency.
- Human resource maintenance has a significant effect on employee performance at PT Karya Prima Andalan in Batu Bara Regency.
- Training has a significant influence on job satisfaction at PT Karya Prima Andalan in Batu Bara Regency.
- Human resource maintenance has a significant effect on job satisfaction at PT Karya Prima Andalan in Batu Bara Regency.
- Job satisfaction influences employee performance at PT Karya Prima Andalan in Batu Bara Regency.
- Training influences employee performance through job satisfaction at PT Karya Prima Andalan in Batu Bara Regency.
- Human resource maintenance affects employee performance through job satisfaction at PT Karya Prima Andalan in Batu Bara Regency.

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