

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)



Yeremias Asten¹, Tanto G. Sumarsono², Pudjo Sugito³

^{1,2,3}University of Merdeka Malang, Indonesia

ABSTRACT: This study aims to describe training, compensation, job satisfaction and employee performance, analyze the effect of training and compensation on job satisfaction, analyze the effect of training and compensation on employee performance, analyze the effect of job satisfaction on employee performance and analyze the effect of training and compensation on employee performance through job satisfaction at the Office of Youth Education and Sports of Sikka Regency. The population in this study is all employees totaling 52 employees. The sample in this study is all members of the population totaling 52 employees of the Sikka Regency Youth and Sports Education Office. The data analysis technique uses path analysis. The results of the analysis showed that training and compensation had an effect on job satisfaction, training and compensation had an effect on employee performance, job satisfaction had an effect on employee performance and training and compensation had an effect on employee performance through job satisfaction at the Sikka Regency Youth and Sports Education Office.

KEYWORDS: Training, Compensation, Job Satisfaction, Employee Performance

I. INTRODUCTION

In this era of globalization, every organization or agency is required to be able to optimize human resources and how human resources are managed. Human resource management cannot be separated from the factor of employees who are expected to perform as well as possible in order to achieve organizational goals. Employees are the main asset of the agency and without employees the agency will not be able to run. Seeing the importance of employees in the organization, employees must be given more serious attention in carrying out their duties so that the goals of an organization can be achieved.

Every organization or agency will always try to improve the performance of its employees so that the performance of the agency remains optimal. This effort is carried out so that the vision and mission of the organization are achieved. Creating good performance is not easy, this is because employee performance can be created if the variables that affect such as training, compensation and job satisfaction can be properly accommodated and accepted by all employees in an organization or agency.

Organizational performance is the result of work achieved by the organization, in this case the organization can achieve superior targets as expected. However, in accordance with the information data on the implementation of the local government of Sikka Regency and the performance achievement data of the Youth and Sports Education Office, it is stated that many programs from the Youth and Sports Education Office have not reached the target. Based on observations and interviews with the Secretary and several employees at the Sikka Regency Youth and Sports Education Office, information was obtained that the set targets were not achieved because the implementation of the programs that had been set was not in accordance with the plan. Simanjuntak (2011) states that the performance of a company or organization is the accumulation of the performance of all individuals who work in it. In other words, efforts to improve the company's performance are through improving the performance of each individual. Based on this opinion, it shows that the performance of the Sikka Regency Youth and Sports Education Office is an accumulation of the current performance of employees. Declining employee performance does not happen by itself but there are influencing factors. These factors are employee competence and discipline.

According to Hasibuan (2012:56), "performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and seriousness as well as time. In this regard, an organization should pay more attention to the performance of its employees, especially employees who have performance below the standards set by the organization concerned. Human resources who still have performance below the organization's standards must continue to be

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

fostered and directed to be able to support the success of the organization in achieving its goals. Because by improving employee performance, it will ultimately improve organizational performance. According to (Mathis&Jackson in Widodo2018), factors that affect performance include:

- 1) Psychologically, the ability of employees consists of potential abilities (IQ) and reality abilities (knowledge and skills), meaning that employees who have an IQ above average (110-120) with adequate education for their position and are skilled in doing daily work, will be easier to achieve the expected performance. Therefore, employees need to be placed in jobs that are in accordance with their expertise.
- 2) Motivation forms an employee's attitude in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve work goals.

From the two factors above, we can see what can affect the rise and fall of employee performance. The first is the motivational factor. And one of the things that motivates a person to want to work is the reward or compensation given. According to Hasibuan (2018), compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the agency. Providing appropriate compensation will have a positive effect on job satisfaction and employee performance. The existence of compensation in the form of bonuses, prizes and awards will also have a positive impact on employees. Employees will feel motivated and enthusiastic in completing the tasks given and there will be employee encouragement to excel. There are several purposes of compensation, including as a bond of cooperation between agencies and employees, as a means to increase employee morale and motivation, as an agency strategy to retain qualified employees or employees, and also as an appreciation by the agency for employees.

