

The Effect of Job Training and Work Motivation to Employee Performance with Job Satisfaction as an Intervening Variable at Pt. Kereta Api Indonesia Operation Area II Bandung

Indra Rosmana¹⁾ & Widiyanto²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: indrarosmana.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Widiyanto@unissula.ac.id

Abstract. *Job training significantly improves employee performance, according to the study's conclusions. This shows that employee performance is significantly influenced by work motivation, and that better and more targeted training will result in improved employee performance in carrying out their duties and responsibilities. This shows that work motivation and a person's performance are directly correlated. 3) Employee performance is strongly positively influenced by job satisfaction. From this, we can conclude that higher job satisfaction leads to improved employee performance. 4) Job training has a significant positive impact on employee happiness. 3) Job motivation has a significant impact on employee happiness levels towards their work, while adequate training improves their skills and knowledge in completing tasks, making them feel more valued and appreciated by the organization. Because they feel valued, excited, and have a clear sense of purpose, employees who are highly motivated by both internal and external factors are more likely to enjoy their work.*

Keywords: *Improves; Influenced; Responsibilities; Valued*

1. Introduction

Employee performance is crucial to the overall success of an organization, both in the public and private sectors. In theory, various factors can influence employee performance, such as training, motivation, and job satisfaction. Payaman Simanjuntak (2002) suggests that personal abilities, including skills, work motivation, and ethics, impact employee performance. Siagian (2002) further suggests that factors such as salary, work environment, corporate culture, leadership effectiveness, work discipline, and job satisfaction play a significant role in evaluating performance.

Previous research has produced mixed conclusions about how job training and motivation affect employee performance. Some studies suggest that appropriate job training can improve employee performance by equipping them with the necessary skills and knowledge. On the other hand, some studies indicate that high levels of work motivation play a crucial

role in helping employees achieve their performance goals. Furthermore, a constructive and supportive workplace culture is believed to create an atmosphere that encourages improved performance.

However, various studies have shown that even with effectively implemented training and motivation techniques, there is no guarantee of significant improvements in employee performance. This suggests that additional factors may be at play, such as job satisfaction, which is typically viewed as a mediating variable linking various elements to performance levels.

At PT Kereta Api Indonesia (Persero) Operational Area II Bandung, employee performance is crucial because it directly impacts the quality of service provided to customers. Despite PT KAI's efforts to improve its performance, customers still report dissatisfaction with various issues, including train delays, carriage cleanliness, and overall service quality. This suggests a potential gap between expectations and reality. Human Resources data from PT KAI Operational Area II Bandung shows a decline in various performance measures, including training, motivation, organizational culture, and job satisfaction, from 2019 to 2023.

Major changes at PT Kereta Api Indonesia (Persero) are aimed at improving customer service and operational efficiency. Employee performance can be impacted by major organizational reforms such as restructuring, the introduction of new technologies, and changes in workplace culture. These new conditions may be difficult for some employees to adapt to, leading to decreased productivity, increased work stress, and lower motivation. Furthermore, rapid organizational change can create uncertainty regarding roles and responsibilities, which can lead to conflict and decreased job satisfaction.

Like many other companies, PT Kereta Api Indonesia (Persero) is increasingly recruiting millennials. This generation differs from previous generations in several ways, including a desire for meaningful work, a healthy work-life balance, and opportunities for continuous education and growth. When businesses fail to meet millennial expectations, a gap can emerge between employee expectations and what the company provides. This can result in decreased productivity and high employee turnover rates.

A company cannot operate without human resources; therefore, employee involvement in every aspect of the business is crucial. Employee management is crucial to maximize their potential contribution, as they are a valuable asset to any business. Employee happiness in their work is a priority for businesses. Employees who feel underappreciated, insecure in their jobs, and unable to reach their full potential will struggle to devote their full attention to their tasks. The issue of employee job satisfaction is closely related to the idea that job satisfaction is achieved when all employee expectations are met in carrying out their work duties, according to Hendriani (2014). The relationship between an individual and their work environment determines their level of job satisfaction, which is a reflection of their emotions and thoughts about their work.

Timpe (2019) defines performance as the level of individual or employee goal achievement within a company or corporation, which can increase productivity. Employee performance is influenced by two types of factors: external and internal. A person's characteristics, such as age, gender, education, work experience, cultural background, physical appearance, personality, aspirations, motivation, and other distinctive qualities, are all related to internal variables. External factors such as the environment, management, coworker behavior, training and supervision, the pay system, and the social environment influence employee performance.

