

Research Article

The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction

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ABSTRACT

Modern company issues faced by Human Resource (HR) are often caused by a lack of attention to assessment training, employee focus is not only salary but also healthy work and sustainable stress, meanwhile a highly competitive business makes the company depend on committed people and their sustained performance. This study aims to determine training and organizational commitment that affect employee performance through job satisfaction. The research method was quantitative while the population was 41 employees from PT. Inti Beton, and the sample was the entire population. Questionnaires were used as the research instrument and the data analysis technique used is IBM SPSS Statistics software. Analysis techniques used in this research were t-test, f test, simple and multiple regression analysis, and path analysis. The result of this study found that training and organizational commitment had a significant and positive influence on employee performance, and training and organizational commitment had a significant and positive influence on job satisfaction. This research implies several things, first perhaps training that increases employee performance, such as deepening worker knowledge, or reducing errors in the use of tools such as human error, job satisfaction related to employee perceptions of how good and how important the work is. It also leads to an increase in an employee's commitment to the organization.

Keywords: training, organizational commitment, employee performance, job satisfaction

INTRODUCTION

Researchers and practitioners in human resource development (HRD) have long been interested in enhancing performance and boosting loyalty to firms. This is due to the fact that in highly competitive business contexts, firms depend on committed people and their sustained performance for sustainable success. According to Meyer & Allen (1991), organizational commitment is defined as “a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization”. One of the ultimate objectives



of the HRD field, according to Swanson & Holton (2001), is performance. Many other researchers have discovered that commitment is strongly associated with positive workplace outcomes including job satisfaction (Carmeli & Freund, 2003), and performance (Mowday et al., 1979).

Performance is the appearance of the work of employees and inside an organization. The look of the work is not restrained to employees who preserve useful or structural positions but additionally to all employees in the organization, based on Ilyas (1999). According to Combs et al. (2006), they believe that employee performance is considered a commitment, job satisfaction, and HR practices. Based on Simanjuntak (2005), Stating performance is the level of success of results for the implementation of certain tasks. Company performance is the level of success of outcomes for the members to acquire organization goals. Performance management is the overall activity performed to enhance the performance of an organization, including the performance of every person and work institution inside the organization. Based on Bernardin and Russel (2013), training is the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. The performance of workers and organizational commitment have recently been impacted by enhanced technology, accelerated globalization, and rapid market changes. According to Armstrong (2001), training is the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. Flippo (1984) states that training is the act of increasing the knowledge and skills of an employee for doing a particular job. The information and skills that individuals need to do their jobs effectively and quickly become outdated, furthermore unstable business conditions no longer ensure lifetime employment. In order to do this, firms have increased their attention on employee learning because it boosts organizational commitment (Bulut and Culha, 2010) and competitiveness through expanding employees' skills (Wetherington, 2010).

Apart from several factors of company success, the job satisfaction achieved by employees is an important thing to pay attention to Locke (1976) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. While according to Larson & Luthans (2006), job satisfaction can be reached if there is a good salary, promotion opportunity, supervision, and colleague skills. So it can be concluded that positive emotions including the comfort of doing work are important and determines job satisfaction.

The author involved employees at Inti Beton as the object of research. They are led by Ir. Hermawan Ardiyanto, M.B.A. as the founder and CEO of JIS Corp (PT. Inti Beton), who focuses on precast concrete products and concrete engineering for the Yogyakarta, Central Java, East Java, NTT, and Timor Leste areas.

In 2010 PT. Inti Beton developed its business by producing precast concrete products to meet the increasing demand for precast concrete products in Central Java and DIY. In 2014 all construction activities were discontinued to focus on precast concrete production. In order to be better known and facilitate marketing, PT. Inti Beton branded its products under the name INTICON.

PT. Inti Beton itself is a sister company of PT Java Inti Sarana. The line of business is relatively the same, namely the production of precast concrete, however, the scope of business of PT. Inti Beton is expanded to the development and production of molding technology and batching plants. Precast concrete produced by PT. Inti Beton is a product with centrifugal technology such as Reinforced Concrete Pipe (RCP), spun pile, pile, and types of precast construction such as bridge girders, slabs, and sheet piles. The culvert type

precast is possible to be produced by PT. Inti Beton for areas where it is no longer possible to reach the PT Java Inti Sarana plant in Yogyakarta.

