The Effect Of Training, Career Development And Work Motivation On Employee Performance With Job Satisfaction As An Intervening Variable In Pt Weltes Energi Nusantara

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ABSTRACT

This research is entitled The Influence of Training, Career Development and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT Weltes Energi Nusantara. The purpose of this study is to analyze how training, career development, and work motivation simultaneously and partially affect employee performance, as well as the role of job satisfaction as an intervening variable in the relationship. The method used in this study is a quantitative approach with a survey design. Data was collected through a questionnaire distributed to employees of PT Weltes Energi Nusantara. Data analysis was carried out using multiple linear regression to test the hypothesis proposed and processed with SPSS software version 29.0. The results of the study show that training, career development, and work motivation each have a positive and significant influence on job satisfaction and employee performance directly. Job satisfaction has also been proven to have a significant effect on employee performance. In the mediation effect analysis, it was found that training did not have a significant influence on employee performance through job satisfaction as an intervening variable. However, career development and job motivation are proven to have a significant influence on employee performance through job satisfaction as an intervening variable. These findings indicate that a good career development program and high job motivation can effectively improve employee performance through increased job satisfaction, while the influence of training on performance is more effective directly without mediating job satisfaction.

Keyword:
Training, Career Development, Work Motivation, Job Satisfaction, Employee Performance, Mediation Effect, Multiple Linear Regression.

Background

Human resources are an important element in a company. All processes in a company or organization will not be able to run well if the organization does not have

or lack human resources in carrying out a process in the organization. Human resources are not only a means of production but also as a driver and determinant of the production process and all organizational activities (Subowo and Setiawan, 2015) in research. High performance allows companies to achieve targets more efficiently, improve the quality of products or services, and strengthen competitiveness in the market. According to , human resources is a science and art that regulates the relationship and role of the workforce so that it is active and efficient in helping the realization of the goals of the company, employees and society. (Rizky, 2022) (Rizky et al., 2024a) (Hasibuan , 2017)

According to Benerdin and Russel (2015), employee performance is the result produced by a certain job function or activities in a certain job during a certain period of time, which shows the quality and quantity of the work. According to employee performance, it is an assessment of the quality and quantity of work carried out by an employee in carrying out the tasks assigned to him. Thus, employee performance assessment is a very important employee work result and is expected for the company to meet work targets and forms of responsibility in carrying out their duties at work. (Rahman et al., 2023)

Human resources are urgently needed to increase productivity. In this regard, training is needed first in increasing the productivity of human resources. According to , training is a short-term educational process that uses systematic and organized procedures where employees who do not understand learn technical knowledge and skills in limited purposes. Training is a method used to develop human resources related to the abilities or skills of employees or employees who have occupied a certain position or job in a company or organization (Apriliana & Nawangsari, 2021) in research. Training has an orientation and helps employees to have certain skills and abilities to succeed in carrying out their work. (Rizky et al., 2024b) (Mangkunegara , 2017) (Rizky et al., 2023) (Mazidah , 2019)

According to , career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job or position. According to Career development is a company's commitment to help employees determine their careers in the future. One of the efforts to improve employee performance and give rise to employees' attitude of commitment to their careers is to create a career development system that is in accordance with the procedures and regulations applicable in the agency. Thus, the career development assessment shows a person's process to increase knowledge and develop their potential for a long-term career in a company. (Hasibuan , 2014) (Ananda, 2019) (Andayani et al., 2024)

According to , motivation is a motivator that makes a person enthusiastic about work, so that they want to work together, work effectively and be integrated with all their efforts to achieve the goals that have been determined by the organization or

company. In the concept of management or the concept of behavioral management, the word motivation is defined as all efforts to bring out from within the spirit of others (subordinates) to be willing to work hard to achieve organizational goals through the provision or provision of satisfaction of their needs. The lack of motivation given in the form of enthusiasm at work, this can be seen from the lack of awareness of employees to work professionally in carrying out the tasks charged. The higher the motivation of employees to do their work, the higher their performance. And vice versa, if employees have low motivation in doing their work, their performance is also low. Supported by research, it is proven that the results of the influence that motivation gives on employee performance are positive and meaningful. (Hasibuan , 2020) (Rizky, 2018b) (Rizky, 2018a) (I. et al., 2023) (Romadhon , 2021)

Human resources need to receive the main attention so that the company can achieve the goals that have been determined. One way that can be done to pay attention to employee needs is to pay attention to employee job satisfaction. According to Job satisfaction is an effectiveness or emotional response to various factors of work, and employees' feelings about whether or not a job is enjoyable. It is generally against a person's work that shows the difference between the amount of awards workers receive and the amount they believe they should receive. Thus the job satisfaction assessment is the feeling of a person who feels happy with the work done in his company, usually this job satisfaction reflects work morale, discipline, work performance and maintaining the performance that has been done. Employee dissatisfaction with his work can also be caused by employee work motivation. (Rizky & Husna, 2023) (Afandi, 2021) (Rizky & Husna, 2023)