The second factor is the ability factor which includes education. The education that an employee gets in the school world is sometimes not enough. Therefore, in addition to placing employees in the appropriate section according to their abilities, agencies need to provide appropriate training for each of their employees. Training for employees needs to be carried out so that employees are able and ready to be placed in certain positions in the agency, which means they are able to work and are willing to comply with all the rules that have been set by the agency. According to (Kasmir, 2016) training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior, meaning that training will shape employee behavior in accordance with the expectations of the agency. Hamali & Budiastuti (2019) stated that training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work in accordance with standards. Employees who are loyal to the agency are valuable assets that are very useful for the success of the agency. To develop the knowledge, skills, and habits of workers to be better.

Training is an effort to improve the ability of individuals and groups to contribute to the effectiveness and efficiency of the organization. Through the ability, knowledge, and skills of these adequate employees and in accordance with the field of duty will be able to contribute to the organization in achieving its goals and objectives. Meanwhile, if the organization's employees do not or lack the ability to know and skill, in addition to being a burden on the organization, it will also make the organization less effective and efficient in achieving the goals that have been set. With a good and correct training program, of course, Civil Servants will try to carry out their duties as best as possible. So the performance of an employee will be influenced by the training program in order to make a good contribution to the agency where he works. Mathis and Jackson (2014:124) stated that "training plays a role in providing job satisfaction so that employees have a reason to want to work longer in the organization. Employees who are loyal to the organization are valuable assets that will be very useful for the success of the organization".

In addition to training, one of the ways agencies can improve employee performance is through compensation. According to Kadarisman (2014) "The importance of compensation for employees greatly affects their behavior and performance. To attract people to work in certain organizations/agencies, to make employees come and go home from work on time to motivate employees to work harder, disciplined, and develop their competencies, the organization/agency needs to provide rewards to employees who have sacrificed time, energy, ability, and skills so that employees feel satisfied because their efforts are appreciated". Compensation is something that employees receive for the services they contribute to their work.

Compensation can be received in financial form with a direct payment system in the form of basic salary: wages, salaries, and variable compensation: incentives, and bonuses. Of course, employees also hope that the compensation they receive in accordance with the sacrifices that have been given in the form of non-financial is also very important for employees, especially for their career development. If managed properly, compensation can help the agency to achieve its goals, but on the other hand, if it is not managed properly, employee dissatisfaction will arise and the goals of the agency or organization will be more difficult to achieve.

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

If employee expectations for the agency have been achieved, then the level of employee satisfaction will increase. On the other hand, if employee expectations are not met, then employee satisfaction will decrease. Dissatisfaction is the starting point for the emergence of problems in organizations and agencies such as negligence, conflicts between superiors and workers, high levels of absenteeism, strikes and employee turnover. From the worker's side, dissatisfaction can lead to a decrease in motivation, a decrease in work morale, and a decrease in work performance both qualitatively and quantitatively. High job satisfaction will have a positive impact on employees such as loyalty and discipline towards work and will improve the performance of these employees.

The main factor why humans work is the need that must be met. Activities at work contain elements of a social activity that produces something and ultimately aims to meet needs and achieve a better standard of living. In achieving a better standard of living and success in work, it is inseparable from job training, and the strength and weakness of one's job training affects the high and low work performance.

Good training, if carried out appropriately, will improve employee performance. This is based on seven previous studies used in this study, where research by Sendawula et al (2018) and Motlokoa et al. (2018) shows positive and significant results between training and employee performance. Meanwhile, research by Rowland et al., (2017) showed negative results between training and employee performance. Training is closely related to job satisfaction. This is related to previous research by Rahayu et al., (2019) showing positive and significant results between the effect of job training and job satisfaction. Meanwhile, research by Syamsuri & Siregar, (2018), provides insignificant results between training and job satisfaction. Employees get compensation equivalent to what they give to the agency, then they will show a positive attitude and vice versa. Based on previous research conducted by Sudiardhita et al., (2018) the study found positive and significant results from the relationship of compensation to employee performance. Meanwhile, research by Soetjipto & Supriyanto, (2020) found insignificant results between compensation and employee performance.