PT. Inti Beton was established in 2013 in Yogyakarta Indonesia. Armed with experience in the precast concrete industry, this company specializes in developing technology supporting the industry. The development of the construction market which is high and will continue to grow in the long term is the basis for the company's consideration to focus on this field. In general, supporting technology providers in Indonesia are still very rare, so to meet the needs they are still imported through the import route from Europe and China.

Related to statement above, to keep the company move forward, it is very important to boost employees performance by facilitating their employee especially training. Some training that is held by this company such as Hammer Test and Axle Test, Building Information Modeling, Structural Engineer (Certification), Batching Plant Calibration (scales etc.), K3 Tiemaker, K3 Lifting Aircraft, Emergency response, Handling of B3 and B3 Waste, First Aid, General Taxation, VAT, PPh, SPT, Public Speaking, Marketing Communications, Team Building, Personal Development, English, Visual communication design (Corel Draw, Adobe Photoshop, Adobe Illustrator), Ms. Excel, Archivist, Trainer of Trainee.

Research on employee performance has been done before. Previous studies have shown different empirical results. The research of Ocen, Francis, and Angundaru (2017) found that there is a positive relationship between training and employee commitment, a positive relationship between training and job satisfaction, and a positive relationship between job satisfaction and employee commitment. Hendri (2019) found that job satisfaction and organizational commitment have a significant effect on employee performance. Ampofo (2020) found job satisfaction and work engagement partially mediated the effects of organizational embeddedness, organizational links, fit and sacrifice on affective commitment. Compared to previous studies, the results of previous studies are still inconsistent, so research on training and employee commitment is interesting to re-examine. What's new in this research are 1) Adding job satisfaction as a mediating variable, 2) Adding employee performance variables that have never been studied extensively together using a mediating variable in the form of job satisfaction variables.

For this reason, the authors are interested in conducting research entitled "The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction (A Case Study at PT. Inti Beton)".

LITERATURE REVIEW AND HYPOTHESIS

Relationship between Training on Job Satisfaction

High low job satisfaction is highly dependent on other factors, namely training programs. It cannot be denied that the success of an organization / company cannot be separated from the quality of human resources owned. Human resources with limited capabilities will not be able to face business competition. Schmid (2010) asserts that training and job satisfaction are one unit of measure construction.

Therefore, training and satisfaction have a very close relationship as a cause to reach good satisfaction needed training for every worker. In line with analysis conducted by Huang and Su (2016) research that shows job satisfaction is positively related to training.

H₁: *It is assumed that there is a positive and significant effect of training on job satisfaction.*

Relationship between Organizational Commitment on Job Satisfaction

One of the factors that influence organizational commitment is personal factors, and one of them is job satisfaction. Various research studies show that people who are relatively satisfied with their work will be more committed to the organization (Mathis and Jackson, 2011).

Huang and Hsiao (2007) stated that there is a significant and positive relationship between job satisfaction and organizational commitment. Employees will have a high organizational commitment when they are satisfied with their work, supervision, salary, promotion and co-workers (Harrison and Hubbard, 1998).

H₂: It is assumed that there is a positive and significant effect of organizational commitment on job satisfaction.

Relationship between Training on Employee Performance

Training is closely related to the work abilities of employees which will improve employees' mastery in carrying out their work, which consequently will ultimately improve employee performance. Organizations certainly expect that by providing training, employees will have better performance. Snell & Bohlander (2013) training can be used for several purposes, one of which is to make employees faster in working, increasing knowledge, skills and attitudes so as to make the possibility of achieving higher success.

In line with research by Abugre & Anlesinya (2019), it shows that training and development and compensation and reward have a significant and direct positive effect on employee performance.

H₃: It is suspected that there is a positive and significant effect of training on employee performance.

Relationship between Organizational Commitment on Employee Performance

The higher commitment of employees to the organization, the higher levels of performance. Highly committed employees can help an organization reach much more productivity than average or low commitment employees. Commitment to a good organization can improve one's performance in the company (Khan et al., 2010).

In the results of previous studies, there is a positive influence between organizational commitment on organizational change attitudes in the United Arab Emirates (Yousef, 2016).

H₄: It is assumed that there is a significant effect of organizational commitment on employee performance.