Weltes Energi Nusantara Company is a multi-disciplinary manufacturing company of engineering, procurement, construction and fabrication in Indonesia. The main goal of PT Weltes Energi Nusantara is to provide the best solution for clients by focusing on increasing the efficiency of the total cost of ownership without affecting production quality. The Nusantara Energies Weltes Company also carries out its main activities in the field of deHUIHhe construction services within the scope of work for the manufacture of storage tanks, boilers, hoppers, and screw conveyors. Therefore, companies are required to operate efficiently, produce high-quality products, and meet the dynamic market demand and it is important for companies to invest resources in the development of their employees. The main problem that occurs in the performance of employees examined in this study is the low realization of technical competence in some workers, especially field workers. These limitations are often due to a lack of relevant technical training or certifications, so the quality of the work does not always meet the expected standards. In addition, what often appears is that high work pressure in the construction environment is also one of the causes of declining employee performance. Tight time frames and ambitious targets often lead to stress

that negatively impacts employee focus and well-being. This condition not only affects work results, but also has the potential to cause long-term health problems for the workforce.

Based on the problems of the variables examined in this study, the researcher is interested in conducting a study with the title "The Effect of Training, Career Development and Work Motivation on Employee Performance with Job Satisfaction at PT. Weltes Energi Nusantara".

THEORETICAL FOUNDATIONS
Training

Training is one of the most important activities in a company, because training can provide benefits for companies to improve the quality of the workforce and productivity. According to training, it is a learning objective designed to change a person's performance in doing their job. According to training, it is a short-term educational process that uses systematic and organized procedures where employees who do not understand learn technical knowledge and skills in limited objectives. (Afandi, 2018) (Mangkunegara , 2017)

Career Development

Career development is very important for companies, as it can improve the company's ability to acquire and retain qualified employees. According to career development, it is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job or position. (M. Hasibuan , 2014)

Work Motivation

According to , motivation is a motivator that makes a person enthusiastic about work, so that they want to work together, work effectively and be integrated with all their efforts to achieve the goals that have been determined by the organization or company. According to , which states that motivation is a desire that arises in a person or individual because a person is inspired, encouraged, and encouraged to do activities with sincerity, a feeling of pleasure, and earnestness so that the results of the activities carried out get good and quality results. (Hasibuan , 2020) (Afandi, 2021)

Employee Performance

In general, the main purpose of establishing a company is to obtain optimal profits. Employee performance includes the dimension of measuring the ability of company management to set and implement policies and a number of decisions to achieve targeted profits or profits. According to Benerdin and Russel (2015), employee

performance is the result produced by a certain job function or activities in a certain job during a certain period of time, which shows the quality and quantity of the work. According to , employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara   , 2015)

Job Satisfaction

Job satisfaction can be seen from the higher the level of satisfaction a person in working in a company, the better the company is in its operational activities. According to , job satisfaction is an effectiveness or emotional response to various factors of work, and employees' feelings about whether or not a job is enjoyable. According to job satisfaction is a general attitude towards a person's job as a difference between the amount of reward that is believed to be received. Based on the opinion of the description above, it can be concluded that job satisfaction is an important thing that individuals must have at work.   (Afandi, 2021)   (Robbins, 2017)

RESEARCH METHODS

This study uses a quantitative approach with the type of explanatory research which aims to test and analyze the influence of training, career development, and work motivation on employee performance with job satisfaction as an intervening variable. The research method used is a survey method, where data collection is carried out systematically and structured to obtain information from respondents.

The population in this study is all employees of PT Weltes Energi Nusantara totaling 615 people. The determination of the number of samples used the Slovin formula with an error rate of 10%, so that a sample of 86 respondents was obtained. The sampling technique used is probability sampling with a simple random sampling method, where each member of the population has the same opportunity to be selected as a sample.

The type of data used in this study consists of primary data and secondary data. Primary data was obtained directly from respondents through questionnaires containing statements related to research variables, while secondary data was obtained from company documentation, literature, and relevant previous research. The data collection technique was carried out through the distribution of questionnaires on a Likert scale of 1-5, direct observation in the field, and documentation studies to obtain data to support the research.

Data analysis in this study uses variance-based Structural Equation Modeling (SEM) with the help of SmartPLS. The stages of data analysis include the evaluation of the measurement model (outer model) to test the validity and reliability of the instrument,

and the evaluation of the structural model (inner model) to test the research hypothesis. Measurement model testing includes convergent validity, discriminant validity, and composite reliability, while structural model testing is carried out through R-square, Q-square, and path coefficient analysis. Hypothesis testing uses the bootstrapping method to determine the significance of direct and indirect influences between the variables studied.

