

The Role Of Job Satisfaction In Mediation The Influence Of Training And Competencies On Performance Moderate By Work Commitment (Study of Kolaka Regency Regional Secretariat Employees)

Kasmawati^{1*}, Samdin², Nurwati³, Nasrul⁴

^{*1}Doctoral Program in Management Science, Halu Oleo University

^{2,3,4}Lecturer, Postgraduate Program Halu Oleo University, Kendari, Indonesia

***Corresponding Author:**

Kasmawati

Email ID: kasmawati@gmail.com

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ABSTRACT

This research aims to analyze: the influence of training on job satisfaction and employee performance, the influence of competency on job satisfaction and employee performance, the influence of job satisfaction on employee performance, the role of Job Satisfaction in mediating the influence of Training and competency on Employee Performance, the role of Work Commitment in moderating the influence of Training on Employee Performance, the role of Work Commitment in moderating the influence of Competency on Employee Performance, The role of Work Commitment in moderating the influence of Satisfaction on the Performance of Kolaka Regency Regional Secretariat Employees. The design of this research is explanatory research with a survey approach. The sampling technique used purposive sampling, with a total sample of 114 employees. This research uses descriptive and inferential analysis with the analysis used, namely Structural Equation Modeling (SEM) with the SmartPLS (Partial Least Square) program Version 4. The research results show that Training has a positive and significant effect on job satisfaction, Competence has a positive and significant effect on job satisfaction, Training has a positive and significant effect on performance, Competence has a positive and significant effect on performance, Job satisfaction has a positive and significant effect on performance, Employee job satisfaction is not yet a mediation that has a significant impact (pseudo-mediation) on improving performance, Employee job satisfaction is not yet a mediation that has a significant impact (pseudo-mediation) on improving performance, Work commitment is not significant in moderating the effect of training on performance, Work commitment positively and significantly moderates the influence of competence on performance. Work commitment positively and significantly moderates the influence of job satisfaction on performance.

Keywords: Training, Competency, Satisfaction, Performance and Commitment

1. INTRODUCTION

The highest level of God's creation is human beings who have been given rational thoughts, feelings and intentions in their lives which develop continuously while living in the world and have a sense of curiosity in interacting with the environment in which they live. Starting from human life itself, we always strive and strive to be able to develop ourselves in facing the challenges of competition in the current era of rapid globalization with advanced technological advances.

In responding to these changes, every organization is faced with a series of challenges such as: increasing effectiveness, efficiency and productivity, competitive ability, adapting to environmental changes, and continuous efforts to maintain harmony between organizational dimensions such as culture, processes and strategy, as well as maintaining that the organization remain healthy and resilient in an environment that continues to develop (French and Bell, 1995). This organizational response is so important, because the future of organizations really depends on their ability to master changes (Leon Martel in Gibson *et. al.*, 1996). To control changes within an organization, Human Resources (HR) is an invaluable asset because it can make a meaningful contribution to the work unit effectively and efficiently, productively and competitively. Therefore, it is required that professional and qualified government officials be able to carry out their duties.

As science and knowledge becomes increasingly advanced, government and private organizations are required to be able to make their employees more skilled and trained in carrying out their duties. Therefore, the government took the initiative to

hold training programs for employees, because training makes them more confident, thereby creating a sense of satisfaction at work and being more appreciated, as well as being able to strive to improve employee performance. Training programs are considered to bring significant benefits to organizations such as improving employee ethics, increasing time efficiency in carrying out their work.

Before attending the training, employees did not know much about how to formulate policies and coordinate administrative towards the implementation of regional apparatus tasks and services which results in less efficiency in completing tasks. On the other hand, after employees have attended training, they will have knowledge about how to formulate policies and coordinate administrative duties regarding the implementation of regional apparatus duties and services, it is deemed necessary to provide every employee at the Kolaka Regency Regional Secretariat with the opportunity to take part in training, with the aim that employees can carry out their duties professionally. If we compare the work abilities of employees who have taken part in training with employees who have not taken part in training, then employees who have not taken part in training experience difficulties in carrying out their duties.

The explanation above proves that improving the quality of human resources is important. One way to improve the quality of human resources is through training. There is a view that training is a *human investment*, not a *cost* or cost, as a concept we have known for a long time. However, in practice it turns out that training tends to be considered a burden or cost for the organization. Government institutions still underestimate training programs managed by training institutions. This shows that the *training budget is still small* compared to other training budgets. Even if for some reason the budget has to be cut, it is certain that the training budget will be cut or sacrificed first. One of the reasons for this phenomenon is that many parties who organize training have not been able to prove that the training has had results. Even training institutions have been unable to demonstrate the results of training on the performance of participating organizations. The description above is in line with the opinion of Moekijat (2000) who states that training is as follows: training is needed to help employees increase skills and knowledge that are closely related to the job where the employee works.

The need for training arises because of problems that interfere with organizational performance, such as a decline in performance which includes a decline in production levels. An education and training program is the design of a system in the process of changing a person's attitudes and behavior as well as increasing or acquiring proficiency (skills) in the context of maturation through teaching and training efforts (Daryanto and Bintoro, 2014).

Training and performance have a very close impact because being able to achieve high performance is very much determined by the ability, skills and high knowledge of employees as well as the results of training. Work implementation in the sense of performance does not only assess the physical output of an employee. The implementation of work here is taken as a whole, so that in the performance assessment it is shown in various areas such as work ability, craft, work relations, initiative, or special matters according to the field and level of work according to the main tasks and functions. For this reason, regular performance assessments need to be carried out so that the active role of employees is known in supporting the achievement of organizational goals.