The effect of compensation is also seen in its relationship to job satisfaction. Because if the Sikka Regency Youth and Sports Education Office pays attention to the compensation that will be given to employees, then the employees will have high job satisfaction and show a positive attitude and vice versa. This is based on previous research by Pepura-mensah et al., (2017) where it was found that compensation has a positive and significant effect on employee job satisfaction. In contrast to the research by Uhing et al., (2014) which found a negative and significant relationship between compensation and job satisfaction.

The effect of job satisfaction is also seen in its relationship with employee performance. Because job satisfaction is one of the indicators that determines whether or not the work will be done next or in a certain period. This is based on previous research by Riyadi (2019), which showed a positive and significant influence between job satisfaction and employee performance. In contrast to the research conducted by Khuzaeni (2013) where the results obtained were negative and insignificant between job satisfaction and employee performance. So it can be said that the better the Sikka Regency Youth and Sports Education Office provides training and compensation to its employees, the employee performance and job satisfaction will have a positive impact on the Sikka Regency Youth and Sports Education Office.

The Office of Education, Youth and Sports of Sikka Regency is located on Jl. Mawar No 12, Alok District, Sikka Regency, East Nusa Tenggara. The PKO Office of Sikka Regency is a supporting element of government affairs in the field of education, youth and sports which is the regional authority of Sikka Regency. The PKO Office of Sikka Regency is led by the Head of the Service who is subordinate and responsible to the Regent of Sikka through the Secretary as intended has the task of assisting the Regent in carrying out the supporting functions of Government Affairs in the fields of education, youth and sports which are the authority of the region and the assistance tasks given. In carrying out the functions, namely the preparation of technical policies in the field of regional youth and sports education, the implementation of monitoring support tasks, evaluation, and reporting on the implementation of technical support tasks in the field of youth education and sports, technical guidance for the implementation of supporting functions for local government affairs in the field of regional youth and sports education, the implementation of administration and other functions given by the Regent related to their duties and functions.

Based on the results of observations made by previous researchers, problems related to training at the Sikka Regency Youth and Sports Education Office include that there are still employees who have not participated in training according to the duties (main duties and functions), so that there is a difference in employee performance between those who take part in training and those who do not take part in training and employees who have not participated in training, can hinder work because they are not competent in part or work. And the next problem is that there are several employees who have participated in training but do not apply the training knowledge that has been given. This must be avoided by all employees at the Sikka Regency Youth and Sports Education Office, because thereby it can hinder the existing work.

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

In addition, there are also several compensation problems faced by employees at the Sikka Regency Youth and Sports Education Office, namely the compensation given to employees is not in accordance with what is expected and not in accordance with the tasks performed. Perhaps this is what causes problems with the morale and performance of employees who are not optimal. This should be a motivation for employees to continue to give their best performance to get promotions and promotions so that the compensation provided is greater than before, because the salary given to government employees is given according to the rank/class of the employee itself. Based on the above background, the researcher needs to review the research entitled "The Effect of Training and Compensation on Employee Performance through Job Satisfaction at the Youth and Sports Education Office (PKO) of Sikka Regency"

II. LITERATURE REVIEW

A. The Effect of Training on Employee Performance

The training provided by the agency to its employees contains matters related to the work owned by the employee. Good training will explain in detail how a job should be completed and how the process should be. If the employee already understands and masters the work process he has, then the employee's performance will also increase because the employee will be easier to do his job. This is in accordance with the results of research by Sendawulaetal (2018) and Motlokoa et al. (2018) showing positive and significant results between training and employee performance

B. The Effect of Training on Employee Satisfaction

Every employee in carrying out his or her work should be able to foster a sense of satisfaction with the activities carried out. Training for employees is a process of teaching certain knowledge and skills as well as attitudes so that employees are more skilled and able to carry out their responsibilities better, in accordance with standards. In particular, the knowledge or intelligence of employees is not felt to have experienced a large increase after participating in the training. The trainings that employees participate in have more impact on the employee's ability to do their jobs. This indirectly affects changes in job satisfaction. The impact of training on employee satisfaction will increase if the training materials presented are preceded by an initial evaluation of what things are technically still a major obstacle among employees.

Some of the changes in employees that reflect the benefits of training include: employees individually can make better decisions and effective problem solving, feel change to be willing to help in encouraging and to achieve development and confidence, always eager to develop a spirit to continue to want to learn and reduce fear/worry in trying to do new tasks. This is in accordance with the results of research by Rahayu et al., (2019) showing positive and significant results between the influence of job training and employee satisfaction.

