

The Influence of Training and Job Satisfaction on Employee Productivity at PT Siradj Badawi Cukup Rupiah (SBCR), Cirebon Regency

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Abstract

The era of globalization and accelerated digital transformation requires organizations to have adaptive, competent, and productive human resources in order to maintain sustainable competitiveness. Employee productivity is a key measure of organizational effectiveness, especially in the manufacturing sector, which is highly dependent on the quality and performance of its workforce. PT Siradj Badawi Cukup Rupiah (SBCR), a food processing manufacturing company in Cirebon Regency, faces productivity challenges as indicated by fluctuations in production achievements from 2023 to 2025. This study aims to analyze the effect of training and job satisfaction on employee productivity at PT SBCR, both partially and simultaneously. The study uses a quantitative approach with a descriptive-verificative method. Data were collected through questionnaires and analyzed using multiple linear regression. The results show that training has a positive and significant effect on employee productivity with a regression coefficient of 0.661, while job satisfaction also has a positive and significant effect with a regression coefficient of 0.244. Simultaneously, training and job satisfaction have a significant effect on employee productivity with a coefficient of determination (R^2) value of 0.512. These findings indicate that training and job satisfaction are important factors in continuously improving employee productivity. Therefore, companies need to optimize training programs and create a work environment that supports job satisfaction in order to encourage stability and increased employee productivity.

Keywords: Training, Job satisfaction, Employee productivity.

A. INTRODUCTION

The era of globalization and the acceleration of digital transformation require organizations to possess adaptive, competent, and productive human resources in order to sustain competitiveness (Sulastri & Methasari, 2025). Employee productivity serves as a primary indicator of organizational effectiveness, as it reflects the extent to which the workforce is able to transform inputs into efficient outputs with added value (Wisnuwardhana et al., 2024). However, many companies still face challenges related to low productivity due to limited competencies, weak work motivation, and the suboptimal implementation of training and job satisfaction management (Hulu et al., 2022).

Productivity does not merely reflect individual performance but also indicates how effectively an organization manages and develops its human resource potential in a systematic manner (Prayogi et al., 2025). Previous studies have shown that employee productivity is influenced by several factors, including the work environment, leadership, training, and job satisfaction (Astuti & Amalia, 2021).

Among these factors, training and job satisfaction play a crucial role in shaping a competent workforce with a high level of commitment to organizational goals.

Training is a planned process aimed at enhancing both technical and non-technical capabilities of employees so that they can perform their tasks effectively and efficiently. It also functions as an organizational investment in strengthening human capital and improving competitiveness (Hidayat & Faisal, 2025). Morikawa (2021) explains that continuous training has a positive impact on productivity by improving employees' skills and knowledge, enabling them to become more efficient and adaptable to technological changes. Similar findings were reported by Wijaya (2023), who stated that effective training can minimize work errors and improve the quality of outputs, thereby directly contributing to increased productivity.

Job satisfaction, according to Roche (2024) and Turnip et al. (2022), reflects the level of employees' satisfaction with various aspects of their work, such as salary, work environment, and interpersonal relationships. A high level of job satisfaction can foster intrinsic motivation, loyalty, and organizational commitment. Ngoc et al. (2024) explain that high job satisfaction significantly increases productivity through greater work engagement and reduced absenteeism. Furthermore, Kessler et al. (2020) state that employees who are satisfied with their jobs tend to demonstrate better performance and higher loyalty, which positively impacts organizational stability and efficiency.

In the local context, PT Siradj Badawi Cukup Rupiah (SBCR), a food processing manufacturing company located in Cirebon, West Java, faces challenges in maintaining productivity amid increasing industrial competition. The company, which produces chili sauce, tomato sauce, soy sauce, syrup, and rock sugar, relies heavily on the quality and performance of its workforce to ensure smooth production processes (PT Siradj Badawi Cukup Rupiah (SBCR), 2025).

