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## The Influence of Training and Educational Background on The Employee Performance of Bank Rakyat Indonesia Kanca Bukittinggi With The Mediation of Job Satisfaction

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**Abstract:** The aim of this research is to analyze the factors that influence employee performance at work, including training and educational background on employee performance with the employee's job satisfaction as a mediating variable. Employee performance is an important thing that must be considered by management of a company in achieving company's goals. The population of this research were the employees of Bank Rakyat Indonesia Kanca Bukittinggi with a sample of 67 people who were employees with the job position of Mantri. The analytical method used descriptive statical analysis and factor description analysis used SmartPLS 4.0. The result of this study shows that training and educational background have a positive and significant effect on job satisfaction; training and educational background have a positive and significant effect on employee performance; job satisfaction as a mediating variable has a partial mediating effect in mediating training on employee performance and job satisfaction as mediating variables also has a partial mediation effect in mediated the relationship of educational background towards employee performance.

**Keyword:** Training, Educational Background, Employee Performance, Job Satisfaction

### INTRODUCTION

Bank Rakyat Indonesia also known as BRI is one of the largest government-owned banks in Indonesia. BRI believes that human resources is a factor that determines the success of banking business and become one of the most importance aspects, therefore, BRI develops human resources as a strategic aspect to increase competitiveness. BRI's policy in managing and developing human resources is used to improve individual competence in accordance to their work functions.

One of the divisions that contribute to the success of BRI Kanca Bukittinggi bank is the marketing division also known as Mantri. Mantri is a term of a certain rank or position who carry out a task (expertise) in a banking industry. The term of Mantri in banking industry,

especially in BRI Unit, is an officer who handles credit also known as Account Officer. Based on the decree, Mantri in the BRI Unit is divided into four; Mantri Kupedes, Mantri Teras, Mantri Briguna and Mantri KUR. A Mantri also carry out tasks of marketing micro business products (loans, savings and other banking services). One of Mantri's job is to take initiative and analyzing loans decisions with high complexity so that the loans given are right on target and safe for BRI Unit including providing guidance to the customers in order increasing and maintaining asset quality. A Mantri also providing excellent services in accordance with the applicable provision to support the achievement of targets that have been set in based on the principle of prudence.

One of the indicators of employee performance of Mantri in the banking industry can be assessed in the funds distribution to the customers, such as KUR and Kupedes, which are the achievement of a Mantri. Even though the distribution of KUR funds from 2020 to 2022 has increased in achievement every year, but the realization has not yet reached the target. Likewise, the distribution of Kupedes funds from 2020 to 2022, even though the company has lowered the distribution target each year, it has not yet reached the target. It indicates that there are performance problems in BRI Kanca Bukittinggi that related to its employees performance. Because a company performance reflects of its employees, if the performance of the employees is good then the company's performance will be good and vice versa.

In the context of HRM, employee performance can be influenced by training, education background and job satisfaction. According to Dessler (2018) training also plays an important role in the performance management process. Training is needed for employees, so that the employee can adapt to the job and carry out their duties properly. If employee can carry out their duties well, they will be able to contribute their abilities to improve performance in the section where they are placed and ultimately improve organizational performance (Riani, 2019). According to (Safitri, 2019) training has a positive influence on employee performance. Hermawati (2021) stated that training also has a significant relationship with employee performance. Bolung (2018) stated that training influenced employee performance at work. Training must be improved, so that employees can improve in knowledge, skills and experience.

The result of the interviews with several employees of BRI Kanca Bukittinggi from the marketing division related to the training provided to employees, the information was obtained that there were still employees who considered that the training provided had not been able to facilitate employees in achieving work goals. The employees felt that the training provided was monotonous so they could not motivate employees to work better. The employees also assess that the training provided cannot improve employee work knowledge. It shows that there are still problems regarding the training provided of BRI Kanca Bukittinggi marketing division employees and it can impact in low employee performance.