C. The Effect of Compensation on Employee Performance

Compensation can have an impact on employee performance. Compensation plays an important role in creating employee performance because one of the main reasons people work is to meet their living needs and compensation from agencies is a source of income for employees. The compensation that employees get will give a positive boost to employees. Simamora (2004) said that compensation in the form of finance is important for employees, because with this compensation they can meet their needs directly, especially their physiological needs. If the compensation system is applied fairly and competitively by the company, then the employee will maintain his position in the company or in other words, the employee wants to continue working for the company. Consequently, employees will compete to show their best performance, because the company will only hire employees who have good performance. Employees will compete to show their best performance, because the company will only hire employees who have good performance. Employees will be motivated to excel and improve their performance.

Based on the opinions of the experts above, researchers conclude that compensation will directly affect employee performance. Good compensation will encourage employees to work better, for example by rewarding outstanding employees. So employees will always improve themselves to improve the quality of their work. Research conducted by Sudiardhitaetal., (2018) the study found positive and significant results from the relationship of compensation to employee performance.

D. Effect of Compensation on Job Satisfaction

Compensation is a gift from superiors to employees, both material and non-material, in exchange for services provided by employees to agencies. Compensation is useful for motivating employees to work better, work harder, be disciplined, and develop their competencies in order to achieve agency goals. Agencies need to reward employees who have sacrificed their time, energy, abilities, and skills so that employees feel satisfied because their efforts are appreciated.

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

A good compensation system is a fair compensation system. The provision of compensation must be considered and adjusted to the quantity, quality, and benefits of services presented or provided by employees to the agency. Compensation can also be in the form of gifts or awards for outstanding employees. Research conducted by Indriyani (2009) explained that compensation, both financial and non-financial, has been proven to have a significant influence on employee job satisfaction. Compensation in the form of fair salaries or gifts or awards for employee achievements will make employees feel satisfied with the compensation system implemented by the agency, because the efforts, sacrifices, and services provided by employees to the agency are rewarded commensurately. Research conducted by Pepura-mensahetal., (2017) where it was found that compensation has a positive and significant effect on employee job satisfaction.

E. The Effect of Job Satisfaction on Employee Performance

Job satisfaction reflects attitudes and not behaviors. Job satisfaction is a major dependent variable for two reasons: it shows a relationship with performance factors and is a value preference held by many organizational behavior researchers. The belief that satisfied workers are more productive than dissatisfied workers is the stance of many managers. Lack of job satisfaction will cause a decrease in employee productivity so that the provision of material and non-material needs needs to be provided to achieve job satisfaction. In a company, the important factor is the employee (human) and how job satisfaction is applied so that it can affect employee performance. Testing the effect of job satisfaction on employee performance using empirical data has been carried out by several previous researchers. Research conducted by Riyadi (2019), which shows a positive and significant influence between job satisfaction and employee performance.