In addition, external factors such as market pressure, advancements in production technology, and consumer demands for efficiency further increase the complexity of challenges faced by the company. In such conditions, the success of PT Siradj Badawi Cukup Rupiah (SBCR) depends not only on physical and technological investments but also on the organization's ability to develop human resources with high levels of knowledge, skills, and motivation.

Table 1.1 Target and Achievement of SBCR

Year	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total
2023	2,418,910,310	2,202,593,152	3,461,217,810	2,068,292,198	2,374,514,927	2,522,644,126	2,823,777,893	2,653,229,078	2,725,060,582	2,699,194,511	2,821,930,986	2,693,475,129	31,464,840,702
2024	2,063,633,549	1,879,087,912	2,952,852,434	1,764,512,373	2,025,758,726	2,152,131,491	2,409,036,322	2,263,536,816	2,324,818,088	2,302,751,089	2,407,460,679	2,297,871,740	26,843,451,220
2025	2,504,669,247	2,280,682,880	3,583,930,240	2,141,620,481	2,458,699,891	2,612,080,794	2,923,890,820	2,747,295,446	2,821,673,631	2,794,890,516	2,921,978,434	2,788,968,362	32,580,380,742
Total	6,987,213,106	6,362,363,944	9,998,000,484	5,974,425,052	6,858,973,545	7,286,856,411	8,156,705,035	7,664,061,340	7,871,552,301	7,796,836,116	8,151,370,100	7,780,315,231	90,888,672,664

The phenomenon of employee productivity at PT Siradj Badawi Cukup Rupiah (SBCR) can be observed from the company's production achievement data based on annual recapitulation. Based on internal company data processed from production reports, the total production achievement of PT SBCR shows an unstable trend over the years. In 2023, the total production achievement was recorded at 31,464,840,702. However, in 2024, production achievement declined to 26,843,451,220, indicating a decrease in productivity compared to the previous year. Furthermore, in 2025, production achievement increased again to 32,580,380,742, although this increase occurred after a decline in the previous period.

These data indicate that employee productivity at PT SBCR fluctuates from year to year and has not yet demonstrated a consistent upward trend. The decline in production achievement in 2024 suggests the presence of issues in work processes, workforce effectiveness, and human resource management, all of which directly affect the company's output. Although an improvement occurred in 2025, this condition does not fully reflect stable and sustainable productivity.

The fluctuation in productivity achievements reinforces the research phenomenon in the employee productivity variable (dependent variable Y), indicating that the company's output performance is still influenced by internal organizational factors. This condition highlights the need for special attention to factors that potentially affect productivity, particularly employee training and job satisfaction, so that productivity improvements are not temporary but can be sustained consistently over time.

Previous empirical studies indicate that training and job satisfaction have a mutually reinforcing relationship in influencing productivity. Ngoc et al. (2024) explain that effective training not only

enhances skills but also fosters a sense of appreciation and organizational support, which in turn increases job satisfaction. Morikawa (2021) also states that the combination of continuous training and high job satisfaction creates a positive synergy that enhances productivity.

However, most previous studies have focused on analyzing the effect of each variable partially, without considering the reciprocal interaction between training and job satisfaction in shaping employee productivity. In addition, most studies have been conducted in the service and banking sectors, leaving limited research in the manufacturing sector, particularly the food processing industry in Indonesia. This condition provides an opportunity to further examine how the implementation of effective training can simultaneously influence job satisfaction and productivity in a local context.

This research gap forms the basis for the need for a comprehensive study in the local manufacturing sector such as PT Siradj Badawi Cukup Rupiah (SBCR). This study aims to empirically explain how training and job satisfaction simultaneously affect employee productivity. An integrative approach is expected not only to provide new empirical contributions but also to strengthen human resource management theories related to competency development and work motivation.

In addition to theoretical contributions, this study is also expected to provide practical benefits for company management in formulating data-driven and evidence-based human resource development policies. By understanding the relationship between training, job satisfaction, and productivity, companies can design more targeted performance improvement strategies, such as aligning training curricula with field needs, improving evaluation systems, and creating a more participative work culture that supports employee well-being.