RESULTS AND DISCUSSION
 1. **Evaluation of Measurement Model (Outer Model)**
    Outer Model Evaluation is a testing stage to assess the validity and reliability of a model that links indicators to their latent variables, where this test includes three main types of analysis, namely convergent validity (through outer loading and AVE values), discriminatory validity (through cross loading, Fornell-Larcker, and HTMT), and reliability test (through composite reliability and Cronbach's alpha). This measurement model is a crucial initial stage before proceeding to the testing of the structural model, as it ensures that the constructed measurements used have met the validity and reliability criteria required in the SEM-PLS analysis.
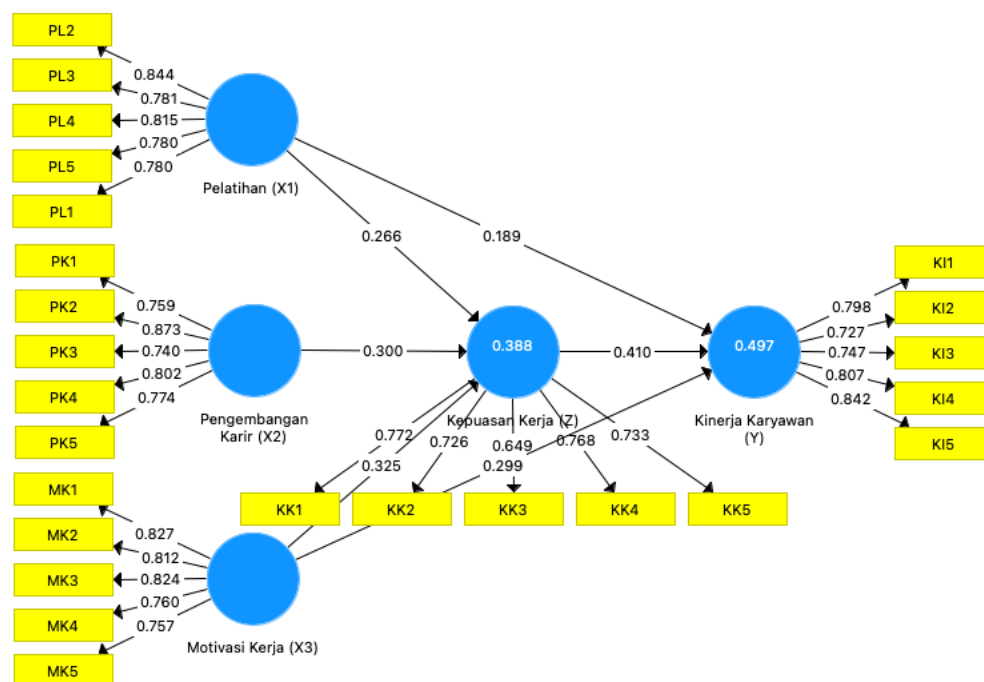

Figure 1. Outer Model 1
Source: SmartPLS 3.0 Data Processing, 2025

 a. Convergence Validity Test
    The Convergence Validity Test is a test to measure how much correlation between indicators in measuring the same construct, where the indicator is considered valid if it has an outer loading value of > 0.7 and an Average Variance

Extracted (AVE) value > 0.5. Both of these criteria must be met to ensure that each indicator is completely valid in measuring the construct in question in the study.

Table 1. Convergence-Outer Loading Validity Test

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (x3)	Training (x1)	Career Development (X2)
KI1		0,798			
KI2		0,727			
KI3		0,747			
KI4		0,807			
KI5		0,842			
KK1	0,772				
KK2	0,726				
KK3	0,649				
KK4	0,768				
KK5	0,733				
MK1			0,827		
MK2			0,812		
MK3			0,824		
MK4			0,760		
MK5			0,757		
PK1					0,759
PK2					0,873
PK3					0,740
PK4					0,802
PK5					0,774
PL2				0,844	
PL3				0,781	
PL4				0,815	
PL5				0,780	
PL1				0,780	

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the convergent validity test through the outer loading value, all indicators in the variables Job Satisfaction (KK), Employee Performance (KI), Work Motivation (MK), Training (PL), and Career Development (PK) show most of the values above 0.7, so that they can be

declared valid in measuring their respective constructs. However, there is one indicator on Job Satisfaction (KK3 = 0.649) which is below the threshold of 0.7, so it is necessary to eliminate it so as not to interfere with the validity of the construct in this research model.