Employee performance is not only caused by training, but also by the employee's educational background. According to Moses (2018) educational background is the process of systematically transferring knowledge from one person to another based on standard set by experts. With the transfer of this knowledge, it is hoped that it can change behaviour attitudes, maturity of thinking and maturity of personality into formal education. According to Sugihartono (2019) educational background is a conscious and planned effort made by educators to change human behaviour, both individually and in groups to mature these people through the teaching and training process. Research conducted by Frauk (2018) and Noer (2022) found the same result and stated that educational background has a positive influence on employee performance.

According to the data regarding the educational background of employees from marketing division of BRI Kanca Bukittinggi, problems were found in the level of employees' education. In the marketing division, there are employees whose education background are not accordance with the tasks being carried out. There were employees who

had an educational background of Information Engineering, Sports, etc. It can impacts the employee performance. How can an employee work optimally to achieve the company's targets when his background or previous education is not at all in line with his current job.

According to Abdurahmat (2019) job satisfaction is a form of emotional attitude that is pleasant and loves the work one does. Job satisfaction in work is a satisfaction that can be enjoyed by getting results from achieving goals, promoted, treatment and a good work environment. According to Richard et al. (2021) job satisfaction is related to a person's feelings or attitudes towards the job itself, salary, promotion or educational opportunities, supervision, co-workers, workload, etc. Research conducted by Rodrigo (2022) and Egenius (2020) found the same result and stated that employee satisfaction at work has effected on increasing employee performance at work.

The researcher has interviews several marketing bank employees of BRI Kanca Bukittinggi bank to prove how satisfied they are at work. The researcher has found that there are still indications that employees are not satisfied with the work they do or are given. It can impacts in decreased employee performance at work.

Based on the description of the background of the problem study above, the researcher is interested in conducting research in the from of a thesis under the title: "The Influence of Training and Educational Beackground On The Employee Performance of Bank Rakyat Indonesia Kanca Bukittinggi With The Meadiation of Job Satisfcation".

## **METHOD**

Object of research explains what and who is the object of the research, where and when the research conducted and adding other things that are needed (Umar, 2017). The object of this research is employees of Bank Rakyat Indonesia Kanca Bukittinggi with work positions as Mantri.

Based on the problem of the study and objective study, the type of research used is causative. Causative is a research with the aim of determining the causal relationship between the problem phenomenon and those that influence the research variables. This research was conducted using quantitative methods, collecting data through surveys, using statistical analysis by empirically testing the relationship between study variables (Sekran, 2017).

In this research, the populated that the researcher uses is the 67 employees of Bank Rakyat Indonesia Kanca Bukittinggi with the job position of Mantri (soources: BRI Kanca Bukittinggi, 2023). This research is taking 67 samples of employees of Bank Rakyat Indonesia Kanca Bukittinggi. Sampling determination is using the saturated sampling technique. This research using saturated sample method and analyze it based on 13 characteristics, namely gender, age, education, length of work, marital status, monthly income, whether your educational level has studied marketing management, whether your educational level has studied fields related to banking management, employment status, whether your job is suited according to your Diploma, Bachelor's or Master's level education, have you ever undergone marketing education, if thye answer is "Yes", what are the benefits of this training and do you still need marketing training?

This research uses employee performance as the variable. Employee performance means a result of employee achievement in completing tasks given by the company. There are two independent variable as the factor that influenced employee performance such as training and educational background. Furthermore, this research uses job satisfaction as the variable that mediating the relationship between training and educational background towards employee performance.

This research uses a 5-point Likert scale and was guided by a questionnaire that had been developed by previous researchers and modified according to the research needs described in Table 1. Respondents were given the following questionnaire.

**Table 1. Questionnaire References**

Research Variable	Author	Number of question
Training	Mangkunegara (2018)	10
Educational Background	Krikpatrick (2019)	6
Job Satifcation	Schermerhom (2018)	10
Employee Prfomance	Robbins (2020)	10

This research uses SmartPLS 4.0 as a methode to analysis the data begin with model measurements (outer model), model structure (inner model) hypothesis test (Ghozali, 2016). According to Ghozali (2016) PLS is the approach from covariance-based Structural Equation Modeling (SEM) to variance-based. Generally, covariance-based SEM tests causality/theory while PLS is more of a predictive model. PLS is a method used to confirm the study theory. Measurement model tests are fulfill to test causality or hypothesis testing. Data analysis includes outer model, convergent validity, discriminant validity, reliability, and structural model testing (inner model) to test hypotheses, coefficient of determination (R2), relevance of prediction (Q2), path coefficient to describe results that influence constructs and testing mediation effect.

