THE EFFECT OF TRAINING AND COMPETENCE ON EMPLOYEE JOB SATISFACTION WITH MOTIVATION AS A MEDIATOR: A STUDY ON REGIONAL OFFICE OF THE BADAN PERTANAHAN NASIONAL YOGYAKARTA SPECIAL REGION

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ABSTRACT
Employee satisfaction is generally considered as a driver of work productivity. This study aims to examine the effect of training, motivation and competence on job satisfaction. Researchers used non-probability sampling method to eighty-three employees of the Regional Office of Badan Pertanahan Nasional Daerah Istimewa Yogyakarta as the respondents. The research showed that training, competence, and motivation affect job satisfaction and motivation as a mediating variable between training and job satisfaction. The results of this study provide implications for the Regional Office of Badan Pertanahan Nasional Daerah Istimewa Yogyakarta in increasing employee job satisfaction by paying attention to training, competence and motivation.

KEY WORDS
Training, motivation, competence, job satisfaction.

Job satisfaction is generally considered as a driver of employee productivity. This satisfaction is individual, because the satisfaction level of an employee depends on the value system adopted and wishes that the employee wants to achieve personally. High work motivation can affect employee job satisfaction. Motivated employees will try their best to achieve goals, but not necessarily high effort will result in high performance. Training has a positive role in work motivation. Training can improve employees' skills and retention, so they can be better and enthusiastic on accepting tasks. In this case, employee's competence also positively influenced motivation and job satisfaction.

Based on The Effect of Training and Competence on Job Satisfaction through Work Motivation journal by Anggi Meidita in examining the job satisfaction of PT Perkebunan Nusantara IV (Persero) Medan which found that training and competence have significant effect on work motivation. Motivation and training have significant effect on job satisfaction, while competence does not. Motivation doesn't mediate training on job satisfaction, while motivation mediating competence on job satisfaction (Meidita, A., 2019). Also based on Adam dkk.,2021 job satisfaction doesn't significantly affected by motivation (Adam *et.al.*, 2021). On this research, researcher found that training, motivation and competence are affected job satisfaction and motivation as the mediating variable for training and competence on job satisfaction.

Hence, this research problem formulations divided by seven points. The problem formulations are: How does training affect job satisfaction; How does competence affect job satisfaction; How does motivation affect job satisfaction; How does training affect motivation; How does competence affect motivation; How does training affect job satisfaction through motivation; and How does competence affect job satisfaction through motivation.

METHODS OF RESEARCH

The research used causation association method aims to find out about the influence or relationship between two or more variables and find out the consequences of the variables studied. The variables on this research are training and competence as Exogenous Variables, job satisfaction as Endogenous Variable, and motivation as Mediating Variable.

Researcher did some interview and questionnaire to 83 employees of Regional Office of Badan Pertanahan Nasional Daerah Istimewa Yogyakarta on Komplek THR, Jl. Brigjen Katamso, Keparakan, Kecamatan Mergangsan, Kota Yogyakarta. The method of determining the sample on this research is non probability sampling using saturated sample technique, because it uses the entire population as a research sample.

Table 1 – Respondent Characteristics

No	Variable	Clarification	Number (person)	%
1	Gender	Male	26	31,3
		Female	57	68,7
		Total	83	100
2	Age	< 25 years old	5	6,0
		26 – 35 years old	26	31,3
		36 – 45 years old	39	47,0
		46 – 55 years old	13	15,7
		Total	83	100
3	Education Level	High School/Equivalent	1	1,2
		D1	2	2,4
		D3	8	9,6
		S1	61	73,5
		S2	11	13,3
		Total	83	100
4	Working Period	< 5 years	11	13,3
		6-15 years	43	51,8
		16-25 years	27	32,5
		> 26 years	2	2,4
		Total	83	100

Source: Data processed, 2023.

To measure the validity of research questionnaire, the researcher has conducted a validity test by correlating the total score of all question items with each other with correlation coefficient minimum more than 0,30 (r=0,30).