While undergoing training as stated above, this can foster employee work commitment and total love for the organization where they work, devoting their attention, thoughts, energy and time and doing work for the progress of the Regional Secretariat in Kolaka Regency. Employees who take part in training to improve their work skills are employees who have a higher commitment to carrying out their duties, that is, they will not leave their jobs even though they face many challenges with their relatively small salaries as civil servants. The training factor has a big impact on creating the quality of human resources in an organization.

According to Robbins et.al (2002) performance is a result achieved by workers in their work according to certain criteria that apply to a job. Meanwhile, Dessler (1997) believes that performance is a work achievement, namely a comparison between real work results and established work standards. Training is an activity to improve employee work abilities in understanding practical knowledge and its application in order to improve the skills, abilities and attitudes needed by the organization to achieve goals which are also adapted to the demands of the work that will be carried out by an employee.

The theoretical basis for guidance in understanding the concept of performance has been presented by many experts as a very important factor for achieving organizational goals. Performance is an assessment of the quality of management and the quality of carrying out organizational tasks or operations. Kurniawan (2005). Meanwhile Wheelen and David Hunger (2001) defines performance as the final result of an activity. Based on the theories put forward by experts regarding performance, it can be concluded that employee performance is very important in realizing their duties and responsibilities optimally. Therefore, improving the quality of employee work must be carried out through improving their performance, which is increasingly better, more qualified and professional. When carrying out your duties as an employee you must pay attention to and prioritize the quality of your work. An employee who works at his place of duty does not just spend a month walking around while waiting for his salary at the beginning of each month. Improving employee performance is the focus of attention in developing employee quality and professionalism.

Increasing optimal employee performance is also inseparable from the support of employees' competencies, as one of the

factors that determine employee performance. Competency is a requirement for ability to carry out a position. Usually, this ability is associated with expertise, skills or professionalism, functional position competence, likewise, the competence of state/political positions is much different from structural positions. This difference shows that the main tasks, functions, authority and responsibilities are very different from each other. Purwanto (2002) This opinion means that competence is related to expertise, skill or professionalism. Apart from that, Syahroni (2006) stated that Competency is a set and characteristics possessed by a Civil Servant (PNS) in the form of knowledge, skills and attitudes/behavior required in carrying out their official duties so that the civil servant can carry out their official duties professionally, effectively and efficiently.

Competence as an ability can be viewed from two sides, namely the internal side and the external side of a person. The internal side means the potential that is possessed from within oneself as a non-physical ability, such as thinking, while the external side is the potential that is directly visible, namely that which is related to physical strength. In this problem, a person's work results are influenced by ability factors consisting of knowledge, in the form of education, experience, training and interests, skills in the form of skills and personality, so that this competency problem will influence the work operations carried out by employees.

The competency of civil servants in carrying out their duties and services still does not reflect public standards and expectations. One of the obstacles found in efforts to achieve service standards and achieve these goals is that employee performance has not been maximized in relation to completing several jobs on time and in accordance with predetermined targets and the lack of competent personnel with technical activities, thus affecting the quality of activities and still exists. ASN who are not in the right position with their skills or competencies, so that the employee's position is not right, resulting in them not being able to carry out their duties optimally .

If we observe the several explanations that have been put forward above, then training and competency factors have a big impact on the good and bad performance of employees which also determines the good and bad performance of the organization. Because any organization, whether large or small, definitely needs skilled employees. Therefore, the need to involve employees in training is a very important factor.

According to Muchinsky in Kurniasari (2004), it reflects identification and involvement in the organization, so that organizations that have members with high commitment will benefit in the form of creating conducive working conditions and better work performance. so that organizations can be more efficient and effective. Sjabadhyni et.al. (2001) stated that employees who show high commitment have the desire to provide more energy and responsibility in supporting their work place. Arifuddin (2018) states that employees who have adequate competence or in other words higher competence (knowledge and experience) will lead to more chances of the employee's audit quality abilities being better.

According to Allen and Meyer (1991) that commitment is a psychological attachment based on three forms (*Three-Component Model of Organizational Commitment*); *affective*, *normative* , and *continuance commitment* . Organizational commitment consists of three dimensions. First, employees with *affective commitment* strong (recognition and attachment to the organization) to work continuously because they want to do it (*want to do*). Second, employees who have a relationship with the organization that is based on *continuity commitment* (aware of the costs associated with leaving the organization) who are expected to remain in the organization.

Work commitment has an impact on subordinates in improving organizational performance in achieving predetermined goals. Work commitment also has a big impact on employee performance, where commitment reflects the level of individual identification and involvement in their work, namely operations and work procedures, formulating policies and coordinating administrative duties regarding the implementation of regional apparatus and services but remain diligent in carrying out their duties without wanting to leave the institution or remain within the institution. With high commitment, employee performance will certainly improve, not only in operations and work procedures, formulating policies and coordinating administrative and service but also understanding and monitoring tasks, discipline, able to solve problems, able to work together, correct in making decisions.

Gilmer's opinion in As'ad (2003) states that work is a physical and mental process for humans to achieve goals. Job satisfaction is quite an interesting problem because it has been proven to have great benefits for the interests of individuals, organizations and society. For individuals, understanding job satisfaction makes it possible to increase efforts to fulfill their needs and welfare, while for organizations, it can be used as a guide to increase productivity or organizational effectiveness and efficiency.

Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the value system that applies to him. This is due to differences in feelings/perceptions in each individual. The more aspects of the job that suit the individual's desires, the higher the perceived satisfaction value and vice versa.

Kolaka Regency Regional Secretariat is the place where operational activities and work procedures are carried out. One of the units works as a central office for regional heads to carry out their main duties namely assisting the regent in the activities of formulating policies and coordinating administration regarding the implementation of regional apparatus duties and services, where the regional head's office consists of 1 regional secretary, 3 assistants government and 11 parts.

