

IMPROVING EMPLOYEE PERFORMANCE THROUGH JPB SATISFACTION: THE EFFECT OF TRAINING AND WORK ENVIRONMENT AT PT SAYUSAN MARITIME SAILING

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Abstract

The research aims to determine the effect of training and work environment on employee performance through job satisfaction as an intervening variable at PT. Sayusan Maritime Sailing. This research uses quantitative methods. The data used in this research is secondary data. The population in this research is the Company's employees, namely the ship's crew, totaling 133 people. The samples were selected from classifications based on age, length of work and educational status. The sample was selected using the Non Probability sampling method. Partial research results found that training has an effect on job satisfaction, training has no effect on employee performance, job satisfaction has no effect on performance, the work environment has a positive effect on job satisfaction, the work environment has no effect on performance, training and the work environment have no effect on performance through satisfaction work as an intervening variable.

Keywords: Training, Work Environment, Job Satisfaction, and Performance

BACKGROUND

Human Resource Management (HRM) is a part of organizational management that focuses on the human element. Hasibuan (2014: p. 3) explains that HR Management is an approach to managing people which is based on the principle that human resources are the most valuable and important assets that a company must have, therefore the success of an organization is largely determined by the human element.

Continuously improving HR capabilities will certainly make it easier for companies to answer these challenges. According to Rivai & Basri (2005, p. 13) the importance of human resources among other factors is that companies carry out education and training to improve employee skills and knowledge in order to realize and achieve the expected performance. Thus, training and development becomes part of that need, in fact training and development is part of human investment itself (Alwi, 2008 p. 218).

The variable that influences employee performance is thought to be job satisfaction. The scope of human resource management generally includes aspects related to employee welfare, including job satisfaction. Job satisfaction is considered important because it influences the smooth operation of the organization as a whole. As stated by Robbins & Judge (2009, p. 113).

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Job satisfaction at a certain level can reduce employees' desire to look for work in other companies. When employees feel satisfied, they tend to stay with the company even though not all factors that influence job satisfaction are met.

In connection with this, efforts to conduct an assessment of performance in a company are important.

Table 1. 1

PT. Employee Performance Data. Sayusan Maritime Sailing

2021-2023

No	Indicator	Performa nce Targets	Performance Realization		
			2021	2022	2023
1	Working quantity	100%	70%	70%	67%
2	Quality of work	100%	68%	65%	64%
3	Working period	100%	64%	65%	64%
4	Supervision	100%	62%	62%	61%
5	Relations between employees	100%	72%	70%	70%
Average		100%	67,2%	66,4%	65,2%

Table 1. 2

PT. Employee Performance Measures. Sayusan Maritime Sailing

Performance Percentage	Category
< 50%	Less Good
51% - 70%	Pretty good
71%- 90%	Good
> 90%	Very good

Based on the performance data in table 1.1 and the performance measures in table 1.2 above, the performance of PT. Sayusan Bahari shipping is included in the quite good category, but its performance percentage value is decreasing from year to year. From employee performance data at PT. Sayusan Bahari Sailing Year 2021-2023 in table 1.1 above shows that the company faces big challenges in achieving performance targets in almost all aspects. In 2021, the quantity of work, quality of work and the time frame for

completing the work are far below the target, which indicates that there are problems with productivity, time management and skills. Inadequate supervision contributes to low performance, even though relations between employees are relatively better. In 2022, the quantity of work and supervision will remain the same as the previous year, the time period for completing work has increased from the previous year, while the quality of work and relations between employees has decreased. In 2023, relations between employees will be the same percentage as in 2022, while the other four indicators, namely quantity of work, quality of work, time period for completing work, and supervision, will decrease compared to 2022. This indicates that there are problems with human resources which have not been maximized in their efforts, as well as Other more basic factors such as productivity and supervision need to be improved to encourage overall company performance.