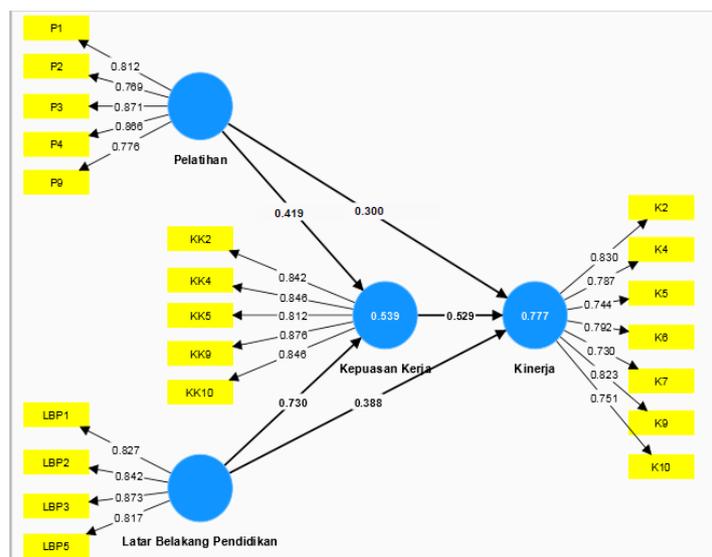
**RESEARCH RESULTS AND DISCUSSION**

In this research, researcher uses the LRA technique to analyze the data. The data for each variable in this study was calculated to find out the distribution of respondents' answers to each variable and indicator. Table 2 shows that the LRA in this study ranges from quite good to good. The highest LRA score is the educational background variable with a percentage of 81.71%, while the lowest LRA percentage is the training variable with a percentage of 65.55%.

**Table 2. Results of Descriptive Variables**

Research Variable	N	Mean	TCR	Category
1.Training	67	3,27	65,55%	Fairly Good
2.Educational Background	67	4,08	81,71%	Good
3. Job Satifcation	67	3,98	79,76%	Fairly Good
4. Employee Perfomance	67	4,05	81,17%	Good

Convergent Validity is construct validity which measures the extent to which a construct is positively correlated with other constructs (Hair et al., 2014). Convergent validity relates to the principle that the measures of a construct should be highly correlated. Indicators with a high loading factor have a strong contribution to explaining the latent variable and conversely, indicators with a low loading factor have a weak contribution to explaining the latent variable. The rule of thumb used for convergent validity is outer loading > 0.7. If the outer loading value is > 0.7 then it is said that the indicator is valid and conversely an indicator must be removed from the measurement model when the outer loading value is < 0.7 and then the model is calculated again. The outer loading value of each research variable can be seen in the image and table below.



**Fig 1. Outer Model**

The AVE value describes the large variance or diversity of manifest variables that latent variables can have. Thus, the greater the variance or diversity of the manifest variable that the latent variable can contain, the greater the representation of the manifest variable to the latent variable. The AVE value is acceptable if the value is above 0.5, meaning that more than half of the diversity of the indicator can explain the latent variable. The results show that all variables have an AVE value above 0.5.

Discriminant validity refers to the extent to which certain constructs in the same model differ from each other (Barclay, Higgins & Thompson, 1995). To test discriminant validity, three types of analysis are used: Fornell and Larcker criteria, cross loading and heterotrait-monotrait ratio (HTMT). Based on the Fornell and Larcker criteria tests, the cross loading and HTMT ratios have met the discriminant validity requirements and are considered valid.

The reliability test is intended to regulate how much a measurement can measure with a stable or consistent instrument (Hair et al. 2010). A construct is declared reliable if the Cronbach's Alpha and Composite Reliability values are > 0.7 (Hair et al. 2010). The results of the Cronbach's Alpha and Composite Reliability tests have met the criteria of greater than 0.7. Therefore, it can be concluded that all variables are considered reliable or have good reliability for measuring the construct.