The duties and functions of the Regional Secretariat of Kolaka Regency are that it has the duties and obligations of assisting the Regent in coordinating the formulation of regional policies, administrative guidance of regional state civil servants and controlling the implementation of regional policies in the fields of government, economics, development and people's welfare as well as administrative services which are highly needed by employees who have good commitment and competence.

The function of the Regional Secretariat in order to carry out its main tasks in assisting the Regent turns out to be that there is still a mismatch between its tasks and implementation in the field. One of the duties of the Regional Secretary is coordinating regional apparatus which involves all regional apparatus organizations in Kolaka Regency. In carrying out the main duties and functions, employees who are competent in their fields are needed. At the Regional Secretariat there are still employees whose educational backgrounds and fields they handle are very different. This causes the employee to need time to adjust to the job.

Furthermore, what can be seen at the Kolaka Regency regional secretariat office is that there are still employees who lack discipline and who still do not comply with applicable regulations. For example, when work starts in the morning (08.00) employees should start work but instead they relax to enjoy breakfast or just chat with others. Lack of commitment and employees' habits of not being punctual at work so that employee performance is not good. So it can be concluded that employees must have high commitment where an employee must have the desire to provide more energy and responsibility in supporting the organization where they work.

From the results of observations and interviews, there are still various performance problems at the Kolaka Regency Regional Secretariat Office which can be seen anywhere whether employees are consistent and consistent with the vision and mission of their organization still low, policy implementation is much different from what employees expected which still delays work, implementation of authority and responsibility Current employees are not balanced and there are many employees with integrity, low loyalty and professionalism.

The performance measurement framework at the Regional Secretariat is implemented by referring to Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment where employee performance assessment is based on: 1) Employee Performance Target Assessment (performance plans and targets to be achieved by a civil servant which must be achieved every year); 2) Work Behavior Assessment (every behavior, attitude or action carried out by civil servants or not doing something that should be done in accordance with the provisions of laws and regulations).

The novelty of this research is that it adds indicators of employee morality which are accommodated in the training variable. The underlying reason is that employees who have good morality will also provide good performance to the organization which will ultimately reflect the success of the training. The reality so far is that employees in carrying out their performance show a lack of attention and indifference towards their work. Therefore, the researcher added an indicator of the morale of the training participants (Employee Morality) which reflects the nature, principles and standards of an employee which can influence professional behavior, how employees should behave towards the organization and what an employee should do to provide high performance to the organization.

2. LITERATURE REVIEW

Training

Training is an integrated process used by companies to ensure employees work to achieve organizational goals. By definition, training is the process of teaching new and existing employees the skills they need to do their jobs (Dessler, 2006). Dessler's opinion can be a basis for understanding training. It is true that training here is not only a program for new employees but also for old employees as a way to "update" their skills so that they can be more optimal in their work. The training provided by the company must really be derived from the company's strategic plan so that the form of training itself can adapt to that plan. That way, the training carried out will not be in vain and the company's need for quality human resources to support the company's goals can be achieved.

Rivai et.al (2010) explains, the part of education that concerns the learning process to acquire and improve skills outside the current education system in a relatively short time with methods that prioritize practice rather than theory. Meanwhile, Andrew E. *Cyclula*, quoted by Sedarmayanti (2013), stated, a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes.

Work Commitment

Work commitment is a condition felt by employees which can give rise to strong positive behavior towards their work organization. Steers and Richard M (1983) suggest a form of commitment that appears not only in the form of passive loyalty, but also involves an active relationship with the work organization which has the aim of providing all efforts for the success of the work organization concerned.

Mowday (1982) defined work commitment as the relative strength of an individual's identification with work organizational involvement. Furthermore, Steers and Richard M (1983)

Competence

Law Number 43 of 1999 explains that the appointment of civil servants to positions is carried out based on the principle of professionalism in accordance with the competencies determined for that position as well as other objective requirements without distinguishing between gender, ethnicity, religion, race or class.

Purwanto (2002) stated that competency is a requirement for ability to carry out a position. Usually this ability is associated with expertise, skills or professionalism, functional position competence, likewise, the competence of state/political positions is much different from structural positions. This difference shows that the main tasks, functions, authority and responsibilities are very different from each other. This opinion means that competence is related to expertise, skills or professionalism.

Job satisfaction

Satisfaction is an individual's general attitude towards his work. Work requires interaction with co-workers and superiors, following organizational rules and policies and meeting work performance standards, Robbins (2003). A person's attitude towards work describes pleasant and unpleasant experiences, and is also related to hopes for the future.

In modern organizational life, job satisfaction (*Job Satisfaction*) is often used as a measure of the level of organizational maturity, which is a sign that the organization is well managed, which is basically the result of effective management. Job satisfaction is a measure of the ongoing human development process in an organization, therefore even though no manager can hope to be able to make all employees happy in their work, job satisfaction still needs attention. Work activities contain elements of social activity, produce something and ultimately aim to fulfill needs in order to obtain satisfaction.

Performance

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. According to Robbins (2003), employee performance is a function of the interaction between ability and motivation. In management studies, worker or employee performance is something that requires important consideration because the individual performance of an employee in an organization is part of the organization's performance, and can determine the performance of the organization. The success or failure of employee performance achieved by the organization will be influenced by the level of performance of employees individually and in groups.

Research Conceptual Framework

Based on the theoretical and empirical studies carried out at the beginning, a research model was then formed. It is hoped that this research model will later become a *guideline* for solving the problems proposed in this research. The model in this research which is a conceptual framework describes the influence of the variables: Training, competency on employee performance through satisfaction as a mediating variable and work commitment as a moderating variable.