The scientific contribution of this study lies in strengthening the theories of training and job satisfaction within the context of employee productivity in Indonesia's manufacturing sector. From a practical perspective, the findings are expected to serve as a foundation for PT Siradj Badawi Cukup Rupiah (SBCR) in designing sustainable human resource development strategies, improving the effectiveness of training programs, and creating a work environment that supports satisfaction and optimal performance.

B. LITERATURE REVIEW

Productivity

Productivity is a measure of productive efficiency, which represents the comparison between inputs and outputs. Outputs are measured in physical units, forms, and value, while inputs are often limited to labor, although inputs can also be measured in various forms in practice (Sutrisno, 2023). According to Rahmawati et al. (2021), productivity refers to the relationship between organizational outputs and the inputs required to produce them. Similarly, Ariani et al. (2024) explain that productivity reflects organizational efforts to achieve efficiency and competitiveness. Furthermore, productivity is closely related to the efficient use of inputs in producing goods or services as part of fulfilling human needs (Zalina, 2025).

Productivity is not only a quantitative concept but also reflects how effectively resources are utilized. According to Suprpto et al. (2016) in Rahmawati et al. (2021), productivity indicators include time, quality, and quantity. Sutrisno (2023) in Zalina (2025) further explains that work productivity measures how effectively natural resources, technology, and human resources are utilized to achieve specific goals. The indicators of work productivity according to Sutrisno (2023) include ability, improvement of results, work enthusiasm, self-development, quality, and efficiency.

In addition, Sedarmayanti defines productivity as the desire and effort of individuals to improve the quality of life in all aspects. This concept, developed from the ideas of Gilmore and Erich Fromm, describes productive individuals as those who demonstrate constructive actions, self-confidence, responsibility, love for their work, forward-thinking perspectives, adaptability to changing environments, positive contributions to their surroundings (creativity, imagination, and innovation), and the ability to actualize their potential.

Training

Training is a continuous process aimed at improving the quality of employees (Ali et al., 2024). It is one of the essential facilities that must be provided by organizations or companies. Through training, which is typically a short-term educational process, employees can develop skills and knowledge beyond what they have acquired through formal education. Training also represents a combination of theory and practice, with a strong emphasis on direct application (Hadaitana & Iqbal, 2023).

Training provides numerous benefits for both employees and organizations. Employees gain the ability to perform their tasks more quickly and accurately, which ultimately leads to greater organizational benefits (Ariani et al., 2024; Hadaitana & Iqbal, 2023). The importance of training becomes evident through its direct impact on productivity, efficiency, employee performance, and ultimately overall organizational performance, revenue, and competitiveness (Ali et al., 2024). Therefore, effective training is a key driver in enhancing organizational success.

A well-designed training program must align with organizational needs and objectives. Rahmawati et al. (2021) emphasize that training implementation should be carefully planned in terms of program design, training materials, facilities, and safety considerations. According to Wibowo (2017), training aims to improve employee competencies and skills so that they can perform more effectively. Meanwhile, Mangkunegara (2016) and Kasmir (2018) highlight that training indicators include aspects such as knowledge, skills, motivation, learning methods, instructor competence, participant readiness, training facilities, and the relevance and depth of training materials.

Job Satisfaction

Job satisfaction refers to an emotional response or attitude toward various aspects of work, reflecting how employees perceive their jobs as pleasant or unpleasant (Ariani et al., 2024; Paparang et al., 2021). It is closely related to the extent to which employees feel fulfilled in their work, including satisfaction with their tasks, colleagues, compensation, opportunities for growth, and overall work environment (Ali et al., 2024).

Job satisfaction plays a crucial role in influencing employee productivity, which is a key concern for managers. Therefore, managers need to understand how to create and maintain employee satisfaction (Santoso & Yuliantika, 2022). Since each employee has different characteristics, their levels of job satisfaction may vary. These differences can lead to varying impacts on performance, depending on individual attitudes and mental perspectives (Yani et al., 2024). Factors influencing job satisfaction include challenging work, rewards, working conditions, and interpersonal relationships (Paparang et al., 2021).