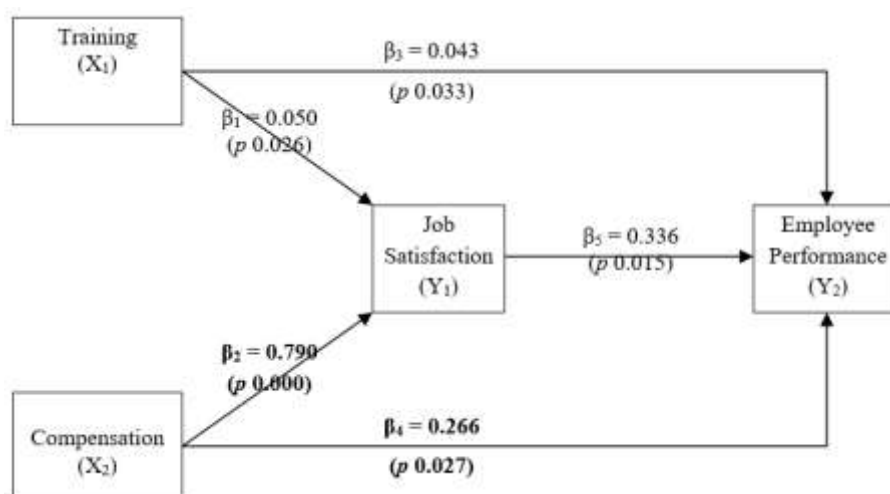
III. RESEARCH METHODS

This study uses a questionnaire instrument as a data collection instrument intended to obtain descriptive data in testing hypotheses. The population in this study is 52 employees of the Sikka Regency Youth and Sports Education Office. Based on this study, because the population is not greater than 100 employees, the author takes 100% of the population in Sikka Regency, which is 52 respondents. Thus, the use of the entire population without having to draw the research sample as the observation unit is used as a saturated sample (census technique). The data analysis method in this study was carried out with the following techniques: descriptive analysis and multiple linear regression analysis. Descriptive analysis in this study will be used to determine the distribution of the frequency of respondents' answers to the results of the questionnaire collection. This analysis is needed to describe or describe the data collected from the questionnaire. Multiple linear regression analysis is used to determine the effect of training and compensation on employee performance through job satisfaction.

IV. RESULT AND DISCUSSION

A. Result

Path Diagram Model



Sources: Primary Data Processed.

Looking at the data above, it can be seen that the total effect of training (X₁) on employee performance (Y₂) through job satisfaction (Y₁) is 0.337 greater than the direct effect (0.043). Similarly, the total effect of compensation (X₂) on employee performance (Y₂) through job satisfaction (Y₁) is 0.468 greater than the direct effect (0.266). This explains that the job

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

satisfaction variable can be an intervening variable that intervenes in the influence of training and compensation on employee performance at the Sikka Regency Youth and Sports Education Office. Thus, H4 is also statistically tested.

Tabel 1. Hasil Path Analysis (Direct, Indirect, dan Total Effect)

Variable	Direct Effect	Prob	Indirect Effect	Total Effect
$X_1 \rightarrow Y_1$	0.050	0.026*	-	-
$X_2 \rightarrow Y_1$	0.790	0.000*	-	-
$Y_1 \rightarrow Y_2$	0.336	0.015*	-	-
$X_1 \rightarrow Y_2$	0.043	0.033*	-	-
$X_2 \rightarrow Y_2$	0.226	0.027*	-	-
$X_1 \rightarrow Y_1 \rightarrow Y_2$	0.323	-	$0.043 \times 0.313 = 0.014$	0.337
$X_2 \rightarrow Y_1 \rightarrow Y_2$	0.384	-	$0,266 \times 0,313 = 0.084$	0.468
* Significant at α 0.05				

Based on the data listed above, it can be seen that the total influence of the training variable on the employee performance variable (0.337) is greater than the direct influence (0.323). The same is true for the compensation variable on the employee performance variable, where the total influence (0.468) is greater than the direct influence (0.384). These results show that job satisfaction has the status of an intervening variable in the influence of training and compensation on employee performance, because the total value is greater than the direct influence.

B. Discussion

1. The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant effect on employee performance at the Sikka Regency PKO Office. Job satisfaction in this study is formed by satisfaction with work, satisfaction with rewards, satisfaction with supervisor supervision, satisfaction with colleagues, and satisfaction with promotions. The main indicator that can increase job satisfaction of employees of the Sikka Regency PKO Office is satisfaction with colleagues. This is reflected in the status of the relationship (communication) between employees and colleagues that is well established, in the sense of familiarity and harmony, and colleagues are also willing and able to take responsibility for their duties and work results. This means that the higher job satisfaction, the better the performance of employees at the Sikka Regency PKO Office. Likewise, the lower job satisfaction, the lower the performance of employees at the Sikka Regency PKO Office. As stated by Gunawan and Hartono (2022), job satisfaction reflects attitudes and not behaviors. Job satisfaction is a major dependent variable for two reasons, namely showing a relationship with performance factors and is a value preference held by many organizational behavior researchers. This is triggered by the belief that satisfied workers are more productive than dissatisfied workers are the stance of many managers. Similarly, according to Hakim (2012) that the lack of job satisfaction will cause a decrease in employee productivity so that the provision of material and non-material needs needs to be provided to achieve job satisfaction.