According to Edy Sutrisno (2019, p. 74) job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. According to Farida & Hartanto (2016, p. 10) a work environment is a condition where a good workplace includes physical and non-physical conditions which can give the impression of being pleasant, safe, peaceful, feeling at home or at home, and so on. The work environment has a direct influence on employees in completing work which will ultimately improve organizational performance.

This is in line with research by Wicaksono et al. (2022) which states that job satisfaction has an effect on performance, and research by Salsabilla & Suryawan (2022) with research results which explain that job satisfaction has a significant effect on performance.

Another factor that can influence high and low employee performance is job training. Training is an integrated process used by companies to ensure that employees work to achieve organizational goals (Dessler, 2008, p. 280). According to Rivai & Basri (2005, p. 13) the importance of human resources among other factors is that companies carry out education and training to improve employee skills and knowledge in order to realize and achieve the expected performance.

On-the-job training (*on the job training*) has been implemented by the company to improve the quality of employees so that they have good competence. In general, the performance appraisal system is still used as an instrument to control employee behavior, as well as knowing the training and development needs of the employees concerned to improve their own quality, so this is done through training (Rivai, 2015, p. 406). Because the purpose of training itself is to develop individual skills, abilities, knowledge or attitudes that can change employee behavior to achieve set organizational goals (Sinambela, 2016, p. 170). To increase employee potential, job training is necessary. The main goal is to ensure that employees understand, master and are able to carry out work with appropriate skills, so that they can support the achievement of company goals.

Companies operating in the shipping sector need skilled workers to run their

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business. Current technological developments still cannot completely replace the role of human resources, this is due to dynamic sea conditions that require alert, fast and experienced skills. PT. Sayusan Bahari Shipping is a shipping company located in North Jakarta. The reason for choosing this company is because the North Jakarta area has many developing and advanced shipping companies that compete with each other to survive the intense competition.

LITERATURE REVIEW

Performance

Bernardin in Sudarmanto (2019, p. 8), performance is a record obtained from observing certain work functions and activities within a certain time period. According to Rivai & Basri in Kaswan (2015, p. 187), performance is a person's success during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or goals, or criteria that have been determined and mutually agreed upon.

Job Satisfaction

According to Edy Sutrisno (2019, p. 74), Handoko (2020, p. 21), Sunarta (2019, p. 32), Job Satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards accepted at work, and matters involving physical and psychological factors.

Training

Rachmawati (2018, p. 110) states that training is an environmental platform for employees, where they acquire or learn attitudes and the process of teaching certain knowledge and skills, so that employees are skilled and able to carry out their responsibilities better, in accordance with the required training standards.

Work environment

According to Robbins (2002, p. 226) the environment is external institutions or forces that have the potential to influence organizational performance. The environment is formulated into two, namely the general environment and the specific environment. According to him, the general environment is something that has the potential to influence the organization. A poor work environment can have an impact on labor and more time and does not support the achievement of an efficient work system design.

The thinking framework is presented in figure 1.1 as follows:

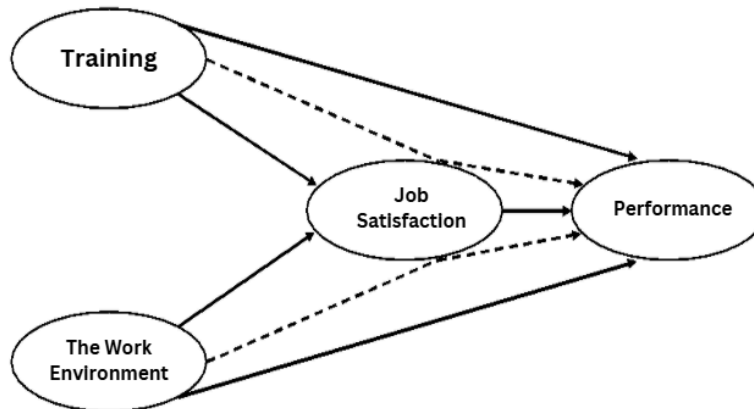


Figure 1.1 Research Framework

Based on the framework of thinking and previous research, the research hypothesis that can be proposed is as follows:

H1: Training has a positive effect on job satisfaction.