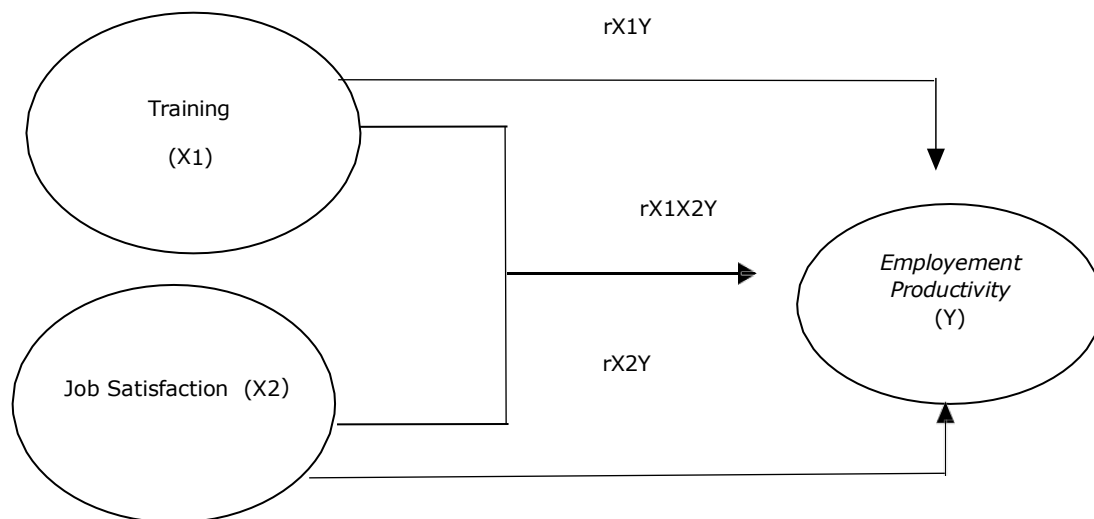
According to Afandi (2021), job satisfaction arises from the gap between the rewards employees receive and what they believe they deserve. Luthans (2012) further explains that job satisfaction reflects employees' perceptions of how their work provides value. Key indicators include salary, the job itself, coworkers, promotion opportunities, and supervision. Sutrisno (2023) adds that job satisfaction encompasses attitudes toward work conditions, collaboration, compensation, and both physical and psychological factors. Empirical findings also indicate that job satisfaction has a positive and significant effect on performance, meaning that higher levels of satisfaction lead to improved employee performance (Paparang et al., 2021).

Research Framework

Training is a planned process aimed at improving employees' knowledge, skills, and abilities so that they can perform their tasks effectively and efficiently. It is considered a crucial component of human resource development as it helps employees better understand their roles and enhances their work capabilities. Research by Suratriadi et al. (n.d.) indicates that staff training influences organizational productivity through increased competence and work effectiveness, suggesting that well-designed training programs can drive productivity improvement. In addition, job satisfaction refers to employees' positive feelings toward their work, which are shaped by work experience, the work environment, and organizational support. Employees who are satisfied tend to demonstrate more optimal performance and contribute more effectively to the organization.

Suratriadi et al. (n.d.) also found that job satisfaction is closely related to productivity, making it an important factor in improving employee performance. Furthermore, Iqbal et al. (2024) state that training affects productivity both directly and indirectly through job satisfaction as a mediating variable, where effective training enhances employee capabilities, fosters job satisfaction, and ultimately leads to increased productivity. Similarly, Ichdan (2024) found that training has a significant impact on employee job satisfaction, which in turn contributes to higher productivity, confirming the role of job satisfaction as a link between training and productivity. Based on these previous studies, it can be concluded that training and job satisfaction have a strong relationship with employee productivity, forming the basis for the research framework in this study.

