# THE INFLUENCE OF PERSONALITY & TRAINING ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLES

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**ABSTRAK**

Penelitian ini merupakan hasil penelitian yang mendeskripsikan dan menganalisis seberapa besar pengaruh faktor kepribadian, pelatihan, dan kinerja dengan kepuasan kerja sebagai variabel intervening pada Dinas Pertanian dan Ketahanan Pangan Daerah Istimewa Yogyakarta. Jenis penelitian ini menggunakan metode kuantitatif dengan teknik pengumpulan data menggunakan kuesioner yang disebarkan secara manual kepada 110 pegawai di Dinas Pertanian dan Pangan Daerah Istimewa Yogyakarta. Teknik pengambilan sampel menggunakan simple random sampling, yaitu teknik pengambilan sampel dari anggota populasi yang dilakukan secara acak tanpa memperhatikan strata yang ada dalam populasi itu(Sugiyono, 2015). Berdasarkan hasil penelitian setelah sebelumnya melakukan uji validitas dan reliabilitas, menunjukkan bukti bahwa pengaruh langsung yang pertama, yaitu; kepribadian berpengaruh langsung terhadap kinerja; kedua, pelatihan tidak berpengaruh langsung terhadap kinerja; ketiga, kepribadian berpengaruh positif terhadap kepuasan kerja; keempat, pelatihan berpengaruh positif terhadap pekerjaan; dan kelima, kepuasan kerja berpengaruh terhadap kinerja; sedangkan keenam, hasil pengaruh tidak langsung menunjukkan bahwa kepribadian berpengaruh terhadap kinerja melalui kepuasan kerja, dan ketujuh; pelatihan berpengaruh terhadap kinerja melalui kepuasan kerja.

**ABSTRACT**

*This study is the result of research that describes and analyzes how much factors affect personality, training, and performance with job satisfaction as an intervening variable in the Agriculture and Food Security Service of the Special Region of Yogyakarta. This type of research uses quantitative methods with data collection techniques using questionnaires distributed manually to 110 employees at the Yogyakarta Special Region Agriculture and Food Office. The sampling technique uses simple random sampling, which is a technique of taking samples from members of the population that is carried out randomly without regard to the strata in the population(Sugiyono, 2015). Based on the results of the study after previously conducting validity and reliability tests, it shows evidence that the first direct effect, namely; personality has a direct effect on performance; second, training has no direct effect on performance; third, personality has a positive effect on job satisfaction; fourth, training has a positive effect on job; and fifth, job satisfaction affects performance; while the sixth, the results of indirect effects show that personality affects performance through job satisfaction, and seventh; training affects performance through job satisfaction.*

## INTRODUCTION

The Agriculture and Food Security Office of Yogyakarta Special Region has improved the quality of life of the community through the ability and improvement of human resource skills, improving the quality and diversity of community economic activities, and strengthening the economy based on local resources for community income growth. There are three achievements of the agency's strategic goals, namely: First, increasing the production of horticultural food crops, plantations, and livestock. Second, the realisation of food security. Third, the fulfilment of community food crops with the empowerment programme for food-insecure areas. The types of food in this office are mostly more likely to be processing the basic needs of the community such as rice, eggs, vegetables, etc. The prices traded in the community also provide favourable prices for buyers. For example, if the market price is IDR 2,000.00 per egg, it will be cheaper at the Yogyakarta Special Region Agriculture and Food Office's shop, which sells at half the usual price. The goal is for the community to resell for a profit. The Agriculture and Food Security Offices of Yogyakarta Special Region has a variety of personnel personalities. There are types of personality such as honesty, confidentiality, reliability, alertness, reasoning, tolerance, tidiness, self-adjustment, calmness, and politeness (Mroczek & Little, 2014)

On the other hand, training is done to give employees the confidence that they are part of the organisation. This is done to prevent employee turn-over or to prevent employees from leaving the organisation. There are several dimensions and indicators in training, namely instructors, participants, materials, and objectives in training (Mangkunegara, 2017). Based on interviews that have been conducted with Mrs Riska, the training carried out is mostly training in agricultural cultivation, training in marketing agricultural products, training in disaster mitigation and climate change, training in the inauguration of civil servants and non-civil servants, training in making extension materials or educational activities to individuals or groups, as well as providing knowledge and informations. By conducting the training, many benefits are obtained both in terms of land management and improving human resources. Training is conducted once every two weeks and can be inconsistent depending on

scheduling. Employees are given the responsibility to promise that they must serve the community regardless of the situation and conditions. In this case, training can be used for several purposes in terms of improving knowledge, skills and attitude, making the likelihood of success higher. Training is done to give employees the confidence that they are part of the organisation. This is done to prevent employee turn-over from the organisation. Training is an effective way to get the workers the company needs to enhance personnel development within the company and improve employee's performance.