Table 2. Convergence-Outer Loading Validity Test II

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (x3)	Training (x1)	Career Development (X2)
KI1		0,797			
KI2		0,728			
KI3		0,746			
KI4		0,809			
KI5		0,841			
KK1	0,787				
KK2	0,760				
KK4	0,769				
KK5	0,748				
MK1			0,827		
MK2			0,806		
MK3			0,826		
MK4			0,762		
MK5			0,760		
PK1					0,758
PK2					0,869
PK3					0,744
PK4					0,806
PK5					0,774
PL2				0,841	
PL3				0,779	
PL4				0,821	
PL5				0,780	
PL1				0,778	

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the convergence validity test after elimination, the outer loading values in all variable indicators of Job Satisfaction (KK), Employee Performance (KI), Work Motivation (MK), Training (PL), and Career

Development (PK) have met the convergence validity criteria with a value above 0.7. Thus, this research model has good convergent validity.

b. Discrimination Validity Test

The Discrimination Validity Test is a test to ensure that each concept of a latent variable is different from other variables, provided that the cross loading value of each indicator on its variable must be greater than that of other variables and the HTMT (Heterotrait-Monotrait Ratio) value must < 0.9. This test can also be seen from the Fornell-Larcker criterion where the square root of the AVE for each construct must be greater than the correlation with other constructs. in this study used Fornell-Larcker to test the validity of discrimination.

Table 3. Fornell-Larcker

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (x3)	Training (x1)	Career Development (X2)
Job Satisfaction (Z)	0,766				
Employee Performance (Y)	0,629	0,785			
Work Motivation (x3)	0,502	0,543	0,797		
Training (x1)	0,323	0,413	0,237	0,800	
Career Development (X2)	0,428	0,464	0,337	0,093	0,791

Source: SmartPLS 3.0 Data Processing, 2025

The results of the discrimination validity test based on the Fornell-Larcker matrix show that the square root value of AVE (diagonal) for each construct is greater than the correlation between constructs (off-diagonal). This indicates that each construct has good discriminatory validity

c. Reliability Test

The Reliability Test is a test to measure the consistency of measuring instruments in measuring a concept or can also be used to measure the consistency of respondents in answering research instruments. The reliability of a construct is declared good if it has a Composite Reliability value of > 0.7 and a Cronbach's Alpha value of > 0.6.

Table 4. Results of the Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0,765	0,766	0,850	0,587
Employee Performance (Y)	0,845	0,855	0,889	0,617
Work Motivation (x3)	0,856	0,860	0,897	0,635
Training (x1)	0,861	0,868	0,899	0,641
Career Development (X2)	0,853	0,903	0,893	0,626

Source: SmartPLS 3.0 Data Processing, 2025

The results of the reliability test show that all constructs have a **Composite Reliability value** of > 0.7 and **Cronbach's Alpha** > 0.6, so that it can be declared reliable in measuring the concept in question. Thus, this research instrument has a good level of reliability.

2. **Structural Model Evaluation (Inner Model)**

Structural Model Evaluation (Inner Model) is a test to predict causal relationships between latent variables or constructs that have been hypothesized in research. Testing the inner model was carried out by looking at the R-Square (R^2) value to measure the degree of variation in the change of independent variables to the dependent variables, the Q-Square (Q^2) value for the predictive validity of the model, the f-Square value (f^2) for the effect of the latent variable, and the Goodness of Fit (GoF) value to measure the overall fit of the model.
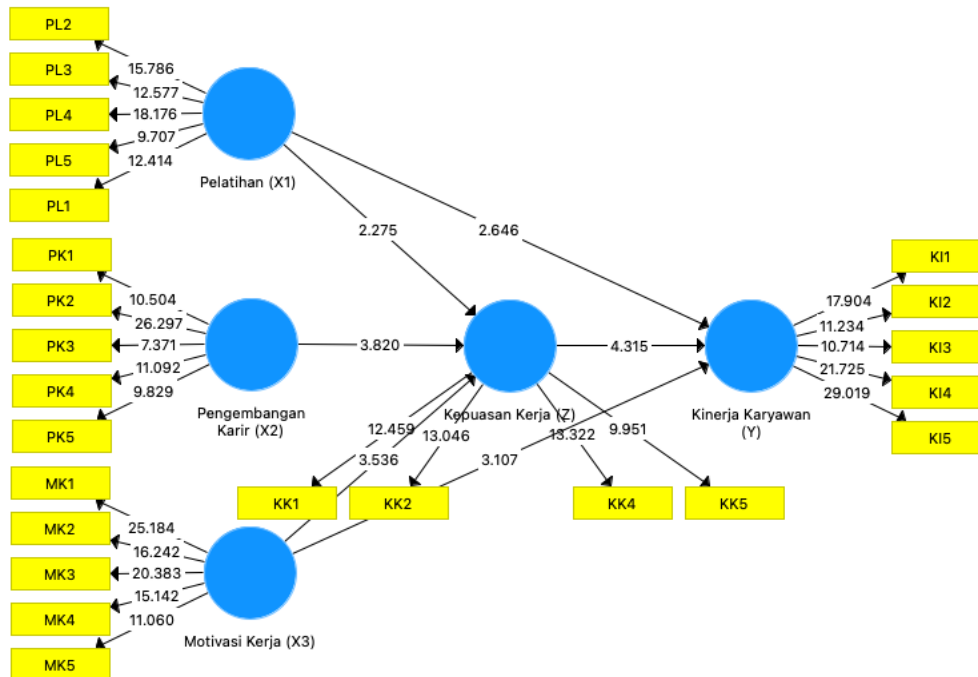
Figure 2. Inner Model
Source: SmartPLS 3.0 Data Processing, 2025