Relationship between Job Satisfaction on Employee Performance

Job satisfaction and performance is a related relationship in an organization. Job satisfaction that is achieved when employee needs are met will be a motivation to improve employee performance. In line with the theory stated by Mathis and Jackson (2009) that employee performance is influenced by job satisfaction. Research by Al-Ali et al. (2019) shows that the job satisfaction factor has a significant direct positive relationship with both factors the employees' performance and the job happiness.

H₅: It is assumed that there is a positive and significant effect of job satisfaction on employee performance.

Relationship between Job Satisfaction as Mediating Variable of Training on Employee Performance

Job satisfaction is achieved at work by gaining praise for work, placement, treatment, equipment, and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over their pay, even if pay is important. Research conducted by Kartikasari (2017) shows that job satisfaction can be the mediator between training on employee performance. These results indicate that job satisfaction is able to mediate the effect of training on employee performance.

Research Setiawan et al. (2021) shows that job satisfaction is able to mediate training on employee performance. Research by Maleka et al. (2020) shows a strong positive relationship between training and job satisfaction. Research by Sari et al. (2019) shows a positive relationship between training, employee performance, and job satisfaction.

H₆: It is assumed that there is a significant mediating effect of job satisfaction on the relationship between training and employee performance.

Relationship between Job Satisfaction as Mediating Variable of Organizational Commitment on Employee Performance

Employees are satisfied with the work given by the company because it is in accordance with the skills or abilities of each employee. So that employees are responsible for their work and employees are more spirited in doing work to reach company targets. As in the financial sector, companies will provide training that supports employee skills so that they work in accordance with the work that has been given, Hanifah (2016).

According to the research results of Argensia et al. (2014) job satisfaction has a positive and significant indirect effect on employee performance through organizational commitment with a positive effect. Furthermore, the results of research by Rosita and Yuniati (2016) show job satisfaction can have an instantaneous influence on employee performance and might have an indirect result on employee performance through organizational commitment.

H₇: It is assumed that there is a significant mediating effect of job satisfaction on organizational commitment and employee performance.

METHOD

Researchers use quantitative design in the research process. Quantitative research is a method of investigating an objective theory by inspecting the connection according to variables (Creswell, 2009). These variables are measured, commonly in the form of an instrument, in order that numerical information may be analyzed using statistical procedures. Random sampling and research tools for data collection aim to show the hypothesis that has been set. In this study, the distribution of questionnaires to personnel at Inti Beton as a data collection tool. According to Sugiyono (2013) a questionnaire is a data collection method which is executed by giving a fixed number of questions or written statements to respondents to be answered. Meanwhile, according to Sekaran and Bougie (2009) "Questionnaire is a preformulated written set of questions to which respondents report their answers, commonly inside rather closely defined alternatives", that the

questionnaire is fixed of written statements which have been formerly made, respondents will write their responses by choosing numerous options are available.

Research Location

This research is located at PT. Inti Beton which is located in Jl. Kebon Agung No.184, Duwet, Trihanggo, Kec. Gamping, Kabupaten Sleman, Daerah Istimewa Yogyakarta. This company focuses on precast concrete products and concrete engineering for the Yogyakarta, Central Java, East Java, NTT, and Timor Leste areas.

Operational Definition of Research Variables

Training (X1)

Training is defined as various introductory efforts to develop workforce performance in the work carried out or also something related to their work. According to Schmid (2009) training can be defined as people feeling, planning activities, organized activities, developing knowledge, skill, impression, and attitude.

1. People feeling point here can be explained as ability to control mood, ability to control emotions, and ability to respond something.
2. Organized activity point can be explained as ability to work on time, ability to manage activity, and ability to analyze work in detail
3. Develop knowledge here can be assumed as opportunity to add knowledge, ability to focus on job, ability to develop curiosity.
4. Skill here can be explained as ability to be willing to work hard, ability to provide mutual encouragement between colleagues and each other, and ability to work in a team.
5. While attitude is assumed as creating harmony with colleagues, existence of a relationship that supports the leadership and employees, and existence of bonuses in return for a job.

Organizational Commitment (X2)

According to Kim et al. (2005) commitment is a form of dedication or obligation that binds a person to another person, certain thing, or certain action. It can be made voluntarily or forced, depending on each situation. Some people commit to something because they love what they do. Commitment can be reached if employees' work efforts, cash incentives, awards, recognition, and job promotion have been fulfilled.