In an effort to achieve the goals set by the organization, quality human resources are needed. Quality human resources are people who have knowledge and skills appropriate to their work as implementers of organizational activities. Therefore, organizations need to know how willing employees are to work diligently to meet their needs. This is determined by the employee's knowledge of the implementation of tasks as well as general knowledge that influences the implementation of tasks which greatly determines success in carrying out tasks well. Employees who do not have sufficient knowledge about their field of work will work inefficiently. Apart from that, there will be waste of materials, time and other production materials which will be made by groups of employees who do not have sufficient knowledge of their field of work. Therefore, employee knowledge must be improved and developed so that they do not do anything that is detrimental to efforts to achieve goals successfully. The aim is to ensure employees work according to the standards desired by the organization as well as the goal of meeting the employees' own needs. Likewise with training, employee skills are one of the main factors in an effort to achieve success in achieving organizational goals. For new employees or employees facing a new job, additional skills are needed to carry out their duties well. Awareness of the importance of this training is a reality that organizations must face today. Organizations cannot ignore the benefits obtained from implementing these programs. Efforts to maximize training are an organizational effort to meet employee needs which greatly influences improving employee performance.

According to Yusuf (2015) Training is part of education. Training is specific, practical and immediate. Specific means that the training is related to the field of work being carried out. Practical and immediate means that what has been trained can be put into practice. Generally, training is intended to improve mastery of various work skills in a relatively short time. According to Rae (2013), the indicators of training are: (1) Training content; (2) Training methods; (3) Instructor attitudes and skills; (4) Length of training time; (5) Training facilities ; (6) Morale of Training Participants.

Syahroni (2006) stated that Competency is a collection and characteristics possessed by an employee in the form of knowledge, skills and attitudes/behavior required in carrying out their job duties so that the employee can carry out their job duties professionally, effectively and efficiently. Thoha (2003) states that competence is an element of readiness, related to knowledge and skills that can be obtained from education, training and experience. By paying attention to this opinion, it can be concluded that the ability of the apparatus greatly determines the success of a program. In this research, the measurement of the competency variable consists of three indicators, namely: (1) Knowledge; (2) Skills; and (3) Attitude,

which was adopted from Syahroni's theory (2006).

A person's commitment to the organization is often a very important issue. The concept of commitment is an important aspect of human resource management philosophy. An employee who has high commitment will try to show his best abilities and feel happy if he can give his best to the organization. If this kind of condition can be achieved, then there is no need for continuous monitoring of the performance of the employee concerned. Steers and Richard M (1983) suggest a form of commitment that appears not only in the form of passive loyalty, but also involves an active relationship with the work organization which has the aim of providing all efforts for the success of the work organization concerned.

Furthermore, work commitment can be seen from David's (1994) study which divides work commitment factors into four characteristics which include: (1) Personal factors; (2) Work characteristic factors; (3) Structural characteristic factors and (4) Work experience factors. Meanwhile, adopted from Grant's (1994) opinion, work commitment includes: (1) Loyalty; (2) Will and (3) Pride

In modern organizational life, job satisfaction (*Job Satisfaction*) is often used as a measure of the level of organizational maturity, which is a sign that the organization is well managed, which is basically the result of effective management. Job satisfaction is a measure of the ongoing human development process in an organization, therefore even though no leader can hope to be able to make all employees happy in their work, job satisfaction still needs attention. According to Luthans (2006), indicators that can influence job satisfaction will also be used by researchers, namely: (1) Payment of salaries or wages; (2) The work itself; (3) Colleagues; (4) Promotion; (5) Supervisor (supervision).

Robbins (2003) states that employee performance is a function of the interaction between ability and motivation. Simamora (1997) stated that performance is the level at which employees achieve job requirements. Yukl (1998) uses the term *proficiency* which has a broader meaning. Performance includes aspects of effort, loyalty, potential, leadership and work morale. According to Rivai and Basri (2005), the definition of performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results. McNeese-Smith (1996); Tsui, Pearce, and Porter (1997) Performance is formed with the support of six indicators which include: (1) quantity of employee work; (2) employee work quality; (3) employee work efficiency; (4) employee work attitudes; (5) employee work quality standards; and (6) employee work ability.

The conceptual framework underlying this research is that employee performance (individually) is something that is considered very important for the organization. With high employee performance, it is hoped that the employee's personal goals and organizational goals will be achieved.

Employee performance will be achieved if the employee has enthusiasm, enthusiasm for work and good psychology. This enthusiasm for work can be achieved if there is personal security, pleasant work environment conditions, and supportive work facilities. One way to improve employee performance is by providing training, increasing competence, increasing job satisfaction.

Based on the description above, the conceptual framework used in this research is an intense study of the role of training and competency on job satisfaction, work commitment and employee performance at the Kolaka Regency Regional Secretariat. , then a conceptual framework can be prepared as shown in Figure 1.