The next step in testing the structural model is to test the R-square which aims to find out how the relationship between variables is, according to (Chin, 1998) an R-square value of 0.67 is categorized as strong, then if the value is 0.33 it is categorized as moderate and 0.19 is said to be weak. The results of the R-square test show that the contribution of the influence provided by training, educational background and job satisfaction on employee performance is 0.777, so it can be said that the contribution of the influence provided by training, educational background and job satisfaction on employee performance is strong, thus showing the accuracy of the model predictions. strong. Then the contribution of the influence given by training and educational background to job satisfaction is 0.539, so the contribution of the influence given by training and educational background to job satisfaction is moderate (moderate), thus indicating the accuracy of the model predictions is moderate.

According to Chin (1998) a model shows good predictive relevance when its Q<sup>2</sup> value is greater than zero, which indicates that the exogenous latent variable is good (suitable) as an explanatory variable that is able to predict the endogenous latent variable. The test result is that the structural model obtained has good relevance predictions. This means that training and educational background are suitable as explanatory variables that are able to predict job satisfaction, then training, educational background and job satisfaction are suitable as explanatory variables that are able to predict employee performance.

Path Coefficient will describe the contribution or influence between variables, carried out through a bootstrapping procedure. Path coefficient evaluation is used to show how strong the effect is the influence of the independent variable on the dependent variable. In short, the path coefficient is used to find out whether the research hypothesis is accepted or rejected. The hypothesis whether it is accepted or rejected can be seen in the t-statistical test value. If the statistical t value is accepted above 1.96 (t-table) and the significance (p-value) is smaller than 0.05 then it is a hypothesis. The test results can be seen in Table 3.

**Table 3. Hypotheses Testing**

Hypotheses	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Explanation
H1 : P -> K	0.300	2.234	0.009	Significant
H2 : LBP -> K	0.388	2.686	0.007	Significant
H3 : P -> KK	0.419	2.193	0.000	Significant
H4 : LBP -> KK	0.730	2.199	0.000	Significant
H5 : KK -> K	0.529	2.091	0.000	Significant

To interpret the results or hypothesis testing on the inner model stage data, it can be seen from the direct influence value of each independent variable on the dependent variable shown in Table 3. The results of hypothesis testing are as follows:

- H1: Training has a positive and significant influence on employee performance.
- H2: Educational background has a positive and significant influence on employee performance.
- H3: Training has a positive and significant influence on job satisfaction.
- H4: Educational background has a positive and significant influence on job satisfaction.
- H5: Job satisfaction has a positive and significant influence on employee performance.

This research also uses mediating variables. According to Hair et al. (2014) argue that the mediation effect explains the influence between the independent variable and the dependent variable through the mediating variable. Test to determine whether the job satisfaction variable mediates the training variable on the employee performance variable and the job satisfaction variable mediates the educational background variable on the employee performance variable. The research results can be seen in Table 4.

**Table 4. Mediation Testing**

Hypotheses	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Explanation
H6 : P -> KK -> K	0.310	2.186	0.000	Partial mediation
H7 : LBP -> KK -> K	0.386	3.363	0.000	Partial mediation

To interpret the results or mediation tests on the inner model stage data, it can be seen in Table 4. The results of the mediation tests are as follows:

- H6: Job satisfaction can have a partial mediating effect of training on employee performance because the direct influence and indirect influence are significant.
- H7: Job satisfaction can have a partial mediating effect on educational background on employee performance because the direct and indirect effects are significant.

## CONCLUSION

Based on the analysis of the direct relationship between the variables in this study, it is stated that training has a positive and significant influence on employee performance; educational background has a positive and significant influence on employee performance; training has a positive and significant influence on job satisfaction; educational background

has a positive and significant influence on job satisfaction; job satisfaction has a positive and significant influence on employee performance. Testing the indirect analysis of variables in this study found that job satisfaction can have a partial mediating influence on employee performance because the direct influence and indirect influence are significant; job satisfaction has a partial mediating effect of educational background on employee performance because the direct and indirect effects are significant.

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