Job Satisfaction is the basis for improving employee performance and enthusiasm for better achievement. Job satisfaction is an emotional attitude that is pleasant and loves his job (Hasibuan, 2016). This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work and a combination of inside and outside work. For example, the satisfaction felt by employees of the Agriculture Office in the partner market shop section is when they get consumer recognition because their service is quite satisfying, they are able to complete their work well, and they get rewards in improving the performance they produce.

Performance is the result of work arising from a combination of effort, ability/skill and experience. The demands of the job are one of the performance improvements for employees of the Agriculture and Food Security Office of Yogyakarta Special Region. The demands of the job are making daily and monthly reports based on what each of them does. The report contains the results of sales in partner markets, making accountability letters in the form of completeness of financial administration or the results of the realisation of technical and special activities. The performance report of government agencies is a form of public accountability for the implementation of duties, functions, and use of the budget entrusted to each government agency. The purpose of the report is to provide an overview of the agency's level of achievement that indicates the level of success and failure. In addition to demands, challenges are also a concern for the Agriculture and Food Security Office of Yogyakarta Special Region, such as the low interest of the younger generation in the

agricultural sector which causes a gap in the regeneration of human resources in the agricultural sector, changes in people's consumption preferences due to the influence of weakening economic conditions, and food safety as one of the important factors in maintaining public health, which needs to be continuously improved starting from the individual. The performance notice can be used as an evaluation material for improvement to be more result-oriented, relevant, effective, and sustainable in the future.

## LITERATURE REVIEW

### Personality

Personality is a set of ways how an individual acts and interacts with others (Hanggraeni, 2012) Personality is one of the most important factors for individuals, because personality determines how a person thinks, behaves and feels in various different situations. Personality is a dimension of differences within individuals in showing consistent patterns of thinking, feeling, and behaviour (stable over time) (McCrae & Allik, 2002). In the theories put forward by experts, one of them is the Theory of Personality Traits most often used in the world of work, namely the Theory of Personality Traits "Big Five Model" or "Big Five Personality Traits Model" proposed by a famous psychologist, Lewis Goldberg. The Big Five Personality Traits Model emerged from factor analyses of adjectives used to describe personality and from factor analyses of various equivalent personality tests and scales. The term Big Five is an invention where each factor includes more specific individual character traits (John et al., 2010) that the Big Five Personality Model is a method of approach that is always consistent to assess personality in individuals through adjective factor analysis. There are also dimensions or indicators of Personality namely: Conscientiousness, Emotional Stability, Extraversion, Openness to Experience and Agreeableness (Robbins & Judge, 2022)

**Training**

Training is the process of systematically changing the behaviour of employees to achieve organisational goals (Veithzal & Sagala, 2013). Training is related to the skills and abilities of employees to carry out current work. In this case improving employee skills, organisations can hold their own training or send employees to training institutions managed by external parties that focus on specific training in skill areas. In performance improvement without proper training employees do not receive information and skill development to the fullest potential used to complete tasks. Employees who undergo proper training tend to keep their jobs longer. There are four types of training, as follows: induction training, job training, training for promotion, refresher training, and training for managerial development (Kaswan, 2011). Training is also a systematic process to change the behaviour of employees in achieving organisational goals. Training is related to the skills and abilities of employees to do work. In measuring training variables, research adapts the indicators used and the training indicators are divided into five, namely: Instruction, trainees, methods, materials, and training objectives (Dessler, 2014)

**Job Satisfaction**

In general, everyone who is on duty wants to get satisfaction from his place of duty. For a satisfied employee is a common action to his individual profession, which proves comparing the amount of appreciation employees get and the income they believe they should get. Job satisfaction as positive feelings about one's job that result from an evaluation of its characteristics (Stephen Robbins & Judge, 2021). Employee job satisfaction depends on the difference between what is obtained and what is expected by employees (Amirudin & Adab, n.d.). Based on the description of the experts above, it can be seen that job satisfaction, which is a positive or negative perspective and a feeling of satisfaction or pleasure that comes from the achievements that an individual has made in assessing his job or his responsibilities in the company which is an evaluation of a job that has been done by employees (Robbins & Judge, 2022). In this case, the job satisfaction attitude in question is evaluative about objects,

people and events. The attitude consists of three components, namely: affective which leads to the emotional or feeling part of the attitude, cognitive to the opinion beliefs of the attitude segment and, and behavioural which is the intention to behave in a certain way towards someone or something (Robbins & Judge, 2022). In addition, job satisfaction is defined as a sense of satisfaction or pleasure that a person feels over the achievement of his job (Luthans et al., 2021). Therefore, job satisfaction must be considered by the company; if employees are dissatisfied with their jobs, they will act with desire and will leave their jobs, often complain, dissent, avoid their job responsibilities, and so on. There are six dimensions and indicators of job satisfaction as follows: Work Itself, Pay, Promotion, Supervision, Work Group and Working Conditions (Luthans et al., 2021).