Employee performance plays a crucial role in business success amidst increasingly fierce competition. As a leading transportation company in Indonesia, PT Kereta Api Indonesia (Persero) places a high emphasis on employee performance. However, various studies have shown that employee performance in various companies, including PT Kereta Api Indonesia (Persero), is often inadequate. Although PT Kereta Api Indonesia (Persero) has attempted to improve employee performance through initiatives such as training programs and motivational strategies aimed at increasing job satisfaction, the results have not met expectations. Various studies have revealed that the employee turnover rate at PT Kereta Api Indonesia (Persero) remains quite high. This highlights various issues related to human resource management, particularly regarding staff performance.

Although job satisfaction is often considered an important aspect in improving employee performance, there has been no research that specifically examines how job satisfaction acts as a mediating factor between independent variables and performance.

2. Research Methods

With the aim of supporting or strengthening the hypothesis, which in turn can strengthen the underlying theory, this study was conducted to test the hypothesis. The research method used is associative explanatory research, which aims to determine the relationship between two or more variables, and to investigate or discover phenomena or conditions of human resources that are not yet known or well understood (Sugiyono, 2014). At PT. Kereta Api Indonesia Operational Area II Bandung, this study aims to test a model of how job training, work motivation, and organizational culture affect employee performance, with job satisfaction as an intervening variable. The information used in this study is numerical data. Numerical data is the type of data used in this analysis. Numerical data consists of numbers generated from community responses to surveys. More specifically, this information comes from responses given by employees of PT. Kereta Api Indonesia Operational Area II Bandung to the survey given. In this study, the tool used to assess the research variables is the Likert scale. As stated by Sugiyono (2017:168), the Likert scale is used to assess the attitudes, income, and perceptions of individuals or groups towards social phenomena. By using the Likert scale, participants' responses to each statement will range from very positive to very negative regarding job training, work motivation, job satisfaction, and employee performance. Meanwhile, the author chose PT. This research focuses on Perkeretakan Indonesia Operational Area II in Bandung.

3. Results and Discussion

3.1. History of PT Kereta Api Indonesia (Persero) Daop II Bandung

PT Kereta Api Indonesia (Persero), commonly known as PT KAI, is a state-owned enterprise (BUMN) that provides rail transportation services throughout Indonesia, serving both passengers and freight. A significant operational segment within PT KAI's framework is the Bandung Operational Area (Daop) II, located in Bandung, West Java.

The history of railways in the Bandung region began during the Dutch colonial period. The first railway line in the region was built by the Dutch company, Staatsspoorwegen (SS). In 1884, the railway line connecting Batavia (Jakarta) with Bandung was completed. The construction of this line was intended to facilitate the transportation of agricultural and plantation products from the Priangan hinterland to the port in Batavia.

Bandung became a key city in the railway system due to its strategic location in the center of western Java and its significant economic potential. During this period, important stations such as Bandung Station, Cicalengka Station, and Cimahi Station were built, serving as key hubs for transportation and distribution of goods.

After Indonesian independence, the national railway company was nationalized and underwent several changes in name and legal entity form, such as Djawatan Kereta Api (DKA), Perusahaan Negara Kereta Api (PNKA), until it became PT Kereta Api Indonesia (Persero) in 2010.

Bandung Operations Area II has officially become one of PT KAI's regional operational units. Daop II's working area covers the main route from Cikampek – Padalarang – Bandung – Banjar, as well as branch lines to East Priangan and the surrounding area.

Daop II Bandung plays a vital role in rail transportation services in central and southern West Java. Some of the rail services operating in this region include:

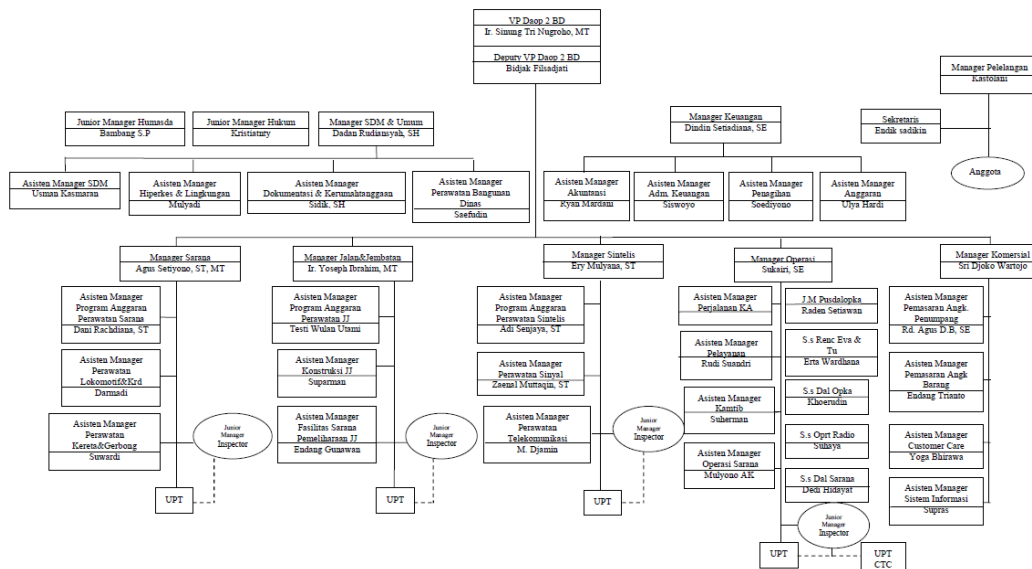
- 1) The Parahyangan, Argo Parahyangan, and Lodaya trains connect Bandung with Jakarta and Solo.
- 2) KA Serayu, Kutojaya Selatan, and Kahuripan as economy services to Central Java and East Java.
- 3) Local train services such as the Bandung Raya Local Train and the Cibatu Local Train serve the mobility of people between cities/regencies in the West Java region.

In addition, Daop II also manages various assets such as stations, locomotive and train depots, and other supporting infrastructure.

In the last two decades, Daop II has continued to modernize and develop, including in the form of:

- 1) Revitalization of Bandung Station and other stations to improve service.
- 2) Digitalization of ticketing services and travel information.
- 3) Support for the development of national projects such as the Jakarta-Bandung High-Speed Train, where Daop II is also part of the regional transportation integration system.

Daop II Bandung is one of the pioneers and spearheads of the national railway transportation system. With a long history spanning from colonial times to the modern era, Daop II remains committed to providing safe, comfortable, and efficient mass transportation services to the public.



Source: Directors' Decree No.Kep.U/OT.003/VI/KA-2023

The organizational structure of PT KAI Regional Operations 2 Bandung (DAOP 2 Bandung) consists of several sections, including the Head of DAOP, Head of Section, Head of Section, and other staff. DAOP 2 Bandung is responsible for railway operations in its area, which includes stations, railway lines, and other facilities.

3.2. Description of Research Variables

The information in this study comes from original data collected through a survey sent to employees at PT KAI Regional Operations 2 Bandung. Data were collected between June 1, 2023, and July 3, 2025. A request for research approval was sent to the management of PT

KAI Regional Operations 2 Bandung. They agreed to allow the research and assisted by encouraging employees to complete the survey. To collect information, a link was shared directly with participants so they could complete the survey. In this study, there were 84 usable responses from 106 survey links sent, with 106 individuals completing the survey. Some surveys were unusable because some respondents did not answer all questions, did not provide complete answers, or did not meet the requirements based on the sampling guidelines. Consequently, only 84 surveys could be effectively analyzed.

In this study, the individuals involved are those with permanent employee status. This information was collected from the results of a survey distributed to permanent staff of PT KAI Operational Area 2 Bandung. By describing information about the respondents, it is hoped that a clearer understanding of their backgrounds can be obtained. This research survey consists of 21 statements. Among these, 5 statements focus on job training, 6 statements related to work motivation, 5 statements related to job satisfaction, and 5 statements related to employee performance. The characteristics of the participants can be described based on gender, age, length of service, educational background, and position. For further information, please refer to the explanation below:

1) Gender

The following table shows the gender distribution of the sample based on research conducted on 84 respondents working at PT Kereta Api Indonesia Operational Area 2 Bandung:

"Respondent characteristics, based on gender, show that the majority of respondents were male. Jobs in the railway industry, particularly those related to facility operation and maintenance, are often considered more suitable for men. This view has influenced beliefs and customs that persist to this day.