a. R-Square (R²)

R-Square (R²) is a coefficient of determination that indicates how much an independent variable can explain a dependent variable in a research model. The R² value of 0.67 was categorized as strong, 0.33 was categorized as moderate, and 0.19 was categorized as weak in explaining the influence of independent variables on dependent variables.

Table 5. R-Square (R²)

	R Square	R Square Adjusted
Job Satisfaction (Z)	0,371	0,347
Employee Performance (Y)	0,504	0,485

Source: SmartPLS 3.0 Data Processing, 2025

The results of **the R-Square (R²) test** showed that the independent variables of Training, Career Development, and Job Motivation were able to explain the Job Satisfaction variable of 37.1% (moderate category) and the Employee Performance variable of 50.4% (moderate category). The rest is influenced by other factors outside the research model. Thus, this research model is quite good

in explaining the influence of independent variables on dependent variables in PT Weltes Energi Nusantara.

b. f-Square (f²)

f-Square (f²) is a measure of effect in regression analysis or SEM that shows the magnitude of the influence of independent variables on dependent variables. The values are categorized as low (0.005), moderate (0.01), and high (0.025) according to the provisions (Kenny, 2018).

Table 6. F-Square (f²)

	Job Satisfaction (Z)	Employee Performance (Y)	Work Motivation (x3)	Training (x1)	Career Development (X2)
Job Satisfaction (Z)		**0,249**			
Employee Performance (Y)					
Work Motivation (x3)	**0,169**	0,119			
Training (x1)	0,067	0,079			
Career Development (X2)	0,118				

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the f-square (f²) test, the influence of independent variables on the dependent variables in this study shows varying effect values. The f² value found in the relationship between Job Satisfaction (Z) and Employee Performance (Y) of 0.249 shows a high effect. Meanwhile, the effect of Work Motivation (X3) on Job Satisfaction (Z) has an f² value of 0.169 which is included in the moderate category. The effect of Training (X1) on Job Satisfaction (Z) and Employee Performance (Y) showed f² values of 0.067 and 0.079, respectively, which were included in the low category. Likewise with Career Development (X2), which showed an f² value of 0.118, which showed a moderate effect. These results indicate that Job Satisfaction (Z) has a significant influence on Employee Performance (Y), while Training, Career Development, and Job Motivation have a lower but still significant influence in this study.

3. **Hypothesis Testing**

Hypothesis testing is used to test the relationship between variables in the structural model, using the PLS-SEM (Structural Equation Modeling) method. In this test, the hypothesis is tested through a path analysis that connects independent and dependent variables. The provisions of the hypothesis test include testing the t-statistical value, where if the t-statistic is greater than 1.96 (for a significance level of 0.05), the hypothesis is considered accepted, indicating a significant relationship between variables. In addition, a p-value smaller than 0.05 indicates that the hypothesis is statistically significant.

a. Direct Effect Analysis

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Satisfaction (Z) -> Employee Performance (Y)	0,343	0,336	0,100	3,420	**0,001**
Job Motivation (X3) -> Job Satisfaction (Z)	0,357	0,359	0,100	3,563	**0,000**
Work Motivation (X3) -> Employee Performance (Y)	0,245	0,244	0,086	2,837	**0,005**
Training (X1) -> Job Satisfaction (Z)	0,212	0,213	0,094	2,257	**0,024**
Training (X1) -> Employee Performance (Y)	0,223	0,231	0,073	3,053	**0,002**
Career Development (X2) -> Job Satisfaction (Z)	0,280	0,294	0,079	3,537	**0,000**
Career Development (X2) -> Employee Performance (Y)	0,214	0,213	0,104	2,063	**0,040**

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the analysis contained in Table 7, several important things can be concluded:

Training (X1) on Job Satisfaction (Z): The effect of training on job satisfaction showed a path coefficient of 0.212 with t-statistics of 2.257 and p-value of 0.024. A

t-statistical value greater than 1.96 and a p-value smaller than 0.05 indicate that training has a positive and significant influence on job satisfaction, so that good training can increase employee job satisfaction.