**Performance of Employee**

Performance is the behaviour of how targets are achieved. Performance is a goal-oriented process directed at ensuring that organisational processes are in place to maximise employee, team and organisational productivity (Armstrong & Taylor, 2020). Performance is a job that a person does in accordance with their respective authorities and responsibilities in a company in order to achieve organisational goals. There are five indicators of individual employee performance measures, including: quality which is measured using the employee's point of view on the quality and perfection of the task in terms of their abilities and skills, quantity which is measured by the amount of output or results of employee work in terms of their abilities and skills, timeliness of work completion in terms of coordination of output with time efficiency for other activities, effectiveness of work by utilising efficient resources in accordance with the order, and employee independence in carrying out their professional abilities and commitment to work (Robbins & Coulter, 2015). Personality is a combination of all the characteristics or traits that appear in a person (Robbins & Coulter, 2015). From this understanding, it can be interpreted that everyone has a distinctive way of behaving and they act according to their respective characteristics. Employee performance is one of the factors determining the success of a company or

organisation in achieving its goals (Robbins & Judge, 2022). In this case, the indicators to measure employee performance are: Work Quality, Work Quantity, Timeliness, Effectiveness, and Independence (Robbins & Judge, 2022).

## FRAMEWORK OF THOUGHT

Based on the thinking and theoretical basis above, this study was conducted to determine how the influence of personality, training affects employee performance with work performance as an intervening variable. Then a framework of thought in this study can be arranged as follows:
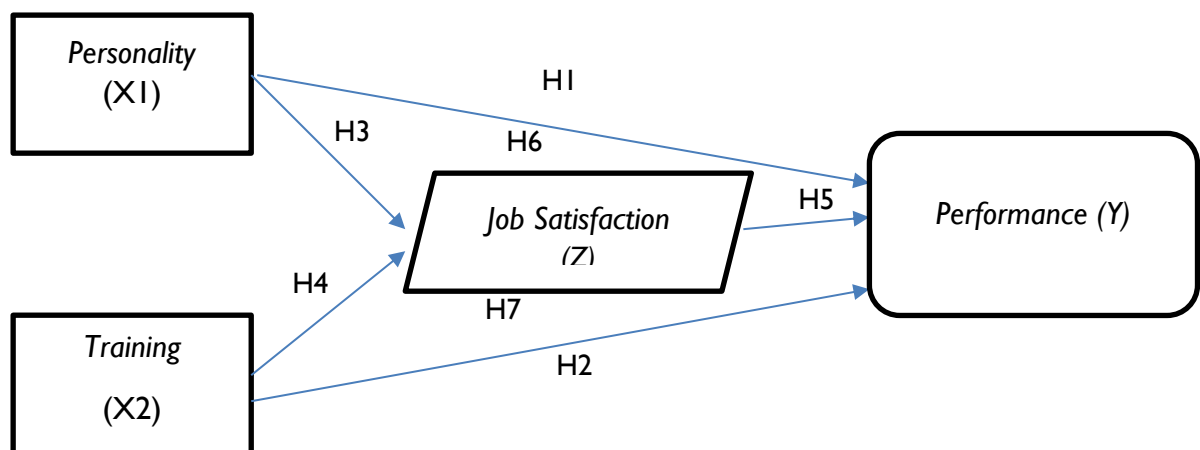


**Figure 1.1 Framework of Thought**

## METHODS

Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2015). This type of research is quantitative research by examining primary data obtained from an organisation. Primary data is original data collected by the author himself to answer problems in his research (Dr. Sumanto, 2022). The aim is to test the hypothesis that has been set, in order to determine the effect of personality (X1) and training (X2) variables on employee performance variables (Y) with the existence of intermediate variables,

namely job satisfaction (Z) to strengthen the influence of independent variables on the dependent variable.

## Population

Population is a generalisation area consisting of objects / subjects that have certain qualities and characteristics that are determined by research to be studied and then draw conclusions (Sugiyono, 2015). Therefore the population is not only people, but also objects and other natural objects. Population is also not just the number of objects / subjects studied, but includes all the characteristics / properties possessed by other subjects or objects. In this study, the population was 240 people for all employees of the Agriculture and Food Security Office of the Special Region of Yogyakarta.