Table 2 – Likert Scale

Symbol	Alternative Answers	Score
SS	Strongly Agree	5
S	Agree	4
N	Netral	3
TS	Disagree	2
STS	Strongly Disagree	1

Source: Sugiyono, 2018: 169.

The research used descriptive analysis technique and inferential analysis technique. Inferential statistic used on this research are, *first* path analysis to calculate the path coefficient is using correlation and regression analysis and applied into SPSS software version 25 for windows.
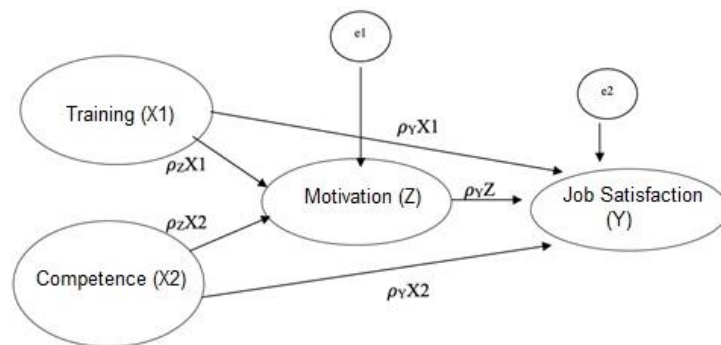

Figure 1 – Research Structure Model

The indirect effect of X to Y through Z is calculated by multiplying the path X to Z (a) by the path Z to Y2 (b) or ab = (c - c'). c is the effect of X on Y without controlling Z, while c' is

the coefficient effect of X on Y2 after controlling Z. The standard errors of the coefficients a and b are written as Sa and Sb and the standard error of the indirect effect is Sab which formulated as:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

To test the indirect effect, we need to calculate the t value of the ab coefficient by $t = \frac{ab}{sab}$ formula. This calculated t value is compared with the t table value, if the calculated t value> t table value, it can be concluded that there is a mediating effect.

RESULTS AND DISCUSSION

The National Land Agency or BPN is a non-ministerial government agency under the responsibility of the president. BPN carries out government duties based on the law in the land sector. In addition, BPN is also tasked with providing justice for all Indonesian people in accordance with the application of the fifth principle of Pancasila.

The description of respondents' responses regarding the variables in the study was carried out by classifying the average score of respondents' answers on a measurement scale that had been set at five categories. The category is formulated into an interval range obtained from the highest limit value minus the lowest limit value and then divided by the total value used (5-1):5 = 0.80).

Table 3 – Description Criteria Variable

Score Average	Criteria
	Training, Competence, Motivation, Job Satisfaction
1,00 – 1,80	Very Bad
1,81 – 2,60	Bad
2,61 – 3,40	Neutral
3,41 – 4,20	Good
4,21 – 5,00	Very Good

Training as one of the variable, marked as X_1. This X_1 variable divided into 5 X_1's based on statements according to Likert Scale. The variable gained 3,63 average score.

Table 4 – Description Respondent's Statement on Training

No	Statement	Respondent's Statement					Score	Average Score	Description
		1	2	3	4	5			
1	Training conducted to trainees as required. ($X_{1.1}$)	7	5	25	42	4	280	3,37	Neutral
2	The training instructor I attended delivered the training material clearly and easy to understand. ($X_{1.2}$)	2	9	16	34	22	314	3,78	Good
3	The training materials provided are useful to broaden my knowledge. ($X_{1.3}$)	2	9	11	23	38	335	4,04	Good
4	Easy access training program location. ($X_{1.4}$)	6	5	28	32	12	288	3,47	Good
5	I feel comfortable during the training. ($X_{1.5}$)	2	18	10	43	10	290	3,49	Good
Average								3,63	Good

Source: Data processed, 2023.

Competence marked as X_2, divided into 3 X_2's based on statements according to Likert Scale. The variable gained 3,61 average score.