2) Age

Age is one way to assess a person's maturity. To determine the age of PT Kereta Api Indonesia employees in Operational Area 2 Bandung, Respondents, based on age, were predominantly of productive age. Therefore, they generally still possess sufficient stamina, physical strength, and a good level of intelligence and creativity to work and produce results.

3) Years of service

The longer a person works, the more benefits they receive. Employees of PT Kereta Api Indonesia, located in Operational Area 2 Bandung, The majority of respondents with long tenure were those with long tenure. Longer tenure is often associated with broader and deeper work experience, with tenure and work experience being positively correlated. Longer tenure can improve employee performance because they gain a better understanding of the tasks, procedures, and regulations applicable in the workplace.

4) Education

Education offers essential theoretical insights and practical skills needed by PT Kereta Api Indonesia Operational Area 2 Bandung employees to carry out their duties effectively. By advancing their education, individuals will gain a deeper understanding of their professional field.

valued In an organizational or corporate context, a position refers to the formal position or role an individual holds within the organizational structure. Each position has specific functions, authorities, and responsibilities. Having a clearly defined position offers numerous benefits, both for the individual and the company.

The purpose of descriptive analysis is to determine how respondents answered each question. In this case, the responses of PT Kereta Api Indonesia Operational Area 2 Bandung employees to the statements given for each variable of job training, work motivation, job satisfaction, and employee performance are explained through descriptive analysis. To assess how respondents reacted to each variable, this study classified them into one score category using a scale range with the following formula (Umar, 2012).

$$RS = \frac{TT - TR}{Skala}$$

Keterangan :

RS= Rentang Skala	Skor tertinggi = 5
TR = Skor terendah	Skor terendah = 1
TT = Skor tertinggi	

$$= \frac{5 - 1}{5}$$

$$= 1,33$$

Therefore, the time period can be explained in the following way:

Interval	Kategori
1 - 2,33	Rendah
2,34 - 3,67	Sedang
3,68 - 5	Tinggi

The aforementioned composite reliability test can be enhanced by applying Cronbach's alpha. A variable is considered reliable or meets Cronbach's alpha criteria if its Cronbach's alpha score is greater than 0.7. The Cronbach's alpha scores for each variable are as follows:

In this study, we will discuss the findings from path coefficient analysis, goodness-of-fit examination, and hypothesis evaluation.

1) Significance Test (Hypothesis Testing)

Data processing allows us to answer the hypotheses in this study. Hypothesis testing is performed using the P-value, and if the P-value is less than 0.05, the research hypothesis can be said to be accepted. The following are the results of the hypothesis testing conducted in this study using the internal model:

Direct Influence					
H1	Job Training Has a Significant Positive Impact on Employee Performance	0.964	0.001	0.05	Accepted
H2	Work Motivation Has a Significant Positive Influence on Employee Performance	0.021	0.016	0.05	Accepted
H3	Job Satisfaction Has a Significant Positive Influence on Employee Performance	0.017	0.032	0.05	Accepted
H4	Job Training Has a Significant Positive Influence on Job Satisfaction	0.181	0.017	0.05	Accepted
H5	Work Motivation Has a Significant Positive Influence on Job Satisfaction	0.018	0.038	0.05	Accepted
Indirect Influence					
H6	Job Training Has a Significant Positive Influence on Employee Performance Through Job Satisfaction	0.669	0.042	0.05	Accepted
H7	Work Motivation Has a Significant Positive Influence on Employee Performance Through Job Satisfaction	0.078	0.048	0.05	Accepted

The information in the table shows that each of the ten hypotheses proposed in this study can be supported because each impact displayed has a P-value of less than 0.05. Therefore, the independent variable has a significant and positive influence on the dependent variable.

The results of the H1 test are as follows: The hypothesis is supported by the fact that the p-value of 0.001 is below 0.05. Motivation has been shown to have a significant positive influence on job satisfaction. This indicates that increased motivation (signals: physiological, safety, social, esteem, and self-actualization needs) will increase employee job satisfaction.