H2: Training has a positive effect on performance.

H3: Job satisfaction has a positive effect on performance.

H4: The work environment has a positive effect on job satisfaction.

H5: The work environment has a positive effect on performance

H6: Training has a positive effect on performance through job satisfaction

H7: The work environment has a positive effect on performance through job satisfaction.

RESEARCH METHODOLOGY

This research approach uses quantitative research methods. According to Sugiyono (2014:13) quantitative research methods can be defined as methods based on the philosophy of positivism, used to research certain samples or populations, sampling techniques are generally random, data collection uses research instruments, data analysis is quantitative or statistical. With the aim of testing the hypothesis that has been established.

Data source

This research uses data seconds taken from the results of questionnaires, observations and documentation for a number of employees of the PT.Pelayaran Sayusan Bahari ship crew.

Research Place

This research took place at PT. Sayusan Bahari Shipping is located at Jl. Kenanga II 2 Rawa Badak Koja North Jakarta DKI Jakarta, North Rawabadak, Kec. Koja, North Jakarta City, Special Capital Region of Jakarta, 14230.

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Research Time

The time used for this research was carried out from the date the research permit was issued over a period of approximately 3 (three) months which included presentation in the form of a thesis proposal and the ongoing guidance process.

Population and Sample

According to Sugiyono, (2016, p. 80) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population of this study was 133 members at PT. Sayusan Maritime Sailing. In this study the author chose to use sampling using the Non Probability Sampling technique, with a saturated sample type whose population and sample were 133 respondents. The sample in this study was calculated using the Slovin technique according to Sugiyono (2019, p. 87). In the Slovin formula there are the following provisions:

Slovin's formula for determining samples is as follows:

$$\begin{aligned} n &= \frac{N}{1+N(e)^2} \\ &= \frac{133}{1+133(0,05)^2} \\ &= \frac{133}{1,34} = 100 \end{aligned}$$

Information :

n = sample size/number of respondents

N = population size

e = percentage of allowance for sampling error accuracy that can still be tolerated

So after calculating using the Slovin Formula, the number of samples was 100 samples.

Data Analysis Methods

Research hypothesis testing is carried out using the approach Structural Equation Model (SEM) based Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously.

Descriptive Statistical Analysis

Descriptive statistical data analysis of all variables in the study which includes the average value (mean), highest value (maximum), lowest value (minimum) and standard deviation. In this study, researchers will carry out analysis on the dependent variable and independent variables to find out a general description of the variables used.

Model Evaluation Measurement (Outer Model) Reflective

Outer model often also called (outer relation atau measurement model) which defines the characteristics of latent variables with indicators or manifest variables (Wiyono, 2014, p. 398).

Data quality testing in PLS is known as measurement model evaluation outer model. According to Siswoyo (2017, p. 371) evaluation of the reflective indicator model includes examining:

- a. Individual item reliability
- b. Internal soundness or construct reliability
- c. Average variance extracted
- d. Discriminant validity

This evaluation was carried out to determine the validity and reliability of connecting the indicators with the latent variables.

Validitas Converge

Data obtained or collected through research is empirical data that has certain criteria, namely valid. According to Sugiyono (2017, p. 348), validity shows the degree of accuracy between the data that actually occurs on the object and the data that can be collected by the author. Validity test is a test to find out whether the research measuring instrument used can measure what it should measure and how well the measuring instrument does it. A valid measuring instrument is a measuring instrument that accurately measures the condition being measured (Hair, 2016, p. 3).

Discriminant Validity

Discriminant validity of the reflective model is evaluated through cross loading, then compare the AVE value with the square of the correlation value between constructs (or compare the square root of AVE with the correlation between constructs). Size cross loading is to compare the correlation of indicators with their constructs and constructs from other blocks. This shows that these constructs predict the size of their block better than other blocks.