Figure 1. Conceptual Framework



C. METHODOLOGY OF RESEARCH

This study employs a quantitative approach using a descriptive-verificative method. According to Sugiyono (2018), quantitative research is used to examine specific populations or samples through research instruments and statistical data analysis to test predetermined hypotheses. The descriptive approach is used to illustrate the conditions of training, job satisfaction, and employee productivity at PT Siradj Badawi Cukup Rupiah (SBCR) in Cirebon Regency, while the verificative method is applied to analyze the effect of training (X1) and job satisfaction (X2) on employee productivity (Y) using multiple linear regression. This approach is chosen to align with the research objective of analyzing how training and job satisfaction influence employee productivity.

The population of this study consists of all 132 employees of PT SBCR based on HRD data in 2025. The sampling technique used is saturated sampling, meaning all members of the population are included, resulting in 100 employees as the research sample. Data collection was conducted through literature review and field data. Primary data were obtained directly from respondents through questionnaires and interviews with HRD and employees, while secondary data were collected from HR

reports, organizational structure, employee data, and relevant literature such as books and scientific journals (Sugiyono, 2018; Ghozali, 2021; Sutrisno, 2023; Wibowo, 2017).

D. RESULT AND DISCUSSION

Characteristics Respondent

Table. 1 Respondent Characteristics Based on Gender and Age

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	81	81.0	81.0	81.0
	Female	19	19.0	19.0	100.0
Age	17-25 years	16	16.0	16.0	16.0
	26-35 years	36	36.0	36.0	52.0
	36-45 years	30	30.0	30.0	82.0
	46-55 years	15	15.0	15.0	97.0
	56-65 years	3	3.0	3.0	100.0
Education Education	Diploma	14	14.0	14.0	14.0
	Bachelor (S1)	33	33.0	33.0	47.0
	Master (S2)	1	1.0	1.0	48.0
	Elementary School (SD)	1	1.0	1.0	49.0
	Senior High School (SMA)	49	49.0	49.0	98.0
	Junior High School (SMP)	2	2.0	2.0	100.0
Work Experience	< 1 year (6 months-1 year)	28	28.0	28.0	100.0
	1-3 years	23	23.0	23.0	23.0
	3-5 years	23	23.0	23.0	50.0
	5-10 years	22	22.0	22.0	72.0
	> 10 years	4	4.0	4.0	27.0

Based on the data processing results, the respondents in this study consisted of 81 males and 19 females, indicating that the sample was predominantly male. This composition reflects the workforce conditions of the research object, where male employees are more dominant compared to female employees. Such a distribution may also illustrate the nature of the industry, which tends to employ more male workers in operational roles.

The respondents were within the productive age range, with the majority aged 26-35 years, indicating that most employees are in their early to middle adulthood and possess adequate maturity and work experience. In terms of educational background, most respondents had completed secondary to higher education, suggesting that they have sufficient academic competence to understand and respond to the research questionnaire properly. This condition supports the reliability of the data obtained in this study.

Validity Test

Table 2. Validity Test Employment Productivity

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1	21.72	8.547	.663	.847
Y2	21.76	8.124	.668	.843
Y3	21.84	8.055	.669	.843
Y4	22.00	7.192	.602	.869
Y5	21.78	8.133	.734	.834
Y6	21.80	7.859	.736	.832

Table 2. Validity Test Training**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	8.61	1.634	.567	.685
X1.2	8.59	1.477	.608	.638
X1.3	8.60	1.657	.569	.683

Table 3. Validity Test Job Satisfaction**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X2.1	50.80	27.657	.493	.823
X2.2	50.74	27.811	.475	.824
X2.3	50.25	29.199	.433	.827
X2.4	50.34	28.631	.486	.823
X2.5	50.19	29.024	.537	.821
X2.6	50.45	26.735	.670	.809
X2.7	50.42	27.640	.530	.820
X2.8	50.34	28.611	.466	.825
X2.9	50.18	28.998	.440	.826
X2.10	50.46	28.008	.478	.824
X2.11	50.46	29.968	.252	.841
X2.12	50.28	28.446	.549	.819
X2.13	50.29	28.592	.503	.822