The job satisfaction referred to in this study refers to an attitude possessed by employees of the Sikka Regency PKO Office regarding anything or positive things from their work. The job satisfaction that exists in employees will be able to determine their high perception and desire to stay in the organization. This is because employees who are satisfied with their work and repay the services they receive from the organization, they will certainly work with enthusiasm (perform well) in the hope that they can help achieve the targets or goals of their organization. As stated by Setiawan, et al. (2021) that one of the keys to excellence in a competitive situation for organizations is the organization's ability to increase the satisfaction of its employees. Employee performance will only be formed if they feel satisfied with whatever they feel when working for their organization, both their workload and the rewards or remuneration they receive. Similarly, according to Riyadi (2019), employee performance is said to be good if he is able to carry out all his duties and work responsibilities according to the target and on time, and high employee performance can only be formed / achieved if they experience high satisfaction while carrying out their work in the organization. Thus, it can be stated that the higher the satisfaction felt by the employees, the more they can improve the performance of employees at the PKO Office of Sikka Regency. On the other hand, the lower the satisfaction felt by employees, the lower their performance.

The results of this study support the results of research conducted by Purwanto and Wahyuddin (2007) and Haryono (2009) which prove that job satisfaction has a positive and significant effect on employee performance. The results of this study also support the results of the researches of Listianto and Setiaji (2007) and Hakim (2012) who found that job satisfaction has a

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

positive and significant influence on employee performance, so that in a company the important factor is the employee (human) and how job satisfaction is applied to affect employee performance. The results of this study also consistently support the results of Riyadi's (2019) research which shows a positive and significant influence between job satisfaction and employee performance. Thus, job satisfaction is one of the indicators that determines whether or not the work done by the next employee or in a certain period is good or not.

2. The Effect of Training on Employee Performance through Job Satisfaction

Job satisfaction is able to mediate the influence of training on the performance of employees of the PKO Office of Sikka Regency. This means that job satisfaction can improve employee performance if the PKO Office of Sikka Regency organizes the right training program for its employees. The accuracy of the training in question is shown by the existence of reliable instructors, the employees as a whole are included in the training program, the methods applied in the training are in accordance with the characteristics of the participants, the material presented in the training is in accordance with the knowledge and skills needs of the participants, and the purpose of the training is clear to improve the knowledge and skills of the participants. As stated by Gunawan and Hartono (2022), a targeted training program causes satisfaction in employees, because that way employees feel that the organization has efforts to develop their skills, thus further encouraging the improvement of employee performance in the future. Similarly, according to Setiawan, et al. (2021) that training for employees aims to improve their skills, which then triggers a sense of satisfaction in employees because they are confident that they can increase competitiveness in terms of work after participating in the training, thus also triggering the opportunity to further improve their performance for the organization. In addition, according to Syamsuri and Siregar (2018), training can update and expand the qualifications of employees in their jobs and also provide important personal and social benefits. Personally, training provides satisfaction in employees because they are more skilled at work, while socially within the organization they are showing better performance.

The results of this study are in accordance with several previous researches, including research that has been conducted by Gunawan and Hartono (2022) which has results that show that there is a significant mediating effect of the job satisfaction variable on the job training variable on employee performance. So, if there is an increase in job satisfaction caused by the increase in the level of training carried out by the company, it will improve employee performance. In addition, another study that shows the same results is a study conducted by Syamsuri and Siregar (2018) which shows that there is a significant mediating effect of job satisfaction on training variables on employee performance. Finally, the same results are also found in research that has been conducted by Setiawan, et al. (2021) which shows results where there is a significant mediating effect of the job satisfaction variable on the training variable on employee performance. In other words, the increasing job satisfaction caused by the good quality of training organized by the company or organization, will further improve employee performance.

3. The Effect of Compensation on Employee Performance through Job Satisfaction

Job satisfaction is able to mediate the influence of compensation on the performance of employees of the Sikka Regency PKO Office. This means that job satisfaction can improve employee performance if the Sikka Regency PKO Office provides adequate compensation to its employees, which is shown by the service providing wages that are in accordance with employee expectations, the service provides fair incentives, and benefits are also given fairly and evenly to each employee. As stated by Sudiardhita, et al. (2018) that the higher the compensation received by employees from their organization, the more satisfied employees will feel so that they will do their best work (their performance is increasing).