## Sample

Sample is part of the number and characteristics of the population (Sugiyono, 2015). Taking the size of the sample limit is done by simple random sampling, namely the sampling technique from members of the population which is carried out randomly without regard to the strata in the population (Sugiyono, 2015). In this case, the sample to be studied is 110 of the total population of employees of the Agriculture and Food Security Office of the Special Region of Yogyakarta.

## Data Analysis Technique

Data analysis is an activity after data from all respondents or other data sources are collected. The data analysis technique used in this research is using Partial Least Square (PLS). Partial Least Square is a powerful analytical method and is often referred to as soft modelling because it eliminates the assumptions of OLS (Ordinary Least Squares) regression, such as data must be multivariate normally distributed and there is no multicolonierity problem between exogenous variable.

Validity test is measuring what should be measured. Validity testing is carried out to know how precisely a measuring instrument performs its measurement function (Ghozali, 2005). Convergent validity relates to measures of a highly correlated

construct. Test the convergent validity of reflective indicators which can be seen from the loading factor value for each construct indicator. The rule of thumb used to assess convergent validity is that the outer loading value must be > 0.70 for confirmatory research and a loading factor value between 0.60-0.70 for exploratory research (Ghozali, 2005). Reliability test is conducted to prove the accuracy, consistency and robustness of the instrument in measuring constructs. To measure reliability, it is done in two ways, namely composite Reliability. In using composite reliability, the rule of thumb used to assess reliability is that the composite reliability value is more than 0.7 for confirmatory research and the value of 0.6 - 0.7 is still acceptable for exploratory research (Ghozali & Latan, 2015).

Hypothesis testing is carried out to determine the influence relationship of the independent variable on the dependent variable with the mediating variable. This hypothesis testing is done using PLS, by looking at the probability value and t-count value. The path or inner model coefficient score indicated by the T-statistic value> 1.64 for the one-way hypothesis (one-tailed) for hypothesis testing with alpha 0.50. The hypothesis of this study is a one-way hypothesis (one-tailed). The significance of the hypothesis can use the comparison between the t-table and the t-statistic. The hypothesis acceptance criteria are t-statistic> t-table.

## RESULTS

### Validity Test

Validity test is measuring what should be measured. Validity testing is carried out to determine how precisely a measuring instrument performs its measurement function (Ghozali, 2005). Outer model is done to ensure that the measurements used are valid and reliable. Outer loading is acceptable with a value of 0.6-0.7 (Ghozali & Latan, 2015). Based on the AVE value, each variable has an AVE value> 0.5. This shows that each variable can be declared valid.

### Reliability Test

The reliability test is carried out to prove the accuracy, consistency and reliability of the instrument in measuring the construct. A questionnaire is said to be reliable and reliable if someone's answer to a question is consistent or stable over time.

In using composite reliability, the rule of thumb used to assess reliability is that the composite reliability value is more than 0.7 for confirmatory research and the value of 0.6 - 0.7 is still acceptable for exploratory research (Ghozali & Latan, 2015). Based on the composite reliability value of 110 respondents, each variable has a composite reliability value. It is known that each variable has a composite reliability value> 0.7. This shows that each variable can be declared reliable

Cronbach alpha is a conservative measure that tends to underestimate reliability. For this data, the latent factors Incentives and Motivation are measured at levels acceptable for confirmatory research (Garson, 2016). By convention, the same limitation applies greater than or equal to 0.80 for a good scale 0.70 for an acceptable scale, and 0.60 for an exploratory purpose scale. All variables are declared reliable because the Cronbach's Alpha value has met the criteria, which is> 0.70.

**R Square**

In assessing the structural model, the R-Squares value for each endogenous (dependent) latent variable is the predictive power of the structural model. Changes in the R-Squares value can be used to explain the effect of the independent variable on the dependent variable whether it has a substantive effect (Ghozali & Latan, 2015). There are 3 theories in grouping R-Square (Ghozali & Latan, 2015) are as follows: R2 value of 0.75 can be concluded that the model is strong, R2 value of 0.50 can be concluded that the model is moderate, R2 value of 0.25 can be concluded that the model is weak.

The r square value of the joint or simultaneous influence of personality, training, on job satisfaction variables is 0.486 with an adjused r square value of 0.476. Therefore, it is explained that all exogenous (independent) constructs, namely personality, training simultaneously affect job satisfaction.