The validity test results indicate that all measurement items across the variables—Organizational Citizenship Behavior (Y), Job Satisfaction (X1), and Organizational Commitment (X2)—are valid. This is evidenced by the calculated r-values (r-count), which range from 0.376 to 0.700 for

OCB, 0.578 to 0.625 for Job Satisfaction, and 0.479 to 0.683 for Organizational Commitment. All these values exceed the r-table value of 0.195, indicating that each item has a significant correlation with its respective total variable score.

Therefore, all indicators are considered valid and capable of accurately measuring their respective constructs. This confirms that the instruments used in this study are appropriate and reliable for further statistical analysis.

Reliability Test

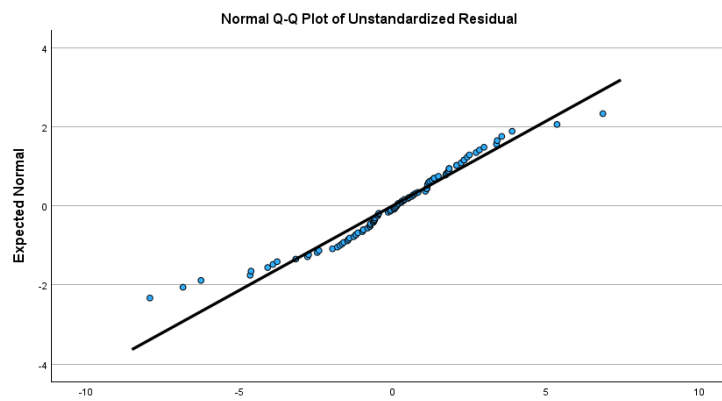
Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Remark
Employment Productivity (Y)	0.867	6	Reliable
Training (X1)	0.752	3	Reliable
Job Satisfaction (X2)	0.835	13	Reliable

Based on the Reliability Statistics table, the Cronbach's Alpha values obtained were 0.867 (6 items), 0.752 (3 items), and 0.835 (13 items), all of which exceed the threshold of 0.60, indicating a high level of reliability. These results demonstrate that each item in the questionnaire has strong internal consistency in measuring the respective variables. Therefore, the instrument can be considered reliable, consistent, and appropriate for data collection, with the overall items showing good stability and trustworthiness for further research analysis.

Normality Test

Figure. 1 Normality Test



Based on the Normal P-P Plot, the residual points are distributed around and follow the direction of the diagonal line, indicating that the residuals are approximately normally distributed. There is no significant deviation or specific pattern away from the diagonal line, suggesting that the normality assumption is satisfied. With this assumption fulfilled, the regression model used to analyze the effect of Training and Job Satisfaction on Employee Productivity is considered appropriate for further analysis, and the results of both partial and simultaneous hypothesis testing can be interpreted in a valid and reliable manner.

Heteroscedasticity Test

Table. 5 Heteroscedasticity Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.375	1.490		2.937	.004		
	Training	.230	.126	.259	1.825	.071	.478	2.094
	Job_satisfaction	-.103	.039	-.373	-2.630	.010	.478	2.094

a. Dependent Variable: ABS_RES

Based on the Glejser heteroscedasticity test, the Training variable shows a significance value of 0.071 (> 0.05), indicating no heteroscedasticity, while Job Satisfaction has a significance value of 0.010 (< 0.05), suggesting the presence of heteroscedasticity in the regression model. Thus, the model still

contains heteroscedasticity; however, the analysis can proceed since this issue does not bias the regression coefficients, and with an adequate sample size, the violation is still considered acceptable for further analysis..