Training (X1) on Employee Performance (Y): Training also had a direct influence on employee performance with a path coefficient of 0.223, t-statistics 3.053, and p-value of 0.002. This influence is significant, meaning that improving the quality of training can directly improve employee performance.

Career Development (X2) on Job Satisfaction (Z): Career development has a significant influence on job satisfaction with a path coefficient of 0.280, t-statistics 3.537, and p-value of 0.000. This shows that a good career development program can significantly increase employee job satisfaction.

Career Development (X2) on Employee Performance (Y): Finally, career development also has a direct effect on employee performance with a path coefficient of 0.214, t-statistics 2.063, and p-value of 0.040. Since t-statistics are greater than 1.96 and p-values are smaller than 0.05, this influence can be considered significant, which means career development plays an important role in improving employee performance.

Work Motivation (X3) on Job Satisfaction (Z): The effect of work motivation on job satisfaction showed a path coefficient of 0.357 with t-statistics of 3.563 and p-value of 0.000. With a t-statistics value greater than 1.96 and a p-value smaller than 0.05, it can be concluded that work motivation has a positive and significant influence on job satisfaction. This shows that the higher the work motivation, the higher the employee's job satisfaction.

Work Motivation (X3) on Employee Performance (Y): Work motivation also has a direct influence on employee performance with a path coefficient of 0.245, t-statistics of 2.837, and p-value of 0.005. Because t-statistics are greater than 1.96 and p-values are smaller than 0.05, the influence of work motivation on employee performance is also significant. This means that the higher the work motivation, the better the employee's performance.

Job Satisfaction (Z) on Employee Performance (Y): The results of the analysis show that the influence of job satisfaction on employee performance has a path coefficient value of 0.343 with t-statistics of 3.420 and p-value of 0.001. T-statistics values greater than 1.96 and p-values less than 0.05 indicate that the effect of job satisfaction on employee performance is significant, meaning that the higher the job satisfaction, the better the employee's performance.

b. Indirect Effect Analysis

Table 8. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Motivation (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,123	0,122	0,054	2,258	**0,024**
Training (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,073	0,073	0,041	1,749	**0,081**
Career Development (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0,096	0,099	0,041	2,367	**0,018**

Source: SmartPLS 3.0 Data Processing, 2025

Based on the results of the analysis contained in Table 8, it can be concluded as follows:

Training (X1) -> Job Satisfaction (Z) -> Employee Performance (Y): The indirect effect of training on employee performance through job satisfaction has a path coefficient of 0.073 with t-statistics of 1.749 and p-value of 0.081. Although path coefficient showed a positive influence, t-statistics values smaller than 1.96 and p-values greater than 0.05 indicated that this influence was not significant at the 0.05 level. This shows that the influence of training on employee performance through job satisfaction tends to be not very strong or statistically significant.

Career Development (X2) -> Job Satisfaction (Z) -> Employee Performance (Y): The indirect influence of career development on employee performance through job satisfaction showed a path coefficient of 0.096 with t-statistics of 2.367 and p-value of 0.018. Since t-statistics are greater than 1.96 and p-values are smaller than 0.05, this influence is significant. This shows that good career development can improve employee performance through increased job satisfaction.

Work Motivation (X3) -> Job Satisfaction (Z) -> Employee Performance (Y): The indirect influence of work motivation on employee performance through job satisfaction shows a path coefficient of 0.123 with t-statistics of 2.258 and p-value of 0.024. A t-statistics value greater than 1.96 and a p-value smaller than 0.05 indicate that the influence of work motivation on employee performance through job satisfaction is significant. This means that high work motivation can improve employee performance through increased job satisfaction.

Discussion

1. The Effect of Training on Job Satisfaction

Based on the results of statistical analysis, this study found that training has a positive and significant influence on employee job satisfaction at PT Weltes Energi Nusantara. This is evidenced by the path coefficient value of 0.212 and the t-statistics value of 2.257 which exceeds the critical value of 1.96, as well as the p-value of 0.024 which is smaller than 0.05. These results show that the better the training program provided by the company, the higher the level of job satisfaction felt by employees. These findings indicate that an effective training program can be an important instrument in improving employee job satisfaction. When employees get training that suits their job needs, they feel more competent and confident in carrying out their duties. This feeling of competence in turn contributes to their increased job satisfaction.