Table 5 – Description Respondent's Statement on Competence

No	Statement	Respondent's Statement					Score	Average Score	Desc.
		1	2	3	4	5			
1	I have relatable knowledge on my job field. ($X_{2.1}$)	0	11	22	40	10	298	3,59	Good
2	I understand how to resolving problem according to my job field. ($X_{2.2}$)	2	9	32	36	4	280	3,37	Neutral
3	I always take the initiative to help my coworkers. ($X_{2.3}$)	0	10	16	32	25	321	3,87	Good
Average								3,61	Good

Source: Data processed, 2023.

Motivation marked as Z. This Z variable divided into 5 Z's based on statements according to Likert Scale. The variable gained 3,68 average score.

Table 6 – Description Respondent's Statement on Motivation

No	Statement	Respondent's Statement					Score	Average Score	Description
		1	2	3	4	5			
1	I get good feedback from my boss. ($Z_{1.1}$)	0	7	17	32	27	328	3,86	Good
2	I feel valued in the work environment. ($Z_{1.2}$)	0	9	20	33	21	315	3,70	Good
3	My coworkers are supportive. ($Z_{1.3}$)	1	6	26	21	29	320	3,40	Good
4	The allowance I receive is in accordance with my position. ($Z_{1.4}$)	4	5	38	29	7	279	3,37	Neutral
5	I feel proud when I get an award from boss. ($Z_{1.5}$)	2	8	35	32	7	284	4,05	Good
Average								3,68	Good

Source: Data processed, 2023.

Job Satisfaction marked as Y, divided into 5 Y's based on statements according to Likert Scale. The variable gained 3,68 average score.

Table 7 – Description Respondent's Statement on Job Satisfaction

No	Statement	Respondent's Statement					Score	Average Score	Description
		1	2	3	4	5			
1	I feel satisfied with the opportunities given to me to develop my career. ($Y_{1.1}$)	1	9	13	38	22	320	3,86	Good
2	Coworkers are willing to accept different opinions that I express. ($Y_{1.2}$)	2	7	19	41	14	307	3,70	Good
3	I feel satisfied with my work achievements. ($Y_{1.3}$)	3	7	37	26	10	282	3,40	Neutral
4	I feel I have been treated fairly. ($Y_{1.4}$)	0	7	39	24	10	280	3,37	Neutral
5	I can get along with every coworker. ($Y_{1.5}$)	0	8	14	27	34	336	4,05	Good
Average								3,68	Good

Source: Data processed, 2023.

According to the result of questionnaires, the hypotheses of the research are variable X1, X2, and Z are having significant effect to Y and Z as a meditating variable. Based on the hypothesis, then structural equation 1 can be formulated as follows:

$$Z = \rho_1 X1 + \rho_2 X2 + e_1$$

While structural equation 2 formulated:

$$Y = \rho_3 X1 + \rho_4 X2 + \rho_5 Y1 + e_2$$

Table 8 – Analysis Result on Structure 1 Path by SPSS Software

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,044	0,320		3.264	0,002
Training	0,372	0,072	0,457	5.190	0,000
Competence	0,355	0,085	0,369	4.189	0,000
R^2: 0,477					

Source: Data processed, 2023.

Training and competence effect on motivation calculated on SPSS software version 25.0 for windows and the result can be formulated as:

$$Z = \rho_1 X1 + \rho_2 X2 + e_1$$

$$Y = 0,457 \, X1 + 0,369 \, X2 + e1$$

The Training variable has a coefficient of 0,457, which means that training has a positive direction of influence on motivation; this means that if training increases, motivation will increase by 0,457. The Competency variable has a coefficient of 0,369, meaning that Competence has a positive direction of influence on motivation; this means that if Competence increases, motivation will increase by 0,369.

Table 9 – Analysis Result on Structure 2 Path by SPSS Software

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,223	0,275		.811	0,420
Training	0,243	0,067	0,288	3.624	0,001
Competence	0,180	0,076	0,180	2.375	0,020
Motivation	0,523	0,090	0,505	5.795	0,000
R^2 : 0,686					

Source: Data processed, 2023.