1. Employees' work efforts are defined as employees' ability to adapt to a new workplace, ability of employees to work in a place that is unfamiliar to them, and employees' ability to communicate with their new work environment
2. Cash incentives is explained as the ability of an organization to reward employees, ability of organization to give justice, ability of an organization to fit incentives with performance.
3. Awards is assumed as ability of organization to give best award to employee's performance, ability of employees to understand agreement, ability of organization to motivate employees.

4. Recognition is explained as ability of organization to publicly acknowledging employee, ability of employees to make the workplace feel more inclusive and human, and cooperation between employees in dealing with an emergency event.
5. Job promotion can be explained as ability of employees to face a problem, ability of employees to maintain discipline and work performance, calmness of employees in an existing problem.

Employee Performance (Y)

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. According to Combs et al. (2006), he believes that employee performance is considered a commitment, job satisfaction, and HR practices. It is a determining factor for employee performance.

1. Commitment points above related to the ability of employees to create a strong teamwork culture, the ability of an organization to communicate clear goals and expectations to the employees, and the ability of an organization to be transparent and encourage open communication.
2. Job satisfaction point from Combs et al. (2006) related to the ability to establish trust with senior management, the opportunity for employees to expand job benefits, and the ability of an organization to offer competitive compensation.
3. HR practices related to the ability of an organization to provide a safe, healthy and happy workplace, the opportunity for employees to do knowledge sharing, the ability to provide open house discussions and feedback mechanisms.

Job Satisfaction (Z)

Job satisfaction is defined as the extent to which an employee feels self- motivated, content & satisfied with his/her job. According to the Larson & Luthans (2006), job satisfaction can be reached if there is good salary, promotion opportunity, supervision, and colleague skills.

Some points above can be defined to the work itself that related to opportunity to perform interesting tasks, opportunity to learn, and opportunity to take responsibility.

1. For salary point, it is defined to ability of organization to give proper income, ability of employee to understand the salary' agreement, ability of employee to work well based on salary that have been given.
2. While for promotion point is defined to ability of an organization to provide employees with promotion or higher positions, ability of employees to give good performance, ability of employees to face outcoming problems.
3. Supervision point is explained to the ability of an organization to provide technical assistance, ability of an organization to provide operational support as the company's supervisory capabilities, opportunity for employees to develop and evaluate performance.
4. Colleague point is explained to opportunity of colleagues to have technical skills, ability of colleagues to provide a kind of social support, and ability to work in a team.

Descriptive Analysis of Research Respondents

From the distribution of the questionnaires that have been shared, it has been obtained data that derived from 41 returned questionnaires.

Table 1. Descriptive of Research Respondents

Demographic variables	N	%
<i>Gender</i>		
Male	27	66
Female	14	34
<i>Age</i>		
< 25 Years Old	13	31.7
26-30 Years Old	16	39
31-40 Years Old	10	24.3
41-50 Years Old	2	5
> 50 Years Old	0	0
<i>Last Education</i>		
High School	2	4.9
Diploma	10	24.4
Bachelor	29	70.7
Magister	0	0
Doctoral	0	0
<i>Marital Status</i>		
Married	18	44
Single	23	56
<i>Working Period</i>		
Less than 5 Years	28	68.3
5-10 Years	11	26.8
11-15 Years	2	4.9
> 15 Years	0	0
<i>Position</i>		
Director	1	2.4
Chief of Staff	0	0
Chief Finance Officer	0	0
Chief of Human Resource	1	2.4
Manager	2	4.9
Assistant Manager	2	4.9
Staff	32	78.1
Safety Health Environment Officer	2	4.9
Head of Production	1	2.4
<i>Income</i>		
< 2,000,000	0	0
2,000,000-5,000,000	33	80.5

Demographic variables	N	%
5,000,000-10,000,000	7	17
10,000,000-15,000,000	0	0
> 15,000,000	1	2.5

Source: Primary data processed (2022)

The most dominant respondent is male as many as 27 people, the dominant age is around 26-30 years old as many as 16 people, the most dominant last education is bachelor degree as many as 29 people, the most dominant marital status i.e. 23 people still single, the most dominant tenure is less than 5 years, 28 people, the most dominant position is staff as many as 32 people, and the most dominant income of Rp. 2,000,000-Rp. 5,000,000 as many as 33 people.

RESULT AND DISCUSSION

Instruments Research Test

The measurement must comprise a sufficient and representative set of items that reflect the concept in order to pass the validity test (Sekaran and Bougie, 2009). The stronger the content validity, the more accurate the item scale captures the overarching notion being assessed. A data's validity can be determined using a validity test. A questionnaire is used as a research tool in this study.