2. The Effect of Training on Employee Performance

The results of the study showed that the training had a positive and significant influence on the performance of PT Weltes Energi Nusantara employees, as evidenced by a path coefficient value of 0.223 and t-statistics of 3.053 (>1.96) with a p-value of 0.002 (<0.05). This indicates that the better the quality of training provided by the company, the more direct employee performance will improve. This finding is in line with the theory that training is an important instrument in human resource development, where through appropriate and quality training, employees can acquire new knowledge, skills, and competencies needed to improve their performance in carrying out the tasks given. Effective training programs at PT Weltes Energi Nusantara have proven to contribute positively in improving employees' ability to achieve work targets and produce better performance.

3. The Effect of Career Development on Job Satisfaction

The results of the study show that career development has a significant influence on employee job satisfaction at PT Weltes Energi Nusantara. This is evidenced by a path coefficient value of 0.280 which indicates a positive influence, and strengthened by a t-statistics value of 3.537 and a p-value of 0.000 which is below the significance level of 0.05, indicating that the influence is statistically very strong. The better the career development program implemented by the company, the higher the level of job satisfaction felt by employees. When companies provide clear and transparent career development opportunities, such as transparent promotion channels, regular training,

and opportunities to improve competencies, it makes employees feel more satisfied with their jobs. A good career development program provides certainty for the future and encourages employees to be more optimal in their work because they see the prospect of advancement in their careers.

4. The Effect of Career Development on Employee Performance

The results of the study show that career development has a positive and significant influence on employee performance at PT Weltes Energi Nusantara. This is evidenced by a path coefficient value of 0.214 which indicates a positive relationship, and supported by a t-statistics value of 2.063 which exceeds the critical value of 1.96 and a p-value of 0.040 which is smaller than 0.05. These findings indicate that the better the career development program implemented by the company, the higher the performance shown by employees. Structured career development programs provide opportunities for employees to improve their competencies and reach higher career heights in the company. When employees see a clear career path and opportunities to grow, they tend to be more motivated to perform best at their jobs.

5. The Effect of Work Motivation on Job Satisfaction

The results of this study show that work motivation (X3) has a positive and significant influence on employee job satisfaction (Z) at PT Weltes Energi Nusantara. With a path coefficient of 0.357 and a t-statistics value of 3.563 and a p-value of 0.000, it can be concluded that the increase in work motivation contributes directly to the increase in job satisfaction. This means that the higher the intrinsic and extrinsic motivation that employees have, the greater their level of satisfaction with their work, which reflects a work environment that supports and appreciates the employee's efforts. The implications of these findings underscore the importance of companies to continue to encourage work motivation through strategies such as providing incentives, recognition of performance, and a comfortable and challenging work environment. Increased job satisfaction due to high motivation can contribute to increased productivity and employee loyalty to the company.

6. The Effect of Work Motivation on Employee Performance

Based on the results of the study, it was found that work motivation has a significant influence on employee performance at PT Weltes Energi Nusantara. This is evidenced by a path coefficient value of 0.245 which indicates the direction of a positive relationship, and supported by a t-statistics value of 2.837 which is greater than the critical value of 1.96 and a p-value of 0.005 which is smaller than 0.05. These results indicate that the research hypothesis is accepted and shows that there is a meaningful

direct influence between work motivation and employee performance. This finding confirms that the higher the level of work motivation that PT Weltes Energi Nusantara employees have, the better their performance will be in carrying out their duties and responsibilities. This is in line with the theory of motivation which states that employees who have strong intrinsic and extrinsic motivation will be more productive, more disciplined, and more committed in carrying out their duties.

7. The Effect of Job Satisfaction on Employee Performance

Based on the results of research on PT Weltes Energi Nusantara, it was found that job satisfaction has a positive and significant influence on employee performance. This is evidenced by the path coefficient value of 0.343 and the t-statistics value of 3.420 which is greater than the critical value of 1.96, as well as the p-value of 0.001 which is smaller than 0.05. These findings indicate that the higher the level of job satisfaction felt by employees, the better the performance they will show in carrying out their duties and responsibilities. These results show that when employees are satisfied with various aspects of their work – such as the work environment, compensation, relationships with colleagues, and career development opportunities – they will perform better. Job satisfaction acts as a driver that motivates employees to give their best efforts in carrying out their duties and responsibilities.