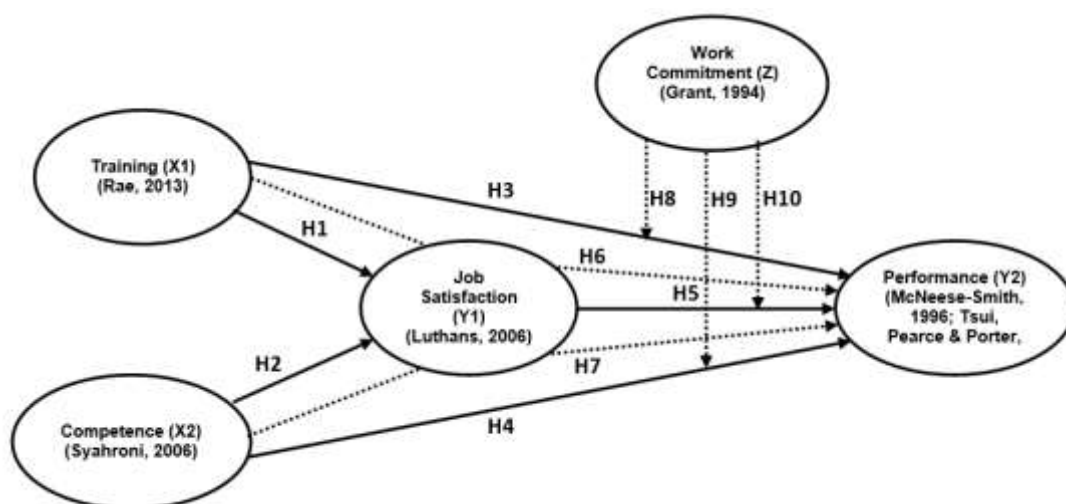


Figure 1. Conceptual Framework and Research Hypotheses

H1	Training has a significant effect on job satisfaction of Kolaka Regency Regional Secretariat Employees
H2	Competency has a significant effect on job satisfaction of Kolaka Regency Regional Secretariat Employees
H3	Training has a significant effect on the performance of Kolaka Regency Regional Secretariat Employees
H4	Competency has a significant effect on the performance of Kolaka Regency Regional Secretariat Employees
H5	Satisfaction has a significant effect on the Performance of Kolaka Regency Regional Secretariat Employees
H6	Job Satisfaction Mediates the Effect of Training on the Performance of Kolaka Regency Regional Secretariat Employees
H7	Job Satisfaction Mediates the Effect of Competency on the Performance of Kolaka Regency Regional Secretariat Employees
H8	The Role of Work Commitment in Influencing the Strong and Weak Relationship between Training and Performance of Kolaka Regency Regional Secretariat Employees
H9	The Role of Work Commitment in Having a Strong and Weak Influence on the Relationship between Competency and the Performance of Kolaka Regency Regional Secretariat Employees
H10	The role of work commitment in influencing the strength and weakness of the relationship between job satisfaction and employee performance at the Regional Secretariat of Kolaka Regency

3. RESEARCH METHODS

Research Population and Sample

According to Tiro (2002), population can be defined as all certain aspects of characteristics, phenomena or concepts that are the center of attention in a study or research. Meanwhile, according to Sugiyono (2003) population is a generalized area consisting of objects or subjects into certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were ASN employees of the Kolaka Regency Regional Secretariat, totaling 420 people.

In this research, the sample size used is in accordance with the analysis model used, namely *Structural Equation Modeling (SEM)* with the SmartPLS (*Partial Least Square*) Version 4 program , the sample size for SEM using the *Maximum Likelihood Estimation (MLE) method* is 100 – 200 samples (Hair *et al*, 2016). Overall the number of employees at the District Regional Secretariat. Kolaka is 420 people consisting of 11 sections. For more details, see table. as follows :

Table 1. Description of the Population of Kolaka Regency Regional Secretariat Employees

No.	Part Type	Number of Employees
1.	General Affair	67
2.	Financial department	53
3.	Public Relations Department	31
4.	Law part	27
5.	Government Section	29
6.	Organization and Management Section	31
7.	Economics Section	32
8.	Natural Resources Section	48

9.	Collaboration Section	26
10.	Goods and Services Procurement Department	49
11.	Development Administration Section	27
Total		420

Source: Kolaka Regency Regional Secretariat, 2023

4. RESEARCH RESULTS AND DISCUSSION

SEM analysis with SmartPLS

Data analysis used in this research was using SmartPLS version 4.0. There are two stages of testing or evaluation, namely testing the measurement model (*Outer Model*) which aims to test the validity and reliability of each indicator for each variable, and testing the structural model (*Inner Model*) which aims to test the research hypothesis proposed in this research. By using the program, the results of loading the *full research model* are as follows:

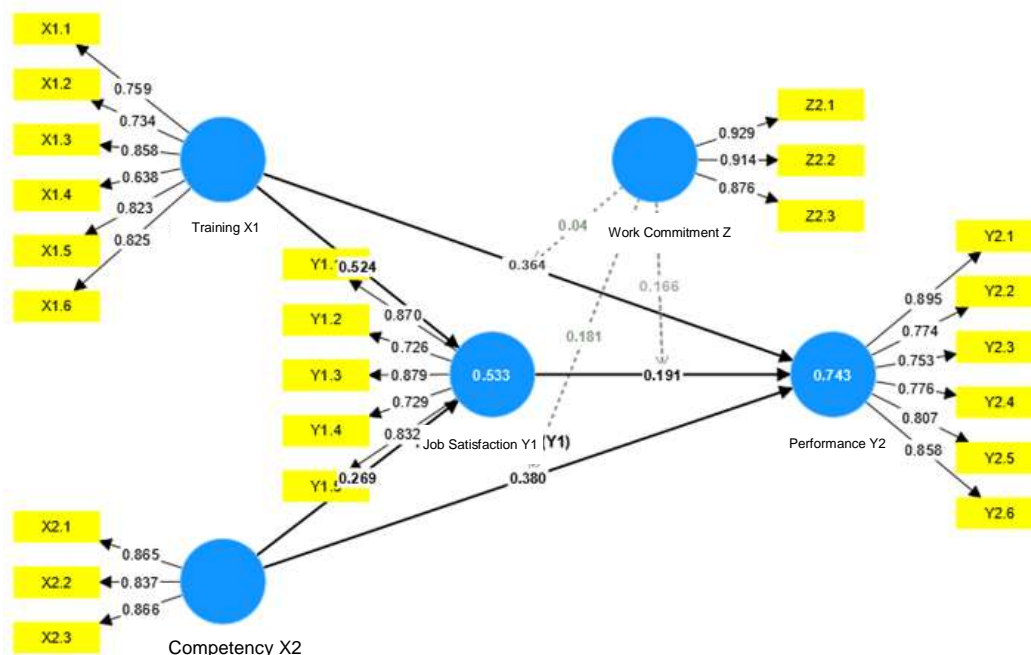


Figure 2. Full Research Model

Figure 2. The full research model above shows that the analysis of the inner relationship path, *structural model* describes the specifications of the relationship between latent variables (*structural model*) which is depicted by an arrow pointing between one latent variable and another latent variable, namely the job training variable (X1) → job satisfaction variable (Y1); competency variable (X2) → job satisfaction variable (Y1); job training variable (X1) → performance variable (Y2); competency variable (X2) → performance variable (Y2); job satisfaction variable (Y1) → performance variable (Y2); job training variable (X1) → job satisfaction variable (Y1) → performance variable (Y2); competency variable (X2) → job satisfaction variable (Y1) → performance variable (Y2); job training variable (X1) → performance variable (Y2); job training variable (X1) → work commitment (Z) → performance variable (Y2); competency variable (X2) → work commitment (Z) → performance variable (Y2); and job satisfaction variable (Y1) → work commitment (Z) → performance variable (Y2).

Apart from that, the *Outer model* or *outer relation* or *measurement model* is also visible, namely a measurement model that shows the specifications of the relationship between latent variables and indicators or manifest variables (*measurement model*). Based on Figure 5.2 Full Model above, it can be seen that the training variable is measured with 6 (six) indicators (X1.1 to X1.6), the competency variable is measured with 3 (three) indicators (X2.1 to X2.3), the job satisfaction variable is measured by 5 (five) indicators (Y1.1 to Y1.5), the performance variable is measured by 6 (six) indicators (Y2.1 to Y2.6), the work commitment variable is measured by 3 (three) indicators (Z1.1 to Z1.3), all indicators for each variable in the model above have values above 0.6.

Structural Model Testing (*Inner Model*)

The *goodness of fit model* is used to determine the magnitude of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. *Goodness of fit model* in PLS analysis is carried out using *Q-Square predictive relevance* (Q^2). As for the results *Goodness of fit model* has been summarized in Table 2 below:

Table 2. R Square

Variable	R-Square
Job Satisfaction (Y1)	0.533
Performance (Y2)	0.743

Source: Results of data processing via Smart PLS 4, 2024

$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2)$$

The Q-square calculation using the R-square data in the two models above can be done as follows:

$$Q^2 = 1 - (1 - 0.533) * (1 - 0.743)$$

$$Q^2 = 1 - (0.467) * (0.257)$$

$$Q^2 = 1 - 0.120$$

$$Q^2 = \mathbf{0.880}$$

Based on Table above, the R-square of the commitment variable is 0.533 or 53.3%. This can show that the diversity of job satisfaction variables can be explained by the training and competency variables of 53.3%, or in other words the contribution of the training and competency variables to job satisfaction is 53.3%, while the remaining 46.7% is the contribution of the variables others not discussed in this study. Furthermore, the R-square of the Employee Performance variable is 0.743 or 74.3%. This can show that the diversity of employee performance variables can be explained by the contribution of the training, competency and job satisfaction variables of 74.3% or in other words the contribution of the training, competency and job satisfaction variables to employee performance is 74.3%, while the remainder is 25.7% is the contribution of other variables not examined in this research.

The model of the role of job satisfaction in mediating the influence of training and competency on employee performance gives a Q-square value of 0.880 which can be interpreted that the employee performance variable can be explained by the direct influence of training and competency and the mediating role of job satisfaction is 88% while the remaining 12% is explained by other variables outside the model.

Hypothesis Testing

After running the PLS-SEM algorithm, an estimate of the structural model relationship is obtained, namely the path coefficient value which can be seen in the *original sample value* which represents the hypothesized relationship between the constructs. The path coefficient has a standard value approximately between -1 and +1 (the value can be smaller/larger but usually falls between these limits). An estimated path coefficient close to +1 indicates a strong positive relationship (and vice versa for negative values) that is usually statistically significant (i.e., different from zero in the population) (Hair, et al., 2016). The closer the estimated coefficient is to 0, the weaker the relationship. Very low values close to 0 are usually not significantly different from zero. *Path coefficient* value, it is necessary to carry out a hypothesis testing procedure by carrying out a *bootstrapping process*. The procedure for testing the hypothesis is by comparing the P value with alpha (α) = 0.05 in the *Path Coefficient table*. A hypothesis is said to be accepted if the P Value is smaller ($<$) than alpha (α) = 0.05 in the *Path Coefficient table* after the *bootstrapping process* is carried out and conversely the hypothesis is said to be rejected if the P Value is smaller ($>$) than alpha (α) = 0.05 in Path Coefficient table.

Hypothesis testing is divided into 2 (two), namely direct effect hypothesis testing and indirect effect (*mediation*) hypothesis testing.