Validity test is calculated based on item analysis by correlating each score of each item with variable scores. The correlation technique uses Pearson Correlation, calculated using the SPSS version 21 computer program.

The statement items for each variable were tested using the Pearson Product Moment correlation which compares r_{count} and r_{table} . Where $r_{table} = 0.308$ ($df = N-2$, $41-2 = 39$) using a significance level of 5 percent or 0.05. The research instrument is said to be valid if r_{count} is greater than r_{table} ($r_{count} > r_{table}$), if the value of r_{count} is less than r_{table} then the research instrument is invalid and considered invalid.

Table 2. Validity Test

Variable	Indicator	r_{count}	r_{table}	Information
Training	T1	.465	.308	Valid
	T2	.502	.308	Valid
	T3	.533	.308	Valid
	T4	.471	.308	Valid
	T5	.542	.308	Valid
	T6	.497	.308	Valid
	T7	.533	.308	Valid
	T8	.482	.308	Valid
	T9	.363	.308	Valid
	T10	.545	.308	Valid
	T11	.482	.308	Valid
	T12	.551	.308	Valid
	T13	.436	.308	Valid

Variable	Indicator	rcount	rtable	Information
Organizational Commitment	T14	.536	.308	Valid
	T15	.549	.308	Valid
	T16	.592	.308	Valid
	OC1	.424	.308	Valid
	OC2	.455	.308	Valid
	OC3	.422	.308	Valid
	OC4	.551	.308	Valid
	OC5	.524	.308	Valid
	OC6	.528	.308	Valid
	OC7	.557	.308	Valid
	OC8	.444	.308	Valid
	OC9	.460	.308	Valid
	OC10	.517	.308	Valid
	OC11	.467	.308	Valid
	OC12	.465	.308	Valid
Job Satisfaction	OC13	.535	.308	Valid
	OC14	.520	.308	Valid
	OC15	.393	.308	Valid
	JS1	.500	.308	Valid
	JS2	.595	.308	Valid
	JS3	.575	.308	Valid
	JS4	.538	.308	Valid
	JS5	.528	.308	Valid
	JS6	.460	.308	Valid
	JS7	.442	.308	Valid
	JS8	.430	.308	Valid
	JS9	.524	.308	Valid
	JS10	.511	.308	Valid
	JS11	.582	.308	Valid
	JS12	.569	.308	Valid
Employee Performance	JS13	.444	.308	Valid
	JS14	.492	.308	Valid
	JS15	.542	.308	Valid
	EP1	.435	.308	Valid
	EP2	.452	.308	Valid
	EP3	.451	.308	Valid
	EP4	.561	.308	Valid
	EP5	.427	.308	Valid
	EP6	.543	.308	Valid
EP7	.449	.308	Valid	
EP8	.561	.308	Valid	
EP9	.546	.308	Valid	

Source: Primary data processed (2022)

Based on the results of the validity test in Table 2, it shows that all statements on each variable are proven valid because they have a rcount greater than rtable (rcount > rtable).

Table 3. Reliability Test

Variable	Indicator	Value of Cronbach's Alpha	Sig.	Information
Training	T	.651	>0.6	Reliable
Organizational Commitment	OC	.642	>0.6	Reliable
Job Satisfaction	JS	.608	>0.6	Reliable
Employee Performance	EP	.654	>0.6	Reliable

Source: Primary data processed (2022)

Based on Table 4.6, Cronbach's Alpha values obtained from all research variables showed greater than 0.6 so that all variables were declared reliable. So that this research instrument is feasible to be used for further research.

Table 4. Heteroscedasticity Test

Coefficients Model	Unstandardized Coefficients B	Std. Error	Std. Coefficients Beta	t	Sig.
(Constant)	2.951	1.253		2.356	0.024
Training	-0.020	0.030	-0.139	-0.588	0.389
Organizational Commitment	-0.004	0.04	-0.027	-0.910	0.632

a. Dependent Variable: Res2

Source: Primary data processed (2022)

According to Ghozali (2016), the heteroscedasticity test is used to determine whether there is an inequality or difference between some observations and others in the regression model. If there is no difference, the test is still called homoscedasticity; if there is a difference, it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. The method used to test heteroskedasticity in this study is the Glejser test.