This hypothesis is supported by the conclusion of the H2 test because the p-value is less than 0.05. Motivation has a significant impact on employee performance. Greater work motivation (performance indicators: quality, quantity, punctuality, effectiveness, and independence) tends to result in higher employee productivity. The results of the H3 test, with a p-value of 0.032, which is less than 0.05, support this hypothesis. Job satisfaction has been shown to be enhanced by a positive work environment (indicators: lighting, air circulation, cleanliness, work facilities, and relationships between employees).

H4 Test Results: The hypothesis is accepted because the P-value is 0.017, which is less than 0.05. A worker's performance is greatly influenced by the workplace. Employees can perform best in favorable working conditions, as measured by performance metrics.

H: The P-value of 0.038 is less than 0.05, indicating that the hypothesis is supported by the test data. Employee performance is significantly improved by job happiness. Happy workers perform better, as measured by their satisfaction with their jobs, pay, advancement, supervision, and coworkers.

The P-value for H6 is 0.042, which is less than 0.05, thus supporting the hypothesis. Job satisfaction acts as a mediating variable because motivation has a significant impact on employee performance. Consequently, motivation increases job satisfaction, which in turn boosts employee performance.

The P-value of the H7 test result is 0.048, which is less than 0.05, indicating that the hypothesis is accepted. Job satisfaction acts as a mediating variable because the work environment has a substantial influence on employee performance. Job satisfaction is enhanced by a positive work environment, which in turn leads to peak performance.

The higher the path coefficient value of one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable, as evidenced by this.

The quality of fit is determined using the Q-square value. The Q-square value serves the same purpose as the R-square value in regression analysis. A higher Q-square value indicates a better fit between the model and the data. The results of the Q-square calculation are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,11) \times (1 - 0,312)] \\
 &= 1 - (0,89 \times 0,051) \\
 &= 1 - 0,045 \\
 &= 0,955
 \end{aligned}$$

Based on the calculations presented above, the Q-squared value was determined to be 0.955. This indicates that 95.5% of the changes in the research data can be explained by the research model. The remaining 4.5% can be attributed to factors not included in the model. Thus, this research model can be considered to have an acceptable level of fit.

Discussion:

Data processing conducted to answer the proposed hypotheses showed that all five hypotheses were accepted, indicating a strong relationship between the independent and

dependent variables. The following is an analysis of the impact between variables according to the hypotheses:

1) The Impact of Job Training on Employee Performance

The purpose of this study was to determine how job training affects employee performance. Data processing using statistical tests yielded a P-value of 0.001. A significance level of 0.05 (5%) was then used to compare these values.

The following factors are used to determine whether a hypothesis needs to be tested:

- a. If the P-value is less than or equal to 0.05, the null hypothesis (H_0) rejected.
- b. If P-value > 0.05 → Null hypothesis (H_0) accepted

We can conclude that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is supported because the P-value is equal to 0.001, which means it is less than 0.05. This indicates that job training has a statistically significant impact on employee performance.

The hypothesis that job training has a beneficial impact on improving employee performance is supported by the findings of this study. Employees have the opportunity to improve their skills, knowledge, and understanding of their tasks and responsibilities through job training. Employees gain proficiency in their tasks, increase their self-confidence, and improve their ability to overcome workplace challenges through effective training.

Many human resource management theories also support this conclusion, stating that training and development are crucial for improving workplace efficiency and performance. In "The Impact of Training on Employee Performance," Zia-ur-Rehman, Ansari, & Ali (2020) explicitly discuss the impact of training on employee performance and provide empirical and theoretical evaluations supporting a beneficial relationship between the two. In "The Impact of Training and Development Programs on Employee Performance in the Manufacturing Sector," Herjuna, Marhaeni, Alvira, and Anastasya (2022) found evidence supporting the findings of this study. According to this study, well-organized and tailored training programs can improve productivity, job satisfaction, and employee retention in the manufacturing industry.

According to Dessler (2015), job training helps create a workforce that is more adaptive, innovative, and responsive to change. There are also articles that support Dessler's (2015) statement, such as Noe (2020) states that continuous training improves employees' technical and behavioral competencies, as well as fosters a culture of innovation and learning in the workplace, and Pulakos et al. (2000) argues that adaptive performance enhances employees' ability to innovate, cope with stress, and adapt to changes in the work environment.

Contextually, PT. Kereta Api Indonesia, as a public transportation operator that prioritizes safety, punctuality, and high-quality service, clearly requires skilled personnel. An organized

training program designed to meet operational requirements will directly improve the quality of the company's services and operations.