Internal Consistency Reliability

The instruments used in research, apart from having to be valid, must also be reliable, because if the instrument is not reliable it will not provide any information related to the research. According to Sugiyono (2017, p. 203), a reliable instrument is an instrument that, when used several times to measure the same object, will produce the

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same data.

Structural Model Evaluation or Hypothesis Testing

According to Siswoyo (2017, p. 46) The next stage after evaluating the construct or variable measurement model is to evaluate structural model or inner model or hypothesis testing. Hypothesis testing means carrying out a significance test, which means the author must determine whether to accept or reject the hypothesis.

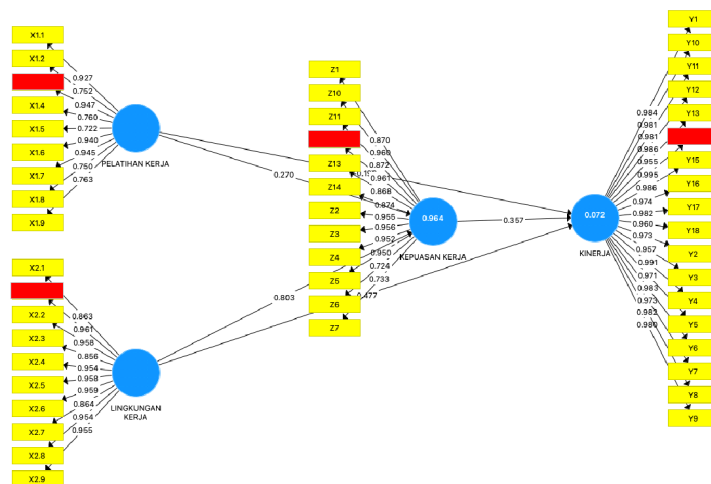
RESULTS AND DISCUSSION

This validity test will be carried out in two events, namely convergent validity And discriminant validity.

1) Convergent Validity

Test convergent validity to determine the relationship between indicators and latent variable constructs. Evaluation results outer model tested as follows:

Figure 1.2
Scheme Outer Model



Based on the graphic image above, the outer loading value is still below 0.70, so it needs to be dropped and retested. The following is the table after the drop.

Table 1.3
Results Outer Loading Training (X1)

Variable	Indicator	Mean	Category
Training	X1.1	0,927	Valid
	X1.2	0.752	Valid

X1.3	0.947	Valid
X1.4	0.760	Valid
X1.5	0.722	Valid
X1.6	0,940	Valid
X1.7	0,945	Valid
X1.8	0,750	Valid
X1.9	0,763	Valid

Based on table 1.3 values outer loading above, it can be concluded that all items in the Training variable have values outer loadings above 0.5, so it is declared valid or good in terms of convergent validity.

Table 1.4
Results Outer Loading Work Environment (X2)

Variable	Indicator	Mean	Category
Work environment	X2.1	0.863	Valid
	X2.2	0.958	Valid
	X2.3	0.856	Valid
	X2.4	0.954	Valid
	X2.5	0.958	Valid
	X2.6	0.959	Valid
	X2.7	0.864	Valid
	X2.8	0,954	Valid
	X2.9	0,955	Valid
	X2.10	0.961	Valid

Based on table 1.4 values outer loading above, it can be concluded that all items in the Work Environment variable have values outer loadings above 0.5, so it is declared valid or good in terms of convergent validity.