Based on Table 4, the results of the heteroscedasticity test using the Glejser test showed a significance value of Organizational Commitment (X2) variable and Training (X1) variable more than 0.05 or 5 percent. Thus, it can be concluded that there is no heteroscedasticity in Organizational Commitment (X2) and Training (X1) so that it can be said that the heteroscedasticity test is fulfilled.

Table 5. Multicollinearity Test

Coefficients Model	Unstandardized Coefficients B	Std. Error	Std. Coef. Beta	t	Sig.	Toleranc e	VIF
(Constant)	1.131	2.211		0.356	0.042		

Coefficients Model	Unstandardized Coefficients B	Std. Error	Std. Coef. Beta	t	Sig.	Tolerance	VIF
Training					2	0.319	2.174
Organizational Commitment	0.298	0.061	0.516	7.072	<0.0	0.319	2.176

Source: Primary data processed (2022)

The multicollinearity test according to Ghozali (2016) is aimed at measuring whether the regression model found a correlation between the independent variables (independent variables). A good regression model should not have a correlation between the independent variables. If the independent variables are correlated with each other, then these variables are not orthogonal.

Based on Table 5 above, it can be concluded that the processed data shows the tolerance value and Variance Inflation Factor (VIF) do not have multicollinearity problems. It is proven by the tolerance value more than 0.10. That is, it proves that the regression model does not contain multicollinearity problems.

Table 6. Normality Test

			Unstandardize Residual
N			41
Normal Parameters ^{a,b}	Mean		0
	Std. Deviation		2.137
	Absolute		0.094
Most Extreme Differences	Positive		0.079
	Negative		-0.94
Test Statistic			0.094
Asymp.Sig.(2-tailed)			0.200 ^d
		Sig.	0.474
Monte Carlo Sig. (2-tailed) ^e	99% Confidence Interval	Lower Bound	0.461
		Upper Bound	0.487

Source: Primary data processed (2022)

Table 6 shows the results of the One Sample Kolmogorov-Smirnov Test in significant value of 0.474. From the table it is known that using data that is normally distributed because the resulting significant value is greater than 0.05.

Table 7. Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
1 (Constant)	2.951	1.253		2.356	0.024
Training	-0.02	0.034	-0.139	-0.588	0.560

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Organizational Commitment	-0.004	0.037	-0.027	-0.910	0.910

a. Dependent Variable: Res2

Source: Primary data processed (2022)

Heteroscedasticity test is used to determine whether there is an inequality or difference between some observations and others in the regression model (Ghozali, 2016). A good regression model is one with homoscedasticity or no heteroscedasticity. The method used to test heteroscedasticity in this study is the Glejser test.

Based on Table 7 the results of the heteroscedasticity test using the Glejser test showed a significance value of Organizational Commitment (X2) variable and Training (X1) variable more than 0.05 or 5 percent. Thus, it can be concluded that there is no heteroscedasticity in Organizational Commitment (X2) and Training (X1) so that it can be said that the heteroscedasticity test is fulfilled.

Multiple Linear Regression Analysis

Find the relationship between dependent variable and independent variable (two or more) in quantitative research. In this study, it uses multiple linear regression analysis to obtain the results of the alleged hypothesis of the influence of training and organizational commitment on job satisfaction.

Table 8. Results of Multiple Linear Regression Training and Organizational Commitment on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.131	2.211		0.512	0.612
Training	0.429	0.061	0.743	7.072	<0.001
Organizational Commitment	0.122	0.065	0.197	1.879	0.068

a. Dependent Variable: Employee Performance

Source: Primary data processed (2022)

$$Z = a + b_1X_1 + b_2X_2 + e_1$$

$$Z = 1.131 + 0.429X_1 + 0.122X_2 + e_1 \quad (1)$$

Table 9. Results of Multiple Linear Regression Training and Organizational Commitment on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.911	3.514		0	0.797
Training	0.151	0.146	0.153	1	0.308
Organizational Commitment	0.330	0.108	0.313	3	0.004
Employee Performance	0.880	0.257	0.516	3.426	0.002

a. Dependent Variable: Job Satisfaction

Source: Primary data processed (2022)

$$Z = a + b_1X_1 + b_2X_2 + c_1Y + e_2$$

$$Z = 0.911 + 0.151X_1 + 0.330X_2 + 0.880Y + e_2 \quad (2)$$

Simple Linear Regression

Measure the relationship using straight line between independent variable and dependent variable. This research used simple regression for job satisfaction on employee performance variable.