Direct Hypothesis Testing

Bootstrapping process, the direct path coefficient (*direct effect*) value in this research model is presented in table below:

Table 3. Summary of Direct Influence Path Analysis Results

Research variable			Original Sample	P-Value	Information
Training (X1)	→	Job Satisfaction (Y1)	0.524	0,000	Accepted
Competency (X2)	→	Job Satisfaction (Y1)	0.269	0.014	Accepted
Training (X1)	→	Employee Performance (Y2)	0.364	0.002	Accepted
Competency (X2)	→	Employee Performance (Y2)	0.380	0,000	Accepted
Job Satisfaction (Y1)	→	Employee Performance (Y2)	0.191	0.016	Accepted
Commitment X Training (X1)	→	Employee Performance (Y2)	0.044	0.530	Rejected
Commitment X Competency (X2)	→	Employee Performance (Y2)	0.181	0.016	Accepted
Commitment X Job Satisfaction (Y1)	→	Employee Performance (Y2)	0.166	0.016	Accepted

Source: smart data processing PLS 4, 2024

Referring to the results of testing the structural measurement model of each latent variable, a significance test of the influence of each exogenous variable on the endogenous variable was then carried out. The calculation results required in the hypothesis testing procedure have been described in Table and Figure so that hypothesis testing can be carried out as follows:

Training Has A Significant Influence On Job Satisfaction

The results of testing the first hypothesis proposed in this research are that training has a significant effect on job satisfaction, which can be proven by the *estimated path coefficient value (original sample)* of the influence of training on job satisfaction of 0.524 in a positive direction. Then it can be proven by a *P-Value value* of 0.000 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level training has a positive and significant effect on the job satisfaction of Kolaka Regency Regional Secretariat employees.

The influence coefficient with a positive sign means that the training provided to employees can increase job satisfaction, so it can be concluded that changes in increasing training will have a direct impact on increasing job satisfaction in the object of this research. Thus, the first hypothesis proposed in this research is accepted.

Competency Has A Significant Influence On Job Satisfaction

The results of testing the second hypothesis proposed in this research are that competence has a significant effect on job satisfaction, which can be proven by the *estimated path coefficient value (original sample)* of the influence of competence on job satisfaction of 0.269 in a positive direction. Then it can be proven by the *P-Value value* of 0.014 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level, competency has a positive and significant effect on the job satisfaction of Kolaka Regency Regional Secretariat employees.

The influence coefficient with a positive sign means that the higher the competency an employee has, the higher the job satisfaction they want to get, so it can be concluded that the higher the competency an employee has, the more direct impact it will have on increasing job satisfaction in the object of this research. Thus, the second hypothesis proposed in this research is accepted.

Training Has A Significant Influence On Performance

The results of testing the third hypothesis proposed in this research are that training has a significant effect on performance, which can be proven by the *estimated path coefficient value (original sample)* of the effect of training on performance of 0.364 in a positive direction. Then it can be proven by the *P-Value value* of 0.002 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level training has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees.

The influence coefficient with a positive sign means that the training provided to employees can improve employee performance, so it can be concluded that changes in increasing training will have a direct impact on increasing performance

in the object of this research. Thus, the third hypothesis proposed in this research is accepted.

Competency Has A Significant Influence On Performance

The results of testing the fourth hypothesis proposed in this research are that competence has a significant effect on performance, which can be proven by the *estimated path coefficient value (original sample)* of the influence of competence on performance of 0.380 in a positive direction. Then it can be proven by a *P-Value value* of 0.000 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level, competency has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees.

The positive sign of the influence coefficient means that the higher the competence of the employee, the greater the performance, so it can be concluded that employee competence will have a direct impact on improving performance in the object of this research. Thus, the fourth hypothesis proposed in this research is accepted.

Satisfaction Has A Significant Influence On Performance

The results of testing the fifth hypothesis proposed in this research are that job satisfaction has a significant effect on performance, which can be proven by the *estimated path coefficient value (original sample)* of the influence of job satisfaction on performance of 0.191 in a positive direction. Then it can be proven by the *P-Value value* of 0.016 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level, job satisfaction has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees.

The influence coefficient with a positive sign means that employee job satisfaction can improve performance, so it can be concluded that changes in increasing job satisfaction will have a direct impact on increasing performance in the object of this research. Thus, the fifth hypothesis proposed in this research is accepted.

Work Commitment Moderates The Effect Of Training On Performance

The results of testing the eighth hypothesis proposed in this research are that work commitment moderates the effect of training on performance , which can be proven by the *estimated path coefficient value (original sample)* of 0.044 in a positive direction. However, this effect is not significant as evidenced by the *P-Value value* of 0.530 which is greater than the value of $\alpha = 0.05$. The path coefficient is positive but not significant, meaning that work commitment is not significant/insignificant in moderating the effect of training on performance. Thus the eighth hypothesis cannot be accepted or rejected. This is an empirical finding that needs to be taken into account by the leadership at the Regional Secretariat of Kolaka Regency.

Work Commitment Moderates The Effect of Competency On Performance

The results of testing the ninth hypothesis proposed in this research are that work commitment moderates the influence of competence on performance , which can be proven by the *estimated path coefficient value (original sample)* of 0.181 in a positive direction. Then it can be proven by the *P-Value value* of 0.016 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level, work commitment positively and significantly moderates the influence of competence on the performance of Kolaka Regency Regional Secretariat employees.

The influence coefficient is positive and significant which means that work commitment significantly moderates the influence of competence on performance because it is supported by the role of work commitment in carrying out tasks mandated by the agency to its employees. Thus, the ninth hypothesis proposed in this research is accepted.

Work Commitment Moderates the Effect of Job Satisfaction on Performance

The results of testing the tenth hypothesis proposed in this research are that work commitment moderates the influence of job satisfaction on performance , which can be proven by the *estimated path coefficient value (original sample)* of 0.166 in a positive direction. Then it can be proven by the *P-Value value* of 0.016 which is smaller than the value $\alpha = 0.05$. This value shows that at a 95% confidence level, work commitment positively and significantly moderates the influence of job satisfaction on the performance of Kolaka Regency Regional Secretariat employees.