Table 1.5
Results Outer Loading Performance (Y)

Variable	Indicator	Mean	Category
Performance	Y.1	0.984	Valid
	Y.2	0,973	Valid
	Y.3	0.957	Valid
	Y.4	0.991	Valid

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Y.5	0.971	Valid
Y.6	0.983	Valid
Y.7	0.973	Valid
Y.8	0.982	Valid
Y.9	0.980	Valid
Y.10	0,981	Valid
Y.11	0.981	Valid
Y.12	0.986	Valid
Y.13	0.955	Valid
Y.14	0.995	Valid
Y.15	0.986	Valid
Y.16	0.974	Valid
Y.17	0.982	Valid
Y.18	0.960	Valid

Based on table 1.5 values *outer loading* above, it can be concluded that all items in the Performance variable have values *outer loadings* above 0.5, so it is declared valid or good in terms of convergent validity.

**Table 1.6
Results Outer Loading Job Satisfaction (Z)**

Variable	Indicator	Mean	Category
Job Satisfaction	Z.1	0.870	Valid
	Z.2	0,955	Valid
	Z.3	0.956	Valid
	Z.4	0.952	Valid
	Z.5	0.950	Valid
	Z.6	0.724	Valid
	Z.7	0.733	Valid
	Z.8	0,960	Valid
	Z.9	0.872	Valid
	Z.10	0.961	Valid
	Z.11	0.868	Valid
	Z.12	0.874	Valid

Based on table 1.6 values outer loading above, it can be concluded that all items in the Job Satisfaction variable have value outer loadings above 0.5, so it is declared valid or good in terms of convergent validity.

Discriminant Validity

Discriminant validity measure indicators based on cross loading with the latent variable. The AVE value which is an indicator of validity must have a value > 0.50. (Ghazali, 2014:40)

Variable	AVE	Information	Table 1.7
Training	0.705	Valid	Average
Work environment	0.863	Valid	Variance
Performance	0.955	Valid	Extracted (AVE)
Job Satisfaction	0.798	Valid	

Source: Data Processing Results

From table 1.7 above, the value can be seen Average Variance Extraced (AVE) for all variables is greater than 0.50, so it can be stated that all research variables have value discriminant validity good or valid.

Reliability Test

Measurement of internal consistency reliability after respecification of the measurement model still uses values of composite reliability as a reference for measuring the reliability of each latent construct. In this research, researchers continue to use values of composite reliability And cronbach’s alpha in order to provide more confidence in the reliability of each latent construct.

The following are the results of internal consistency reliability which can be seen in table 4.5 as follows:

Table 1.8
Consistency Reliability Value

Variable	Cronbach’s Alpha	Composite Reliability	Information
Training	0,946	0,955	Reliable
Work environment	0.982	0.984	Reliable
Performance	0.997	0.997	Reliable
Job Satisfaction	0.976	0.979	Reliable

The results of the internal consistency reliability values in Table 1.8 after respecification of the measurement model show that the four latent constructs, namely training, work environment, performance and job satisfaction have value composite reliability of 0.955; 0.984; 0.997; 0.979 (fourth CR value ≥ 0.7) and value cronbach’s alpha

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of 0.946; 0.982; 0.997; 0.976 (all four CA values ≥ 0.6). It can be concluded that all of the four latent elements, namely job training, work environment, crew performance and job satisfaction, are declared reliable so they can be analyzed to the next stage, namely analysis of the inner model.

Inner Model (Structural Model)

Analysis inner model is a structural model used to test the relationship between exogenous variable constructs and endogenous variables that have been previously hypothesized. Inner model done by carrying out tests Coefficient Determination (R Square) and Test F Square.

Test Coefficient Determination (R Square)

Test Coefficient Determination (R Square) in this research is used to measure how much the dependent variable can be influenced by other variables. Influence is said to be good if it produces value R Square of 0.67 and above is included in the good category for latent variables in inner model, whereas if R Square If the result obtained is 0.33 to 0.67 then it is included in the moderate category and if the result is 0.19 to 0.33 then it is included in the weak category (J.Hair et al, 2017), the results of these measurements can be seen in table 4.6 below :

Table 1.9

R-Square measurement results

Variable	R Square	Adjusted R Square
Job Satisfaction	0,964	0,963
Performance	0,072	0,043

From the results *R Square* In table 1.9 above, the values are known as R Square the job satisfaction variable is 0.964 or 96.4%, which means the contribution of the job training and work environment variables to job satisfaction is 96.4%. Meanwhile, the rest is contributed or explained by other variables outside the research model. Next is value *R Square* the performance variable is 0.072 or 0.72%, which means that the contribution of job training and work environment variables to crew performance is 0.72%. Meanwhile, the rest is contributed or explained by other variables outside the research model.

