A CONCEPTUAL MODEL OF THE INFLUENCE OF TRAINING AND COMPENSATION TOWARDS MOTIVATION’S IMPACT ON JOB SATISFACTION (A STUDY AT CENTER FOR EDUCATION AND TRAINING CENTER IN LABOR HUMAN RESOURCES, MINISTRY OF MANPOWER)

Fahrurozi¹, DwiSunu Kantor², FrancyIriani³
¹,²,³Department of Management, Faculty of Economic and Business, Trilogi University, Jakarta, Indonesia

ABSTRACT

Organizations often face problems regarding human resources. One way to deal with these problems is to provide training and compensation. This research is aimed to determine the effect of training and compensation on motivation that have an impact on job satisfaction. The research used associative research methods. Data collection was done by observation and questionnaires. Samples were taken from all employees at the Center for Education and Training in Labor Human Resources in total of 68 workers using total sampling techniques. This research also uses multiple linear regressions with T test as its analysis technique. This research and analytical design will help to know the relationships of training, compensation, motivation and job satisfaction at the Center for Education and Training Center in Labor Human Resources Ministry of Manpower of the Republic of Indonesia.

KeyWords
Training, Compensation, Job Satisfaction, Conceptual Model
INTRODUCTION

Human resource management (HRM) is a process to obtain, train, evaluate and compensate employees and to control work relations, health and safety, and other matters directly related to justice (Dessler, 2015: 4). The main task of human resource management is managing human resources in order to get a workforce that is satisfied with their work.

Organizations that have realized the importance of employee job satisfaction levels will always pay attention to factors that can affect employee job satisfaction, one of which is motivation. Employees who do not have a high motivation to do work feel much pressured by the targets that must be achieved every month. Employees feel as if they are unable to meet all the targets that have been set so that job motivation decreases. The cause of the decrease in motivation can be caused by giving unfair and inappropriate compensation.

Compensation provided to employees can be in the form of financial compensation and non-financial compensation. Providing compensation to employees is a form of an effort to increase employee motivation. Forms of financial compensation that are widely applied in an organization consist of salary, benefits, and honoraria. The opportunity for employees to get a job training program is one of the non-financial compensation that can be given to employees.

According to Widodo (2015: 82) training is a series of individual activities that systematically will increase the ability and knowledge to be able to have professional performance in their fields. Training is a learning process that allows employees to carry out work that is now in accordance with standards.

The training activities of the Center for Education and Training in Labor Human Resources in 2016-2018 stated that only 24.28% - 28.57% of employees were included in the training. This shows that there are still very few employees participating in the training. The job satisfaction data of 2016-2018 show that the number of employees who are satisfied with their jobs is relatively low, namely between 14% and 27%. Factors assessed in this job satisfaction among others are wages/salaries, career development, employee relations, quality of supervision, and available facilities. One reason that has a low satisfaction rate is waged/salaries included in financial compensation.

This conceptual paper aims to examine the effect of training and compensation on motivation that has an impact on job satisfaction. This paper consists of Introduction, Literature Review, Hypotheses Development, and Research Methodology.

LITERATURE REVIEW

Gary Dessler (2015: 284) stated that training is the process of teaching new or existing employees the basic skills they need to do in their jobs. Training is one of the efforts in improving the quality of human resources in work.

The training goals, according to Suparyadi (2015: 184-186), are to increase the productivity of employees who master the knowledge and have the skills in their work fields in order to be able to work better than employees who lack knowledge and do not have the skills in their field of work, to increase effectiveness and efficiency of mastery knowledge and increasing skills in accordance with the field of work acquired by employees from a training program, to make employees able to work more effectively and efficiently, and to increase the competitiveness of well-trained employees – not only having the opportunity to be able to increase productivity but will also be able to work more effective and efficient, hence increasing the competitiveness of the company and increasing job satisfaction.

According to Melayu SP Hasibuan (2014: 118) compensation is all income in the form of money, direct or indirect goods received by employees as compensation or services provided to the company. According to Rivai, (2014) compensation is divided into two, namely as follows:

1) Financial Compensation

   Financial compensation consists of two types of compensation, which are direct compensation and indirect compensation (allowances). Direct financial compensation consists of payment of basic salaries and wages, achievement payments, incentive payments, commissions, bonuses, profit share, and stock options, while deferred payments include old-age savings and cumulative shares. Indirect financial compensation consists of protection which includes insurance, severance pay, children's schooling, and pensions. Compensation outside working hours includes overtime, holidays, sick leave, and maternity leave, while based on facilities include housing, moving costs, and vehicles.

2) Non-financial Compensation

   Non-financial compensation includes positions, promotion opportunities, recognition of work, new findings, special achievements, while the ones exist in the work environment includes prizes, friendship, comfortable duty, pleasant and conducive ambience.

According to Martoyo (in the journal Dian Mardiono, 2014), motivation is a mental condition that encourages action that...
gives strength that leads to achieving needs, giving satisfaction or reducing imbalances.

According to Zameer, Ali, Nisar, and Amir (2014: 297), motivation is the want of employees to do something given to foster a sense of responsibility with indicators that refer to two dimensions, namely Monetary Motivational (Salary and Bonus) and Non-Monetary Motivational (Employee welfare guarantee, Security of having a job, and Promotion).

According to Hasibuan (2016: 146), the goals of providing motivation are: (1) improving employee morale and job satisfaction, (2) increasing employee work productivity, (3) maintaining company employee stability, (4) increasing employee discipline, (5) making an effective employee procurement, (6) creating a good atmosphere and working relationships, (7) increasing employee loyalty, creativity, and participation, (8) increasing employee welfare, (9) enhancing employees' sense of responsibility towards their duties, and (10) improving the efficiency of the use of tools and raw materials.

Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction in accordance with the values that apply in each individual. According to EdySutrisno (2014: 73), working satisfaction becomes a quite interesting and important problem, because it has proven to be of great benefit to the interests of people, industry, and society.

According to Gilmer in EdySutrisno (2014: 77), the factors that influence job satisfaction are opportunities for advancement, willingness to work, salary, company and management, supervision, intrinsic and occupational factors, working conditions, social aspects of work, communication, and facilities.

Research from Spector (Priansa, 2016: 292) states that job satisfaction is related to how employees feel about their work and to various aspects of the job, so job satisfaction is closely related to the extent to which employees are satisfied or not satisfied with their work. Spector also identifies indicators of job satisfaction from nine aspects, namely salary (compensation), promotion, supervision, additional benefits, rewards, work procedures and regulations, coworkers, work itself, and communication.

CONCEPTUAL MODEL

The general objective of this paper is to examine the effect of training and compensation on motivation that has an impact on job satisfaction. These general objectives are then broken down into specific objectives. Some of these specific objectives include testing: (1) the effect of training on motivation at the Center for Education and Training in Labor Human Resources, (2) the effect of compensation on motivation at the Center for Education and Training in Labor Human Resources, (3) the effect of training on the job satisfaction at the Center for Education and Training in Labor Human Resources, (4) the effect of compensation on job satisfaction at the Center for Education and Training in Labor Human Resources, (5) the influence of motivation on job satisfaction at the Center for Education and Training in Labor Human Resources, (6) the effect of training on the job satisfaction with motivation as intervening at the Center for Education and Training in Labor Human Resources, and (7) the effect of compensation on job satisfaction with motivation as an intervening variable. Based on these specific objectives and the literature review that has been carried out, a conceptual model that can be resulted in this study are as shown below.

![Conceptual Model](image)

Figure 1: Conceptual Model

Description of Figure 1:
- Training (X1): Independent / free variable
- Compensation (X2): Independent / free variable

Epsilon (ε1)

Epsilon (ε2)
HYPOTHESIS DEVELOPMENT

1. The effect of training on motivation
   Research by Rudhaliawan et al. (2013) showed that training has influence significantly to the employees’ performance and motivation of PT. Telkom Indonesia, TbkKandatel Malang with a P-value ≤ 0.05 and a path coefficient of 0.416. The following research hypothesis is proposed:
   \[ H_1: \] The effect of training on motivation in the Center for Education and Training in Labor Human Resources is significant.

2. The effect of compensation on motivation
   The research result by Hidayah (2016) showed that the positive compensation effect on employee performance in finance and accounting at Yogyakarta State University with a regression coefficient of 0.645 and F count > F table (4,589 > 3.97). The following research hypothesis is proposed:
   \[ H_2: \] The effect of compensation on motivation at the Center for Education and Training in Labor Human Resources is significant.

3. The effect of training on job satisfaction
   Training will increase the competitiveness of the company and increasing job satisfaction (Suparyadi, 2015). The following research hypothesis is proposed:
   \[ H_3: \] The effect of training on job satisfaction at the Center for Education and Training in Labor Human Resources is significant.

4. The effect of compensation on job satisfaction
   Spector in Priansa (2016: 2) states that job satisfaction is related to salary or compensation. The following research hypothesis is proposed:
   \[ H_4: \] The effect of compensation on job satisfaction at the Center for Education and Training in Labor Human Resources is significant.

5. The effect of motivation on job satisfaction
   Asriyanto’s research (2013) states that there is an influence of job motivation and work environment on job satisfaction and the performance of employees of CV. Kalikalntergraha Semarang simultaneously or partially. The following research hypothesis is proposed:
   \[ H_5: \] The effect of motivation on job satisfaction at the Center for Education and Training in Labor Human Resources is significant.

6. The effect of training on job satisfaction with motivation as an intervening variable
   Based on the research of Rudhaliawan et al. (2013) showed that training has influence significantly to the motivation and Asriyanto’s research (2013) that states there is an influence of job motivation and work environment on job satisfaction and the performance, the following research hypothesis is proposed:
   \[ H_6: \] The effect of training on job satisfaction with motivation as an intervening variable in the Center for Education and Training in Labor Human Resources is significant.

7. The effect of compensation on job satisfaction with motivation as an intervening variable
   The research result Hidayah (2016) shows that positive compensation effects on employee performance through job satisfaction with coefficient 0.154 and t count > t table (1,949 > 1,991). Job satisfaction is said to be a mediating variable partly because the direct effect is greater than the indirect effect (0.456 > 0.154). The following research hypothesis is proposed:
   \[ H_7: \] The effect of compensation on job satisfaction with motivation as an intervening variable in the Center for Education and Training in Labor Human Resources is significant.

METHODOLOGY

This research is an associative quantitative research. The population in this study was employees at the Center for Education and Training in Labor Human Resources of the Ministry of Manpower of the Republic of Indonesia in 2019, amounting to 68 employees. Samples will be taken using saturated samples with non-probability sampling. Data collection methods are carried out through observation and questionnaires. The questionnaire used was a Likert scale. The results of the data collection will be evaluated using validity and reliability tests. The data analysis technique used in this study is path analysis using SEM models based on
Partial Least Square (PLS).

CONCLUSION

This paper has discussed the background of issues at the Center for Education and Training in Labor Human Resources of the Ministry of Manpower of the Republic of Indonesia. The aim of this paper is to set out a conceptual model to examine the relationships between training, compensation, motivation, and job satisfaction. Literature review, conceptual model, hypotheses development, and conclusion are discussed. Practicing this paper will instantly find out the relationships between variables in the conceptual model.

REFERENCES