Multikolinearity Test

Table. 6 Multicollinearity Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.333	2.276		1.904	.060		
	Training	.661	.193	.352	3.432	<.001	.478	2.094
	Job_satisfaction	.244	.060	.418	4.073	<.001	.478	2.094

a. Dependent Variable: Productivity

The testing criteria indicate that multicollinearity occurs if the VIF value is ≥ 10 and tolerance ≤ 0.10 , while it does not occur if $VIF \leq 10$ and tolerance ≥ 0.10 . Based on the SPSS version 30 output, the VIF value is 2.094 (≤ 10) and the tolerance value for all independent variables, including Training and Job Satisfaction, is 0.478 (> 0.10). Therefore, it can be concluded that there is no multicollinearity in the regression model, supporting H0.

Multiple Linear Regretion Analitic

Table. 7 Multiple Linear Regression Test Results

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.333	2.276		1.904	.060		
	Training	.661	.193	.352	3.432	<.001	.478	2.094
	Job_satisfaction	.244	.060	.418	4.073	<.001	.478	2.094

a. Dependent Variable: Productivity

Based on the multiple linear regression equation, the constant value of 4.333 indicates that when the variables Training and Job Satisfaction are equal to zero, the baseline value of Productivity is 4.333. This reflects an initial level of productivity that exists even without the influence of the two independent variables.

Furthermore, the regression coefficient for Training is 0.661 with a t-value of 3.432 and a significance level of < 0.001 , indicating that Training has a positive and significant effect on Productivity. This means that each one-unit increase in Training will increase Productivity by 0.661 units, assuming other variables remain constant. Meanwhile, the regression coefficient for Job Satisfaction is 0.244 with a t-value of 4.073 and a significance level of < 0.001 , indicating that Job Satisfaction also has a positive and significant effect on Productivity, where each one-unit increase in Job Satisfaction will increase Productivity by 0.244 units, assuming other variables remain constant..

T Test parcial

Table. 8 T Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.333	2.276		1.904	.060		
	Training	.661	.193	.352	3.432	<.001	.478	2.094
	Job_satisfaction	.244	.060	.418	4.073	<.001	.478	2.094

a. Dependent Variable: Productivity

The analysis of the effect of Job Satisfaction (X1) on Organizational Citizenship Behavior (Y) shows that the calculated t-value (t-count) of 5.548 is greater than the t-table value of 1.984 at a significance level of 0.05 (df = 98). This result indicates that H0 is rejected and H1 is accepted. Additionally, the p-value is less than 0.001 (< 0.05), confirming that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This implies that higher levels of job satisfaction lead to increased OCB among employees.

Similarly, the analysis of the effect of Organizational Commitment (X2) on Organizational Citizenship Behavior (Y) shows that the t-count value of 7.259 exceeds the t-table value of 1.984. This indicates that H0 is rejected and H2 is accepted. Furthermore, the p-value is also less than 0.001 (< 0.05), demonstrating a positive and significant relationship between Organizational Commitment and OCB. These findings suggest that employees with higher organizational commitment are more likely to exhibit stronger Organizational Citizenship Behavior.

F Test Simultan

Table. 9 F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4130.037	2	2065.018	135.214	$<.001^b$
	Residual	1481.403	97	15.272		
	Total	5611.440	99			

a. Dependent Variable: OCB

b. Predictors: (Constant), Komitmen_organisasi, Kepuasan_kerja

Based on the ANOVA table, the calculated F-value is 135.241 with a significance level of < 0.001 , indicating that Job Satisfaction and Organizational Commitment simultaneously have a significant effect on Organizational Citizenship Behavior (OCB). Thus, the regression model is considered appropriate for explaining the relationships among the research variables. The F-count obtained is 135.214, while the F-table value at a significance level of 0.05 with degrees of freedom (df1 = 2 and df2 = 97) is 3.09. Since F-count $>$ F-table ($135.214 > 3.09$), H0 is rejected and Ha is accepted, meaning that both independent variables jointly influence the dependent variable. Therefore, it can be concluded that Job Satisfaction and Organizational Commitment simultaneously have a positive and significant effect on OCB, and the regression model used in this study is suitable for further analysis.