8. The Effect of Training on Employee Performance through Job Satisfaction as an Intervening Variable

Based on the results of the research analysis, it was found that the indirect influence of training on employee performance through job satisfaction as an intervening variable at PT Weltes Energi Nusantara showed less significant results. This is shown by a path coefficient value of 0.073 which indicates a positive but weak influence, supported by a t-statistics value of 1.749 which is below the critical value of 1.96 and a p-value of 0.081 which exceeds the significance limit of 0.05. These findings imply that the training programs provided to employees, despite having a positive influence, have not effectively improved employee performance through increased job satisfaction. In other words, the role of job satisfaction as an intervening variable in the relationship between training and employee performance is not statistically proven, which suggests that companies need to reevaluate the effectiveness of training programs

9. The Effect of Career Development on Employee Performance through Job Satisfaction as an Intervening Variable

The results of the study show that there is a significant indirect influence of career development on employee performance through job satisfaction at PT Weltes Energi Nusantara. This is evidenced by a path coefficient value of 0.096 and t-statistics of 2.367 (>1.96) and a p-value of 0.018 (<0.05) which meet the statistical significance criteria. These findings indicate that the career development implemented by the company has succeeded in increasing employee job satisfaction, which in turn has a positive impact on improving their performance. These results reinforce previous theories and research that states that job satisfaction plays a role as an intervening variable that mediates the relationship between career development and employee performance. When companies provide clear and structured career development opportunities, employees feel more satisfied with their jobs because they see the prospect of advancement in their careers. This increased job satisfaction then encourages employees to give their best performance, which is reflected in increased productivity and work quality.

10. **The Effect of Work Motivation on Employee Performance through Job Satisfaction as an Intervening Variable**

The results of the study show that work motivation has a significant indirect influence on employee performance through job satisfaction as an intervening variable in PT Weltes Energi Nusantara. This is evidenced by a path coefficient value of 0.123 and t-statistics of 2.258 (>1.96) and a p-value of 0.024 (<0.05) which meets the statistical significance criteria. These findings indicate that the higher the employee's work motivation, the higher their job satisfaction, which ultimately has a positive impact on improving performance. When employees have high work motivation, they tend to be more satisfied with their jobs, and this job satisfaction becomes a driving factor that mediates their performance improvement. This emphasizes the importance of the role of job satisfaction as an intervening variable in the relationship between work motivation and employee performance at PT Weltes Energi Nusantara.

CONCLUSION & ADVICE

Conclusion

Based on the results of the study, it can be concluded that:

1. The training had a positive and significant effect on job satisfaction with a path coefficient of 0.212, t-statistics of 2.257, and p-value of 0.024.
2. Training also had a significant direct influence on employee performance with path coefficient of 0.223, t-statistics of 3.053, and p-value of 0.002.

3. Career development had a significant effect on job satisfaction with path coefficient 0.280, t-statistics 3.537, and p-value 0.000.
4. Career development also had a direct effect on employee performance with a path coefficient of 0.214, t-statistics 2.063, and p-value of 0.040.
5. Work motivation had a positive and significant influence on job satisfaction with path coefficient 0.357, t-statistics 3.563, and p-value 0.000.
6. Work motivation also had a significant effect on employee performance with a path coefficient of 0.245, t-statistics of 2.837, and p-value of 0.005.
7. Job satisfaction had a significant influence on employee performance with path coefficient of 0.343, t-statistics of 3.420, and p-value of 0.001.
8. The effect of training on employee performance through job satisfaction showed insignificant results (t-statistics = 1.749 < 1.96; p-value = 0.081 > 0.05). Although there was a positive influence with a pathway coefficient of 0.073, statistically the influence was not strong enough to prove that training could improve employee performance through job satisfaction.
9. Career development has a significant influence on employee performance through job satisfaction, as evidenced by a t-statistical value of 2.367 (>1.96) and a p-value of 0.018 (<0.05). With a track coefficient of 0.096, this indicates that a good career development program can effectively improve employee performance through increasing their job satisfaction.
10. Work motivation was proven to have a significant influence on employee performance through job satisfaction, shown by a t-statistical value of 2.258 (>1.96) and a p-value of 0.024 (<0.05). With a path coefficient of 0.123, this shows that high work motivation can encourage employee performance improvement through increased job satisfaction as an intervening variable.

SUGGESTION

Based on the results of research on the influence of training, career development, and work motivation on employee performance with job satisfaction as an intervening variable at PT Weltes Energi Nusantara, here are some suggestions that can be applied:

1. The company can organize technical skills-based training and soft skills development on a regular basis.
2. Companies need to provide a clear career path, including promotions, job rotations, and opportunities for advanced training.

3. Company management needs to implement a fair incentive system, give appreciation to employee achievements, and create a comfortable and supportive work environment so that employees are more motivated at work.

4. Companies need to pay attention to aspects that can improve job satisfaction, such as work-life balance, competitive compensation systems, and effective communication between management and employees.

5. Companies can involve employees in the decision-making process related to their work. Thus, employees will feel more valued and have a greater sense of responsibility for their work.

6. Companies are advised to conduct periodic evaluations of the effectiveness of training programs, career development, and work motivation. This evaluation can be done through employee satisfaction surveys, group discussions, or interviews to understand the needs and expectations of employees in more depth.

7. Companies need to build a work environment that supports teamwork, open communication, and provides enough support to employees so that they can work optimally.

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