2) The Influence of Work Motivation on Employee Performance

Statistical tests were used to test the hypothesis, resulting in a P-value of 0.016. This value was then compared with a significance level (α) of 0.05 (5%).

The following factors are used to determine whether a hypothesis needs to be tested:

- a. If the P-value ≤ 0.05 , the null hypothesis (H_0) rejected.
- b. The null hypothesis (H_0) is accepted if the p-value is greater than 0.05.

The null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted because the P-value is 0.016, which is less than 0.05. In other words, there is sufficient statistical data to state that work motivation has a significant impact on employee performance.

According to study findings, employee performance is significantly influenced by work motivation. Based on this, people tend to demonstrate higher levels of work performance when they are strongly motivated by both internal and external factors.

Employees with strong work motivation are more dedicated, responsible, and driven to achieve business goals. Many factors, such as recognition, a positive work environment, opportunities for growth, recognition for work accomplishments, and even pride in the work itself, can be sources of motivation. The need for achievement, affiliation, and power are three indicators used to measure work motivation. The desire to achieve goals is reflected in the need for achievement, positive social relationships in the workplace are reflected in affiliation, and the desire to influence or manage the work environment is reflected in power.

Herzberg's motivation theory, also known as the Two-Factor Theory, aligns with this research. According to Herzberg's theory, motivational elements such as achievement, recognition, and self-development can increase job satisfaction and, ultimately, affect performance. Motivators and Hygiene Factors in Employee Retention

Using the Two-Factor Theory framework, this study examines employee retention from a global perspective, highlighting that motivators such as achievement, recognition, responsibility, and opportunities for advancement are intrinsic components that directly enhance job satisfaction, thereby promoting workforce stability.

Furthermore, Maslow's theory highlights the importance of meeting individual needs in improving workplace performance. Herzberg's claim is supported by several publications, including Büyükbeşe et al.'s (2023) study of workers during the pandemic, which showed that motivators such as achievement and recognition increase job satisfaction and work output.

Compared to PT. Kereta Api Indonesia, motivated staff are more disciplined with their working hours, prioritize safety, and offer superior customer service. A key asset in supporting service transformation and achieving the company's goal of becoming a leading public transportation provider is work motivation.

3) The Influence of Job Satisfaction on Employee Performance

A P-value of 0.032 was found using statistical analysis. This value was then compared with a significance level (α) of 0.05 (5%).

The following are factors that determine whether to conduct a hypothesis test or not:

- a. The null hypothesis (H_0) is rejected if the P value ≤ 0.05 .
- b. The null hypothesis (H_0) is accepted if the P value is greater than 0.05.

Since the P-value in this example is 0.032, which is less than 0.05, we can conclude that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is supported. Therefore, it can be concluded that employee performance is significantly influenced by job satisfaction.

These findings indicate that employee performance is significantly influenced by job satisfaction. Happy workers are often more motivated, dedicated, and eager to give their best to the company. Many factors influence job satisfaction, including a pleasant workplace, interactions with supervisors and coworkers, clear responsibilities, reward mechanisms, and prospects for professional advancement.

According to Robbins & Judge's (2017) theory, employees who are happy with their jobs are more productive, make fewer mistakes, and experience fewer absences. This study supports this theory. Furthermore, Locke's (2016) model illustrates how job satisfaction is a key component in encouraging positive and productive behavior in the workplace. This aligns with the results of a study by Putri and Nawatmi (2024), which found that employee performance is positively and significantly correlated with job satisfaction. This indicates that employee performance increases with their level of job satisfaction. Happy workers tend to be more motivated, perform better, and are more productive in achieving organizational goals.

Happy employees at PT. Kereta Api Indonesia (Persero), who prioritize public service and operational accuracy, are more careful, disciplined, and responsible in carrying out their work, which directly improves the company's service quality and productivity.

4) The Effect of Job Training on Job Satisfaction

The statistical test used to test the hypothesis yielded a P-value of 0.017. This value compares favorably with the established significance level (α) of 0.05 (5%).

The following are decision-making factors for hypothesis testing:

- a. The null hypothesis (H_0) is rejected if the P-value is less than or equal to 0.05.

b. If the P-value is greater than 0.05, the null hypothesis (H_0) is accepted.