Discuisson

The Effect of Training (X1) on Employee Productivity (Y)

Based on the partial test results (t-test), the Training variable (X1) has a t-value of 3.432 with a significance level of < 0.05 , indicating a positive and significant effect on Employee Productivity. This finding confirms that the hypothesis stating that Training influences employee productivity is accepted. It implies that training is a key factor in enhancing employee performance within the organization. This effect is supported by a regression coefficient of 0.661, meaning that every one-unit increase in Training will increase Employee Productivity by 0.661 units, assuming other variables remain constant. This coefficient indicates that Training has a strong contribution to improving productivity, suggesting that better quality and more intensive training programs will lead to higher levels of employee productivity.

Empirically, this finding highlights that training plays an important role in improving employees' knowledge, skills, and technical abilities. Well-targeted training enables employees to work more efficiently, reduce errors, and improve both the speed and quality of their work. These results are consistent with previous studies, such as Morikawa (2021), which state that training has a positive and significant impact on productivity, emphasizing the importance of continuous and well-planned training programs.

The Effect of Job Satisfaction (X2) on Employee Productivity (Y)

Based on the partial test results (t-test), the Job Satisfaction variable (X2) has a t-value of 4.073 with a significance level of < 0.05 , indicating a positive and significant effect on Employee Productivity. This shows that job satisfaction is an important factor in improving employee performance

and productivity within the organization. The result is supported by a regression coefficient of 0.244, which means that every one-unit increase in Job Satisfaction will increase Employee Productivity by 0.244 units, assuming other variables remain constant. Although the coefficient is smaller than that of Training, Job Satisfaction still has a statistically significant contribution to productivity improvement.

Substantively, these findings indicate that employees who feel satisfied with their jobs tend to have higher motivation, more positive work attitudes, and stronger commitment in completing their tasks. This aligns with theoretical perspectives that job satisfaction is closely related to employees' psychological conditions, such as feeling valued and comfortable at work. Previous studies (e.g., Wanyoike et al., 2025) also confirm that higher job satisfaction leads to increased motivation and engagement, ultimately improving productivity.

The Effect of Training (X1) and Job Satisfaction (X2) on Employee Productivity (Y)

Based on the simultaneous test results (F-test), the F-value is 50.853 with a significance level of < 0.001 , indicating that Training and Job Satisfaction together have a significant effect on Employee Productivity. This means that both independent variables simultaneously explain variations in employee productivity. This finding is supported by an R Square value of 0.512, which indicates that 51.2% of the variation in Employee Productivity can be explained by Training and Job Satisfaction, while the remaining 48.8% is influenced by other factors such as motivation, leadership, work environment, and discipline. This shows that both variables play a substantial role in shaping productivity.

Conceptually, these results indicate that productivity is not only determined by employees' abilities but also by their psychological conditions at work. Training enhances technical competence, while Job Satisfaction strengthens motivation and positive work attitudes. When both factors are aligned, employee productivity can be optimized. These findings are consistent with previous research (Xinjian & Idrakisyah, 2025), which confirms that training and job satisfaction together have a positive and significant impact on employee productivity.

E. CONCLUSION

Based on the data analysis and research results regarding the effect of Training and Job Satisfaction on Employee Productivity, it can be concluded that Training has a positive and significant effect on employee productivity. This means that training plays an important role in improving employees' productivity, as better quality and intensity of training enhance employees' abilities, skills, and work effectiveness, which ultimately leads to higher productivity. In addition, Job Satisfaction also has a positive and significant effect on employee productivity, indicating that when employees feel satisfied with their jobs—reflected in comfort, recognition, and fulfillment of work needs—their motivation and work enthusiasm increase, resulting in improved productivity.

Furthermore, Training and Job Satisfaction simultaneously have a positive and significant effect on Employee Productivity. This indicates that both variables together play a crucial role in enhancing productivity, where effective training implementation combined with high levels of job satisfaction leads to better employee performance. The findings show that a substantial portion of productivity variation can be explained by these two variables, confirming that Training and Job Satisfaction are key determinants in improving employee productivity.

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