Test F Square

Testing value F Square This can be done to see the magnitude of the influence of each variable (weak, medium, high) using the F formula² = $(R^2 \text{ included} - R^2 \text{ Exclude}) / (1 - R^2 \text{ included})$. Mark F Square ranges between $0.02 \leq F^2 < 0.15$ indicates that the variable has a weak influence, $0.15 \leq F^2 < 0.35$ indicates that the variable has a moderate influence, and $F^2 \geq 0.35$ indicates that the variable has a high influence. Following are the test results F-Square:

Table 1.10
Data F Square

Variable	Job Satisfaction	Performance
Training	1,365	0,012
Work environment	12,093	0,013
Performance		
Job Satisfaction		0,005

Based on table 1.10 above, the results obtained can be explained as follows:

- 1) Training has an F grade² of 1.365 on job satisfaction, which means F^2 worth $1.365 \geq 0.35$, so it can be explained that the influence of job training on job satisfaction has a high influence.
- 2) The work environment has an F grade² of 12.093 on job satisfaction, which means F^2 worth $12,093 \geq 0.35$ so it can be explained that the influence of the work environment on job satisfaction has a very high influence.
- 3) Training has an F grade² of 0.012 on performance, which means F^2 value $0.012 < 0.02$ so it can be explained that job training on performance has a very weak influence.
- 4) The work environment has an F grade² of 0.013 on performance, which means F^2 worth $0.013 < 0.02$ so it can be explained that the influence of the work environment on performance has a weak influence.
- 5) Job Satisfaction has an F grade² of 0.005 on performance, namely F^2 worth $0.005 < 0.02$ so it can be explained that the influence of job satisfaction on performance has a very weak influence.

Hypothesis Testing

Based on the results of data management that has been carried out by researchers to answer the hypothesis by looking t statistic And P value. The hypothesis is accepted when the value t statistic $>$ t table is 1.66 and the value of P value $<$ 0.5 (Muniarti et al., 2013). Based on the results of calculations using the method bootstrap with the SmartPLS program. The score value for each dimension has a significant influence. The following are the results of hypothesis testing obtained by researchers using inner model:

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Table 1.11
Direct Influence (*Direct Effect*)

<i>Correlation</i> (Connection)	<i>Direct Effect</i>		
	<i>Original Sample</i>	<i>T-Statistic</i>	<i>P-Value (1-Tailed)</i>
Training => Job Satisfaction	0,27	6,554	0,000
Work Environment => Job Satisfaction	0,803	16,709	0,000
Training => Performance	-0,196	0,916	0,36
Work Environment => Performance	-0,477	1,002	0,317
Job Satisfaction => Performance	0,357	0,608	0,543

In

Table 1.11 above, the direct influence can be explained (*Direct Effect*) as follows:

- a. Hypothesis 1: The effect of training on job satisfaction
The direct effect of training on job satisfaction has value in the original sample, namely 0.27 with a t-statistic value (6.554) > t-table (1.66) and a p-value (0.000) < α (0.05). This shows that H1 is accepted and H0 is rejected, which means that training has a positive and significant effect on job satisfaction. The interpretation of this research is that the higher the level of training, the higher the job satisfaction of the crew and vice versa, so that training has a positive relationship and has a significant effect on the job satisfaction of the crew.
- b. Hypothesis 2: The influence of the work environment on job satisfaction
The direct influence of the work environment on job satisfaction has value original sample, namely 0.803 with a t-statistic value (16.709) > t-table (1.66) and a p-value (0.000) < α (0.05). This shows that H2 is accepted and H0 is rejected, which means that the work environment has a positive and significant effect on job satisfaction. The interpretation of this research is that the higher the level of the work environment, the higher the job satisfaction of the crew and vice versa, so that the work environment has a positive relationship and has a significant effect on the job satisfaction of the crew.
- c. Hypothesis 3: Effect of training on performance
The direct effect of training on performance has value in the original sample, namely -0.196 with a t-statistic value (0.916) < t-table (1.66) and a p-value (0.36) > α (0.05). This shows that H3 is rejected and H0 is accepted, which means that training has no effect on performance. The interpretation of this research is that the higher the level of training, the less influence it will have on the performance of the crew.
- d. Hypothesis 4: The influence of the work environment on performance
The direct influence of the work environment on performance has value in the original sample, namely -0.477 with a t-statistic value (1.002) < t-table

(1.66) and a p-value (0.317) > α (0.05). This shows that H4 is rejected and H0 is accepted, which means that the work environment has no effect on performance. The interpretation of this research is that the higher the level of the work environment, the less influence it will have on the performance of the crew.

e. Hypothesis 5: The effect of job satisfaction on performance

The direct influence of job satisfaction on performance has value in the original sample, namely 0.357 with a t-statistic value (0.608) < t-table (1.66) and a p-value (0.543) > α (0.05). This shows that H5 is rejected and H0 is accepted, which means that job satisfaction has no effect on performance. The interpretation of this research is that the higher the level of job satisfaction of the crew, the less influence it will have on the crew's performance.

Tabel 1.12

Indirect Influence (*Indirect Effect*)

<i>Correlation (Connection)</i>	<i>Indirect Effect</i>		
	<i>Original Sample</i>	<i>T-Statistic</i>	<i>P-Value (1-Tailed)</i>
Training => Job Satisfaction => Performance	0.107	0,705	0,481
Work Environment => Job Satisfaction => Performance	0.317	0,742	0,459

Based on table 1.12, it can be explained that the indirect effect (*Indirect effect*), as follows:

a. Hypothesis 6: The effect of training on performance through job satisfaction
The indirect effect of training on performance through job satisfaction has value in the original sample namely 0.107 with a t-statistic value (0.705) < t table (1.66) and a p-value (0.481) > α (0.05). This shows that H6 is rejected and H0 is accepted, which means that training has no effect on performance through job satisfaction. The interpretation of this research is that job satisfaction does not mediate between training and crew performance. Thus job satisfaction is not a mediating variable.

b. Hypothesis 7: The influence of the work environment on performance through job satisfaction

The indirect influence of the work environment on performance through job satisfaction has value in the original sample namely 0.317 with a t-statistic value (0.742) < t table (1.66) and a p-value (0.459) > α (0.05). This shows that H7 is rejected and H0 is accepted, which means that the work environment has no effect on performance through job satisfaction. The

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interpretation of this research is that job satisfaction does not mediate between the work environment and crew performance. Thus job satisfaction is not a mediating variable.

Discussion

The research discussion will be linked to theory and empirical research which has been described in the literature review, conducting hypothesis testing and answering the research problem formulation, as follows:

The Effect of Training on Job Satisfaction

The results obtained from the statistical data processing that has been carried out, value original sample namely 0.27 with a t-statistic value (6.554) > t-table (1.66) and a p-value (0.000) < α (0.05), it can be explained that the training variable has a positive and significant effect on crew job satisfaction. boat. Thus, the hypothesis that has been formulated is in accordance with the results of the research that has been carried out. Hypothesis 1 is accepted. This shows that training has a positive and significant effect on the job satisfaction of ship crew at PT. Sayusan Maritime Sailing.