The influence coefficient is positive and significant which means that work commitment significantly moderates the influence of job satisfaction on performance because it is supported by the role of work commitment in carrying out the tasks mandated by the agency to its employees. Thus, the tenth hypothesis proposed in this research is accepted.

Indirect Hypothesis Testing

Based on the opinion of Hair et al (2016), to test the indirect influence (*mediating effect*) between the variables in this research can be done by looking at the values in the *Specific Indirect Effect table* and the p-value in the Total Indirect Effect table. According to Hair et al (2016), if the p-value for the indirect effect is smaller than 0.05, it can be said that the mediating variable in the research has a significant influence in becoming a mediator between the variables.

In addition to analyzing the direct influence of exogenous variables on endogenous variables and moderating variables, this research also analyzes the indirect influence through the mediating role of job satisfaction variables on the influence of

training on employee performance and competency on employee performance. The results of the indirect influence analysis can be presented in table below:

Table 4. Results of Indirect Influence Analysis (Mediation)

Research variable					Original Sample	P-Value	Information
Training (X1)	→	Job Satisfaction (Y 1)	→	Employee Performance (Y2)	0.262	0.016	Accepted
Competency (X2)	→	Job Satisfaction (Y 1)	→	Employee Performance (Y2)	0.319	0.014	Accepted

Source: smart data processing PLS 4, 2024

Job Satisfaction Mediates the Effect of Training on Performance

The results of testing the sixth hypothesis show that the coefficient of the indirect influence of the training variable on employee performance through job satisfaction only has a smaller value than the direct influence, namely $= 0.262 < 0.364$. This means that employee job satisfaction is not yet a mediator that has a significant impact on improving the performance of Kolaka Regency Regional Secretariat employees. The results of the analysis in this study show that job satisfaction as mediation is only pseudo-mediation or quasi-mediation. Therefore the relationship between training and performance does not need to be mediated by job satisfaction

Job Satisfaction Mediates the Effect of Competency on Performance

The results of testing the seventh hypothesis show that the coefficient of the indirect influence of the competency variable on employee performance through job satisfaction only has a smaller value than the direct influence, namely $= 0.319 < 0.380$. This means that employee job satisfaction is not yet a mediator that has a significant impact on improving the performance of Kolaka Regency Regional Secretariat employees. The results of the analysis in this study show that job satisfaction as mediation is only pseudo-mediation or quasi-mediation. Therefore the relationship between competence and performance does not need to be mediated by job satisfaction.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research analysis and discussion on the Role of Job Satisfaction in Mediating the Effect of Training and Competency on Performance in Moderation by Work Commitment (Study of Kolaka Regency Regional Secretariat Employees), the following conclusions were obtained:

- Training has a positive and significant effect on job satisfaction of Kolaka Regency Regional Secretariat employees. This fact shows that training perceived from: training materials, training methods, trainers (instructors), length of training time, training facilities and trainee morale can increase job satisfaction. Kolaka Regency Regional Secretariat employees significantly, where the morale of training participants is the main determining indicator.
- Competence has a positive and significant effect on job satisfaction of Kolaka Regency Regional Secretariat employees. This fact shows that perceived competency from: knowledge, skills and work attitudes can increase job satisfaction Kolaka Regency Regional Secretariat employees significantly.
- Training has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees. This fact shows that training is perceived from: training materials, training methods, trainers (instructors), length of training time, training facilities and morale of training participants can improve performance. Kolaka Regency Regional Secretariat employees significantly.
- Competence has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees. This fact shows that perceived competence from: knowledge, skills and work attitudes can improve performance Kolaka Regency Regional Secretariat employees significantly. Job satisfaction has a positive and significant effect on the performance of Kolaka Regency Regional Secretariat employees. This fact shows that job satisfaction is perceived from: salary payments, work itself, coworkers, promotions, and supervisors (supervision) can improve performance Kolaka Regency Regional Secretariat employees significantly.
- Employee job satisfaction is not yet a mediation that has a significant impact (pseudo-mediation) on improving the performance of Kolaka Regency Regional Secretariat employees. Because the coefficient of the indirect influence of the *training* variable on employee performance through job satisfaction only has a smaller value than the direct influence .

- f) Employee job satisfaction is not yet a mediation that has a significant impact (pseudo-mediation) on improving the performance of Kolaka Regency Regional Secretariat employees. Because the coefficient of the indirect influence of the *competency* variable on employee performance through job satisfaction only has a smaller value than the direct influence .
- g) Work commitment is not significant in moderating the effect of training on performance . Which means work commitment weakens the influence of training on performance . Work commitment positively and significantly moderates the influence of competence on the performance of Kolaka Regency Regional Secretariat employees. Which means work commitment strengthens the influence of competence on performance. Work commitment positively and significantly moderates the influence of job satisfaction on the performance of Kolaka Regency Regional Secretariat employees. Which means work commitment strengthens the influence of job satisfaction on performance

Suggestion

In an effort to increase employee satisfaction and performance, the Head of the Regional Secretariat of Kolaka Regency In this case, the Regional Secretary should prioritize the implementation of training activities and continuous employee competency development so that within employees a strong commitment grows which means employees will always strive to work better in order to achieve organizational goals.

Variable training and demonstrated competency role important in increase employee satisfaction and performance, for That Head of the Regional Secretariat of Kolaka Regency in this case the Regional Secretary is necessary maintain and improve more activities and quality of training Good with increase budget activity training. Because the moral indicator of training participants has the highest factor weight, this indicator is the main determinant of the training variable, therefore it is recommended that it can be upgraded to a variable and the items can become indicators. For researcher furthermore it is recommended that it be developed this research model with add a number of variable exogenous nor variable intervening or moderating.

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