The null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted because the P-value is $0.017 < 0.05$. In other words, there is sufficient statistical evidence to conclude that job training has a measurable impact on employee job satisfaction.

The findings of this study indicate that job training improves employee job satisfaction. A well-planned job training program can help employees better understand their responsibilities, improve their technical and non-technical skills, and increase their confidence in their work. When employees believe that the organization is investing in their personal growth through training, this can lead to gratitude, increased engagement, and overall job satisfaction. Furthermore, training fosters a sense of well-being by giving workers the confidence to carry out their tasks, which also reduces errors and increases productivity.

This conclusion is consistent with Noe's (2010) view, which states that training not only improves performance but also has a positive impact on workplace attitudes such as job satisfaction. Furthermore, the idea put forward by Robbins and Judge (2017) also supports the idea that providing training to help employees improve their skills can increase positive attitudes toward the company and their jobs.

Given that PT. Kereta Api Indonesia operates in the public transportation industry, where a high level of accuracy, precision, and professionalism are required, on-the-job training is crucial. Continuous training improves employee competency and job satisfaction by fostering a sense of empowerment and organizational support.

5) The Influence of Work Motivation on Job Satisfaction

The statistical test yielded a P-value of 0.038. The significance level (α) was set at 0.05 (5%) and compared with this value.

Decision making rules in hypothesis testing:

- a. The null hypothesis (H_0) is rejected if the P-value is less than or equal to 0.05.
- b. The null hypothesis (H_0) is accepted if the P-value exceeds 0.05.

Since the P-value is 0.038, which is less than 0.05, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Consequently, there is a strong correlation between employee work motivation and job happiness.

According to the findings of this study, employee job satisfaction is significantly influenced by work motivation. Motivated employees are often more optimistic about their work, more enthusiastic about their tasks, and more satisfied with their position and contribution to the company. Work motivation can be driven by various factors, both intrinsic (such as pride in work, a desire for development, and personal achievement) and extrinsic (such as rewards,

recognition, and a conducive work environment). Employees feel their psychological and professional values and needs are met when the company meets these criteria.

According to Herzberg's Two-Factor Theory (2019), motivational factors such as recognition, accountability, and achievement are directly related to job satisfaction. These results support the theory. Herzberg's Motivation-Hygiene Theory Revisited in the Information Age (2024)

Herzberg's hypothesis was reinterpreted in a 2024 paper by Nils Gimpl using data from company review websites. The findings suggest that certain hygiene aspects, such as work-life balance and working conditions, can now also serve as motivators, reflecting the shifting function of motivation in the modern workplace. These findings suggest that, although their influence is now more dynamic, recognition and accountability continue to be effective motivators.

Furthermore, Abraham Maslow's (1943) hierarchy of needs theory suggests that employees can experience job satisfaction when their motivational needs are gradually met, starting from basic needs to self-fulfillment. Various studies also support Herzberg's claim, including a study by Büyükbeşe et al. (2023) on workers during the pandemic, which showed that factors such as achievement and recognition increase job satisfaction and productivity.

For PT. Kereta Api Indonesia, a public transportation company characterized by a fast-paced work environment and high service standards, motivation is crucial for employees to be fully engaged in their work and feel satisfied with their contributions.

4. Conclusion

According to study findings, employee performance improves significantly through on-the-job training. This means that the higher the quality and focus of the training provided, the greater the improvement in employees' ability to carry out their responsibilities and duties. Employees can perform their duties more effectively, efficiently, and in accordance with company standards thanks to effective training that enhances their knowledge, skills, and work ethic. Therefore, on-the-job training is a crucial element to consider when seeking to improve the quality of a company's workforce. Based on study findings, work motivation significantly positively influences employee performance. This indicates that when employees have higher work motivation, their performance tends to improve. Motivated employees are typically more enthusiastic, responsible, and have a strong determination to achieve their work goals. Therefore, work motivation plays a crucial role in increasing productivity and achieving organizational goals. Study findings show that feeling happy with their work significantly helps employees complete tasks better. In other words, when employees feel more satisfied with their roles, their performance improves. When employees are satisfied with various aspects of their jobs, such as the work environment, the rewards they receive, their bond with their managers, or opportunities for development, they typically become more motivated, committed, and efficient in carrying out their tasks. Therefore, job

satisfaction is a crucial element for leaders to consider when seeking to improve overall employee performance.

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