**Result of Hypothesis Test**

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**Table 1.1**
Result of *Bootstrapping* Calculation

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| Variable | Original Sample (O) | T Statistics | P Values | Description |
|---|---|---|---|---|
| P(X1)->PF(Y) | 0,265 | 2,242 | **0,025** | Affirmed |
| T(X2)->PF(Y) | -0,122 | 0,876 | **0,381** | Denied |
| P(X1)->JS(Z) | 0,34 | 2,314 | **0,021** | Affirmed |
| T(X2)->JS(Z) | 0,394 | 2,797 | **0,005** | Affirmed |
| JS(Z)->PF(Y) | 0,602 | 6,622 | **0** | Affirmed |

Based on the results of hypothesis testing in table 6, it can be seen that each variable relationship is as follows:

**Personality has a positive effect on Performance**

Based on table 1.1, the t statistical value for the personality variable on performance is 0.242 < 1.65 (t table) and p value 0.025 < 0.05. This shows that in this study the variable personality variable with its indicators affects the performance variable with its indicators. Thus, H1 in this study is accepted.

**Training does not affect performance**

Based on table 1.1, the t statistical value for the Training variable on performance is 0.876 < 1.65 (t table) and p value 0.381 > 0.05. This shows that in this study the training variable with its indicators has no effect on the performance variable with its indicators. Thus, H2 in this study is rejected.

**Personality has a positive and significant effect on job satisfaction**

Based on table 1.1, the t statistical value for the Personality variable on job satisfaction is 2.314 > 1.65 (t table) and p value 0.021 < 0.05. The positive original sample value is 0.34 which shows that the direction of the influence of the Personality variable on the job satisfaction variable is positive. This shows that in this study the

Personality variable with its indicators has a positive and significant effect on the variable with job satisfaction indicators. Thus, H3 in this study is accepted.

**Training has a positive and significant effect on job satisfaction**

Based on table 1.1, the statistical t value for the Training variable on job satisfaction is 2.797 > 1.65 (t table) and p value 0.005 < 0.05. The positive original sample value is 0.394 which indicates that the direction of the influence of the Training variable on the job satisfaction variable is positive. This shows that in this study the Training variable with its indicators has a positive and significant effect on the job satisfaction variable with its indicators. Thus, H4 in this study is accepted.

**Job satisfaction has an effect on performance**

Based on table 1.1, the statistical t value for the Job satisfaction variable on performance is 6.622 < 1.65 (t table) and p value 0 < 0.05. This shows that in this study the Job satisfaction variable with its indicators affects the performance variable with its indicators affects the performance variable with its indicators. Thus, H5 in this study is accepted.

**Table 1.2**
Result of Measurement in Indirect Influence

| Variable | Original Sample (O) | T Statistics | P Values | Description |
|---|---|---|---|---|
| P(X1) ->JS(Z)-> PF(Y) | 0,205 | 2,218 | **0,027** | Affirmed |
| T(X2) -> JS(Z) -> PF(Y) | 0,237 | 2,489 | **0,013** | Affirmed |

**Personality affects job satisfaction through performance**

Based on table 1.2, the t statistical value for the Personality variable on performance through job satisfaction is 2.218 < 1.65 (t table) and p value 0.027 < 0.05. This shows that in this study the Personality variable with its indicators affects the Personality variable with its indicators through job satisfaction with its indicators. Thus, H6 in this study is accepted.

**Training affects job satisfaction through performance**

Based on table 1.2, the statistical t value for the Training variable on performance through job satisfaction is 2.489 < 1.65 (t table) and p value 0.013 < 0.05. This shows that in this study the training variable with its indicators affects the performance variable with its indicators through job satisfaction with its indicators. Thus, H7 in this study is accepted.

**CONCLUSION**

Based on the research that has been conducted by researchers on the influence of personality, training, on employee performance with job satisfaction as an intervening variable at the Yogyakarta Special Region Agriculture and Food Security Office, it can be concluded on the analysis of the data and also the discussion that has been carried out in this study through the Partial Least Square (PLS) method, as follows; a. Based on the results of the first hypothesis test, it shows that personality has a positive effect on performance; b. Based on the results of the second hypothesis test, it shows that training has no effect on performance; c. Based on the results of the third hypothesis test, it shows that personality has a positive and significant effect on job satisfaction; d. Based on the results of the fourth hypothesis test, it shows that training has a positive and significant effect on job satisfaction; e. Based on the results of the fifth hypothesis test, it shows that job satisfaction has a positive effect on performance; f. Based on the results of the sixth hypothesis test, it shows that personality has a positive effect on job satisfaction through performance; g. Based on the results of the seventh hypothesis test, it shows that training has a positive effect on job satisfaction through performance.

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