Table 10. Simple Linear Regression Results Job Satisfaction on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.571	2.139		1.169	0.103
Job Satisfaction	0.518	0.044	0.884	11.838	<0.001

a. Dependent Variable: Employee Performance

Source: Primary data processed (2022)

$$Y = a + b_1Z + e_3$$

$$Y = 3.571 + 0.518Z + e_3 \quad (3)$$

Multiple Determination Coefficient (R²)

Value that reflects how good a statistical model defines an outcome. Lowest value of R² is 0 and the highest value is 1 or it can be between 0 and 1.

Table 11. Multiple Determination Coefficient (R²) Training and Organizational Commitment on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.898	0.807	0.797	2.192

- a. Predictors: (Constant), Organizational Commitment, Training
- b. Dependent Variable: Employee Performance

Source: Primary data processed (2022)

$$e1 = \sqrt{1 - R \text{ Square}}$$

$$e1 = \sqrt{1 - 0.797} \tag{4}$$

$$e1 = 0.203$$

Table 12. Multiple Determination Coefficient (R²) Training and Organizational Commitment on Employee Performance

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	0.916a	0.838	0.825	3.472

- a. Predictors: (Constant), Employee Performance, Organizational Commitment, Training

Source: Primary data processed (2022)

$$e2 = \sqrt{1 - R \text{ Square}}$$

$$e2 = \sqrt{1 - 0.838} \tag{5}$$

$$e1 = 0.162$$

Table 13. Multiple Determination Coefficient (R²) Job Satisfaction on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.884a	0.782	0.777	2.298

- 1. Predictors: (Constant), Job Satisfaction

Source: Primary data processed (2022)

The results of the coefficient of determination in the regression model with adjusted R square values of 0.782 or 78.2 percent, it can be interpreted that 78.2 percent of employee performance can be explained by the job satisfaction variable. While the remaining 21.8 percent is influenced by other variables that are not included in this research model.

DISCUSSION

Based on the data that has been tested, the training has a positive and significant effect on job satisfaction. It is proven that the training variable shows the t-count value of 1 with a significance value of 0.308, so it can be concluded that Ho is rejected and Ha is accepted. The value of the regression coefficient on this variable is 0.151, so that if the training

variable increases by one unit, the job satisfaction variable will also increase by 0.151 which is assumed if all other independent variables are constant or fixed. The result of this research is the same as previous research such as research from Huang & Su (2016), obtaining results that show job satisfaction is positively related to training. Another study conducted by Maleka et al. (2020) indicates that there is a strong positive relationship between training and job satisfaction. There is also research by Ocen, et al (2017) that shows there is a positive relationship between training and job satisfaction. This means that the increasing training in the company will lead to increased employee job satisfaction. So, the first hypothesis in this study is proven.

According to data obtained through hypothesis testing, factors relating to organizational commitment have a favorable and significant impact on job satisfaction. The training variable has a t count of 3, with a significance level of 0.004. While the regression value of the test shows the result that is equal to 0.330. This means that if the organizational commitment variable increases by one unit, the job satisfaction variable will also increase by 0.330 with the assumption that the other variables are constant. The results of this study are in line with several previous studies, including those conducted by Ashraf (2020) showing job satisfaction is positively related to organizational commitment. Another study conducted by Cherif (2020) indicates that job satisfaction was found to be positively correlated with organizational commitment. The results of another positive analysis in the research of Hendri (2019) concluded that job satisfaction and organizational commitment have a significant effect on employee performance. This means that the increasing organizational commitment in the company results in the higher job satisfaction of employees in the company. So, the second hypothesis in this study is proven.

Based on the simultaneous test that has been carried out which gives the results that training and organizational commitment variables have a positive and significant influence on job satisfaction. This is evidenced by the results of the F test which shows the calculated F value of 70.132 with a significance level of 0.000 so that the hypothesis H_0 is rejected and H_a is accepted. The coefficient of determination is 0.782, meaning that 78.2 percent of training and organizational commitment variables affect job satisfaction. The results of the study are in line with previous research conducted by Jaworski (2018) where the results show that training and organizational commitment have a positive and significant influence on job satisfaction. Another research by Lee (2018) indicates that training & development and employee performance positively influence job satisfaction, and there is a significant relationship between training & development, employee performance, and job satisfaction. Straight with research conducted by Huynh and Hua (2020), shows that training, job satisfaction and psychological capital play an important role in organizational commitment. This means that the increasing job satisfaction in the company results in the higher training and organizational commitment in the company. So, the third hypothesis in this study is proven.