The Influence of the Work Environment on Job Satisfaction

The results obtained from the statistical data processing that has been carried out, value original sample namely 0.803 with a t-statistic value (16.709) > t-table (1.66) and a p-value (0.000) < α (0.05), so it can be explained that work environment variables have a positive and significant effect on ship crew job satisfaction. . Thus, the hypothesis that has been formulated is in accordance with the results of the research that has been carried out. Hypothesis 2 is accepted. This shows that the work environment has a positive and significant effect on the job satisfaction of ship crew at PT. Sayusan Maritime Sailing.

The Effect of Training on Performance

The results obtained from the statistical data processing that has been carried out, value original sample namely -0.196 with a t-statistic value (0.916) < t-table (1.66) and a p-value (0.36) > α (0.05), so it can be explained that the training variable has no effect on the performance of the crew. Thus, the hypothesis that has been formulated is not in accordance with the results of the research that has been carried out. Hypothesis 3 is rejected. This shows that training has no effect on the performance of ship crew at PT. Sayusan Maritime Sailing.

The Influence of Work Environment on Performance

The results obtained from the statistical data processing that has been carried out, value original sample namely -0.477 with a t-statistic value (1.002) < t-table (1.66) and a

p-value (0.317) > α (0.05), so it can be explained that work environment variables have no effect on crew performance. Thus, the hypothesis that has been formulated is not in accordance with the results of the research that has been carried out. Hypothesis 4 is rejected. This shows that the work environment has no effect on the performance of ship crew at PT. Sayusan Maritime Sailing.

The Effect of Job Satisfaction on Performance

The results obtained from the statistical data processing that has been carried out, value original sample namely 0.357 with a t-statistic value (0.608) < t-table (1.66) and a p-value (0.543) > α (0.05), so it can be explained that the job satisfaction variable has no effect on the performance of the crew. Thus, the hypothesis that has been formulated is not in accordance with the results of the research that has been carried out. Hypothesis 5 is rejected. This shows that job satisfaction has no effect on the performance of ship crew at PT. Sayusan Maritime Sailing.

The Effect of Training on Performance through Job Satisfaction

The results obtained from the statistical data processing that has been carried out, value original sample namely 0.107 with a t-statistic value (0.705) < t table (1.66) and a p-value (0.481) > α (0.05), so it can be explained that the training variable has no effect on crew performance through job satisfaction. Thus, the hypothesis that has been formulated is not in accordance with the results of the research that has been carried out. Hypothesis 6 is rejected. This shows that job satisfaction cannot mediate training on crew performance at PT. Sayusan Maritime Sailing.

The Influence of the Work Environment on Performance through Job Satisfaction

The results obtained from the statistical data processing that has been carried out, value original sample namely 0.317 with a t-statistic value (0.742) < t table (1.66) and a p-value (0.459) > α (0.05), so it can be explained that work environment variables have no effect on crew performance through job satisfaction. Thus, the hypothesis that has been formulated is not in accordance with the results of the research that has been carried out. Hypothesis 7 is rejected. This shows that job satisfaction cannot mediate the work environment on the performance of ship crew at PT. Sayusan Maritime Sailing.

CONCLUSION

Conclusions from this research:

1. Training has a positive and significant effect on ship crew job satisfaction. This can be interpreted that when training is good it can increase the job satisfaction of ship crew.
2. The work environment has a positive and significant effect on ship crew job satisfaction. This can be interpreted that when the work environment is good it can increase the job satisfaction of ship crew.
3. Training has no effect on crew performance. This can be interpreted that when training

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is good it cannot affect the performance of the crew.

4. The work environment has no effect on performance. This can be interpreted that when the work environment is good it cannot affect the performance of the crew.
5. Job satisfaction has no effect on performance. This can be interpreted that when job satisfaction is good it cannot affect the performance of the crew.
6. Training has no effect on performance through job satisfaction. This can be interpreted that when training is good it cannot affect performance through job satisfaction.
7. The work environment has no effect on performance through job satisfaction. This can be interpreted that when the work environment is good it cannot influence performance through job satisfaction.

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