Based on the questionnaire and calculation from the SPSS Software, formulas resulted are:

$$Y = \rho_1 X1 + \rho_2 X2 + \rho_5 Z + e_2$$

$$Y = 0{,}288 X1 + 0{,}180 X2 + 0{,}505 Z + e_2$$

The Training variable has a coefficient of 0,288, meaning that training has a positive direction of influence on job satisfaction; this means that if training increases, job satisfaction will increase by 0,244. The Competency variable has a coefficient of 0,180, meaning that Competence has a positive direction of influence on job satisfaction; this means that if Competence increases, job satisfaction will increase by 0,180. The Motivation variable has a coefficient of 0,505, which means that motivation has a positive direction of influence on job satisfaction, this means that if motivation increases, job satisfaction will increase by 0,505.

To conduct the coefficients diagram, researcher divided the effects into 3 segments. *First*, direct effect. Training direct effect on job satisfaction scored 0,288; competence direct effect on job satisfaction scored 0,180; training direct effect on motivation scored 0,457; competence direct effect on motivation scored 0,369; and motivation direct effect on job satisfaction scored 0,505. *Second,* indirect effect. Training indirect effect on job satisfaction with motivation as the meditating variable scored 0,231 and competence indirect effect on job satisfaction with motivation as the meditating variable scored 0,186. *Third*, total effect. Training direct effect on job satisfaction add Training indirect effect on job satisfaction with motivation as the meditating variable equals 0,519; and competence direct effect on job satisfaction add competence indirect effect on job satisfaction with motivation as the meditating variable equals 0,366.

To test each coefficient determination and variable error for structure 1 and 2 to structure final path diagram model. Here under the formula to count each structure variable error:

$$e_i = \sqrt{1 - R_i^2}$$
$$e_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0{,}477} = 0{,}723$$
$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0{,}686} = 0{,}560$$

Next, researcher counts the coefficient determination total with formulas:

$$R^2_m = 1 - (e_1)^2 (e_2)^2 = 0{,}836$$

The conclusion from the formulas, 83,6% job satisfaction of BPN Daerah Istimewa Yogyakarta affected by training, competence, and motivation. Meanwhile, 16,4% influenced by variables outside this research.

Hence, researcher described the diagram upon the coefficient path calculation showed by standardized coefficient beta each variables effect and each structure variable error.
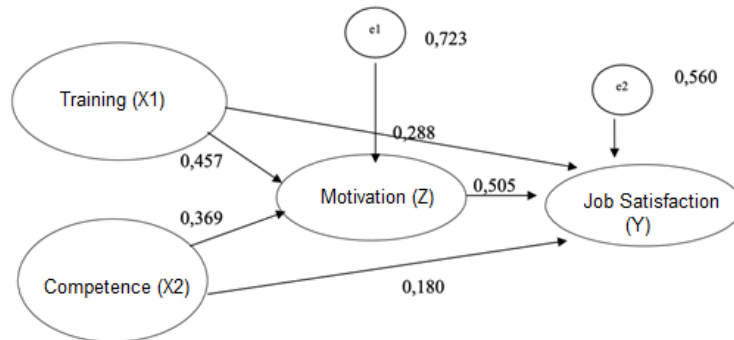

Figure 2 – Causal Structure

The Sobel test on training effect on job satisfaction mediated by motivation showed tabulation result is Z=4,175>1,96 means this hypothesis positively affected significantly.

The sobel test on training effect on job satisfaction mediated by motivation showed tabulation result is Z=3,399>1,96 means this hypothesis positively effected significantly.

Based on the result of this research, showed training and competence has significant correlation on job satisfaction, training and competence on motivation, also motivation on job satisfaction. Another finding is motivation as mediating variable on training and competence effect on job satisfaction on Regional Office of the Badan Pertanahan Nasional Yogyakarta Special Region.

CONCLUSION

Training, competence, and motivation are significantly affected job satisfaction, also motivation as the mediating variable between training and competence on job satisfaction on Regional Office of the Badan Pertanahan Nasional Yogyakarta Special Region.

From the result of this research, the researcher hopes next researcher could find other variables that affected job satisfaction, also could expand research samples and location.

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