Based on the results of the hypothesis testing that has been carried out, employee performance is positively and significantly impacted by the training variable. The results of the hypothesis H_0 are rejected, and the hypothesis H_a is accepted since the t- number of 7.072 is obtained with a significance value of 0.001. Therefore, it can be said that training has a favorable and considerable impact on employee performance. The value of the regression coefficient on this variable is 0.429, it can be interpreted that if the training variable increases by one unit, the magnitude of employee performance will increase by 0.429 assuming all other independent variables are constant or fixed. The results of this study are in line with previous studies including research conducted by Abugre & Anlesinya

(2019), Ibrahim (2017), Manresa (2019) where the results of the study show that training has a positive effect on employee performance. This study has research results that training has a positive and significant influence on employee performance. This means that training can improve employee performance. So, the fourth hypothesis in this study is proven.

The organizational commitment has a favorable and considerable impact on employee performance, according to the data collected. H_0 is rejected and H_a is accepted, as shown by the training variable's t-count value of 2.879 and significance value of 0.001. This research is in line with several previous studies, including research conducted by Al-Sada et al. (2017); Ampofo (2020); Falcon et al. (2016) that in relation to having a positive influence between the organizational commitment on employee performance. This means that the organizational commitment affects the performance of employees. So, the fifth hypothesis is proven.

According to the research, job satisfaction significantly and favorably affects employee performance. H_0 is rejected and H_a is accepted based on the work satisfaction variable's t-count value of 11.838 and significance value of 0.000. If the work satisfaction variable improves by one unit, the quantity of employee performance will increase by 0.518, according to the value of the regression coefficient on this variable of 0.518. This research is in line with several previous studies, including research conducted by Wagiman & Sutanto (2019); Hidayati & Rahmawati (2016) where variable job satisfaction has a positive and significant impact on employee performance. Another research conducted by Andreani & Patrik (2016) shows that job satisfaction has a positive and significant influence on employee performance. This means that job satisfaction has an effect on employee performance. So, the seventh hypothesis is proven.

There are seven hypotheses tested in this study. From the results of the analysis carried out, it is stated that the seven hypotheses proposed are proven. From these results it is stated that there is a positive influence of the training on job satisfaction, there is a positive influence of the organizational commitment on job satisfaction, there is a positive influence of training and organizational commitment on job satisfaction, there is a positive influence of training on employee performance, there is a positive influence of training on employee performance. There is a positive influence of organizational commitment on employee performance, there is a positive influence between training and organizational commitment on employee performance, there is a positive influence of job satisfaction on employee performance, there is an indirect influence (training on employee performance through job satisfaction) which is greater than direct influence (training on employee performance), there is an indirect influence (organizational commitment on employee performance through job satisfaction) which is greater than the direct influence (organizational commitment on employee performance). In previous studies, there are research variables that have similarities with research variables that have been carried out by researchers at PT. Inti Beton.

LIMITATION OF THE RESEARCH

The hypothesis in this study has positive and significant results, but this study has several limitations, namely as follows:

1. The sample in this study is limited to a certain area, namely the city of Yogyakarta and specifically in one company. Therefore, the generalization of the framework model needs further research in other fields. Differences in employee characteristics in each region, as well as cultural and demographic differences

- between regions, provide an opportunity for further researchers to conduct further empirical research on the performance of companies throughout Indonesia.
2. This study forms an employee performance model framework based on the theoretical basis used but based on the theoretical aspects of employee performance research, it still provides opportunities to add other factors that affect performance, such as salary, training, job characteristics, and so on.

CONCLUSION

Based on the results of the analysis and discussion above, several conclusions can be drawn from the results of this study are training has a positive and significant influence on job satisfaction, organizational commitment has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant influence on employee performance, training and organizational commitment has a positive and significant influence on satisfaction, organizational commitment has a positive but not significant influence on employee performance, organizational commitment has a positive and significant influence on employee performance, training and organizational commitment have a positive and significant effect on employee performance, job satisfaction mediates the relationship between training and employee performance, and job satisfaction mediates the relationship between organizational commitment and employee performance.

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