Similarly, according to Indriyatni (2009) that compensation is certainly the main factor of employees who work in an organization. By obtaining compensation that is in accordance with their expectations, employees will feel more satisfaction and have a high willingness to help realize the goals or ideals of their organization. The high satisfaction of the employees will further improve their performance. In addition, according to Pepramensah, et al. (2017), the provision of appropriate compensation will have a positive effect on employees, because it is undeniable that compensation is the main goal for most employees. Compensation that is applied properly or on target will cause satisfaction in employees, so that it will trigger them to work seriously (performance is increasing) to help achieve the goals of their organization. But on the other hand, if the compensation given is not on target, it can reduce the level of employee satisfaction so that it will further reduce the performance of the employee.

The results of this study support the research results of Indriyatni (2009) which found that job satisfaction is able to mediate the effect of compensation on employee performance observed in the aspect of work productivity. The results of this study also support the research results of Pepramensah, et al. (2017) which stated that fair compensation can provide satisfaction to employees so that employees increasingly show good performance. Thus, job satisfaction is able to mediate the effect of compensation on employee performance. The results of this study are also consistent in supporting the research results of

The Effect of Training and Compensation on Employee Performance Through Job Satisfaction at The Sikka Regency Youth and Sports Education Office (PKO)

Sudiardhita, et al. (2018) which found that compensation affects employee performance through job satisfaction, in this relationship satisfaction is a fully intervening variable, meaning that the better the quality of compensation, the more it will trigger an increase in satisfaction in employees so that it will improve their performance.

V. CONCLUSIONS AND SUGGESTION

A. Conclusions

The training at the PKO Office of Sikka Regency is good, which is formed by instructors, training participants, methods, materials, and training objectives. The main thing that improves the quality of training there is the instructor, which is reflected in the training instructors having good quality and competence. Compensation at the PKO Office of Sikka Regency is good, which is formed by wages, incentives, and allowances. The main thing that forms the quality of compensation is wages, which are reflected in the wages given in accordance with the number of hours worked by employees and the provision of wages from the office is always on time. Job satisfaction at the PKO Office of Sikka Regency is already high, which is formed by satisfaction with work, satisfaction with rewards, satisfaction with supervisor supervision, satisfaction with colleagues, and satisfaction with promotions. The main thing that increases job satisfaction is satisfaction with colleagues, reflected in the relationship between employees and colleagues is well established, and all colleagues are responsible for their tasks and work results. The performance of employees at the PKO Office of Sikka Regency is good, which is formed by quantity, quality, and timeliness. The main thing that triggers an increase in employee performance is the quantity, reflected in employees always completing well the tasks and responsibilities given by their superiors, as well as the quantity of work they complete in accordance with the planned targets.

Training and compensation have a significant positive effect on the job satisfaction of employees of the Sikka Regency PKO Office. This means that the better the quality of training and compensation, the more job satisfaction will increase for employees of the PKO Office of Sikka Regency. Training and compensation have a significant positive effect on the performance of employees of the Sikka Regency PKO Office. This means that the better the quality of training and compensation, the more it will improve the performance of employees of the PKO Office of Sikka Regency. Job satisfaction has a significant positive effect on the performance of employees of the Sikka Regency PKO Office. This means that the higher the job satisfaction, the more it improves the performance of employees of the Sikka Regency PKO Office. Training and compensation have a significant effect on the performance of employees of the Sikka Regency PKO Office through job satisfaction. This means that the better the quality of training and compensation, the more job satisfaction will be triggered, which ultimately improves the performance of employees of the Sikka Regency PKO Office.

B. Suggestion

The results of the analysis of the Employee Performance variable questionnaire show that the punctuality indicator has the lowest average score, because there are some employees who cannot complete their work on time. Therefore, employees should uphold discipline which is an important part of their responsibilities at work, namely they must be able to complete tasks or work according to the deadline that has been targeted by their superiors. For research developers, it is necessary to develop more broadly by examining variables that not only include training, compensation, and job satisfaction on employee performance, but can also be analyzed by other predictors such as biometric characteristics (age, gender, position or seniority), intellectual ability, knowledge, skills, and motivation.

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