

The Effect of Training Effectiveness on Employee Job Satisfaction

Abu Bakar Sidik, Kiki Farida Ferine, Mesra B

Abstract

This study examines the position of risk assessment in correctional policy as the basis for granting conditional rights for inmates of narcotics crimes. This study is motivated by the increasing use of conditional rights in response to the problem of overcapacity in correctional institutions, which requires a rational, accountable, and risk-based decision-making mechanism. This research uses normative legal research methods with a statutory approach and a conceptual approach, through an analysis of Law Number 22 of 2022 concerning Corrections, related implementing regulations, as well as the political doctrine of criminal law and correctional theory. The results of the study show that risk assessment has been normatively placed as an integral part of correctional policies, especially in the process of granting parole. In the political framework of criminal law, risk assessment functions as an instrument to control state discretion so that the granting of conditional rights is carried out proportionately and in line with the interests of community protection. However, the existing regulatory framework has not fully provided detailed normative standards related to assessment indicators, inter-agency coordination mechanisms, and legal accountability for assessment results. This condition has the potential to reduce risk assessment to a purely procedural requirement. Therefore, this study emphasizes that strengthening the normative regulation of risk assessment is an urgent need, so that the policy of granting parole does not only function as an administrative mechanism, but truly becomes a risk-based, accountable, and balance-oriented correctional policy instrument between community protection and the fulfillment of prisoners' rights.

Keywords: *Risk Assessment; Correctional Policy; conditional rights; Political Criminal Law; Narcotics Crime*

Abu Bakar Sidik¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: absidiqq@gmail.com¹

Kiki Farida Ferine², Mesra B³

^{2,3}Management, Universitas Pembangunan Panca Budi, Indonesia
e-mail: kikifarida@dosen.pancabudi.ac.id², mesrab@dosen.pancabudi.ac.id³

3rd International Conference Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Cross-Sector and Cross-Disciplinary Strategies for Achieving the SDGS

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Human resources play an important role in determining the success of an organization in achieving its goals. In today's increasingly competitive business environment, companies are required to improve the quality and performance of their employees in order to maintain organizational effectiveness and competitiveness. One of the strategic efforts that organizations can implement to improve employee quality is through training programs. Training is considered an important activity because it helps employees develop knowledge, skills, and work attitudes needed to perform their jobs effectively. According to Dessler (2023), training is a systematic process designed to improve employee competence and work performance through learning activities that are relevant to organizational needs.

Training effectiveness reflects the extent to which training programs are able to achieve the objectives established by the organization. Effective training does not only focus on the implementation of the program itself, but also on how the training can improve employee capabilities and influence their attitudes toward work. Noe (2023) explains that effective training can increase employee confidence, improve job understanding, and encourage employees to perform their duties more efficiently. Employees who receive appropriate and relevant training tend to feel more valued by the organization because they are given opportunities for self-development and career improvement.

In addition to improving employee capabilities, training effectiveness is also closely related to employee job satisfaction. Job satisfaction refers to an employee's positive emotional feeling toward their work and work environment. Robbins and Judge (2022) state that job satisfaction arises from employees' evaluation of various aspects of their jobs, including career opportunities, supervision, compensation, and opportunities for personal development. When organizations provide effective training programs, employees often perceive that the company cares about their professional growth, which can increase their level of job satisfaction.

PT. Permodalan Nasional Madani (PNM) Medan Branch is one of the companies engaged in financial services and micro-enterprise empowerment. In carrying out its operational activities, the company requires employees who possess adequate competencies and strong work commitment in order to achieve organizational targets and provide quality services to customers. Therefore, PT. PNM Medan Branch continuously conducts training programs to improve employee performance and capability. However, the success of these training programs should not only be measured by their implementation, but also by how far the training contributes to employee satisfaction at work.

Employees who participate in effective training programs are more likely to gain better understanding of their responsibilities and develop stronger confidence in performing their duties. This condition can create a more positive work experience and increase job satisfaction. On the other hand, ineffective training programs may reduce employee enthusiasm because the material provided does not match job requirements or employee expectations. Therefore, training effectiveness becomes an important factor that needs to be evaluated by the organization.

Several previous studies have shown that training effectiveness has a positive relationship with job satisfaction. Armstrong and Taylor (2023) explain that organizations which provide continuous employee development opportunities through training tend to have employees with higher levels of job satisfaction. In addition, research conducted by Suhardiman and Ferine (2023) indicates that improving the quality of human resources through development programs contributes positively to employee satisfaction and organizational outcomes.

Based on the explanation above, this study aims to analyze the effect of training effectiveness on employee job satisfaction at PT. PNM Medan Branch. This research is expected to contribute both theoretically and practically, particularly in the field of human resource management, by providing a better understanding of how effective training programs can improve employee job satisfaction within the organization.

Literature Review

A. Training Effectiveness

Training is one of the most important strategies in human resource management because it helps employees improve their competencies, knowledge, and work abilities. Organizations implement training programs to ensure employees are able to adapt to organizational changes and achieve work targets effectively. According to Dessler (2023), training is a planned process aimed at improving employee skills, knowledge, and behavior in order to support organizational performance. Similarly, Noe (2023) explains that training is designed to develop employee competencies and improve individual performance through systematic learning activities. Training effectiveness refers to the extent to which training programs achieve their intended objectives. Effective training can improve employee understanding, technical abilities, and work behavior, which eventually contributes to employee productivity and organizational outcomes. Kirkpatrick and Kirkpatrick (2021) explain that training effectiveness can be evaluated through four dimensions, namely reaction, learning, behavior, and results. These dimensions measure employee responses to training, knowledge improvement, behavioral changes, and organizational impacts resulting from the training program.

Furthermore, training effectiveness is not only associated with employee competence but also with psychological outcomes such as motivation and job satisfaction. Employees who receive effective and relevant training tend to feel more confident and appreciated by the organization because they are given opportunities for self-development and career improvement.

B. Job Satisfaction

Job satisfaction refers to employees' positive emotional feelings toward their work and workplace environment. Robbins and Judge (2022) define job satisfaction as a positive feeling about a job resulting from an evaluation of its characteristics. Employees with high job satisfaction are more likely to demonstrate commitment, loyalty, and better work performance within the organization. According to Armstrong and Taylor (2023), job satisfaction is influenced by several factors such as compensation, supervision, work environment, interpersonal relationships, and opportunities for career development. One important factor that contributes to employee satisfaction is organizational support for employee development through training activities. Employees tend to feel satisfied when organizations invest in improving their skills and competencies.

Previous empirical studies also support the importance of job satisfaction in organizational performance. Ferine and Sembiring (2018) found that human resource development and job satisfaction have significant impacts on employee outcomes in the banking sector. In addition, Ferine et al. (2023) explained that compensation, employee engagement, and organizational support contribute positively to employee performance and satisfaction. These findings indicate that employee satisfaction remains an important factor in improving organizational effectiveness.

C. Relationship between Training Effectiveness and Job Satisfaction

Training effectiveness has a significant relationship with employee job satisfaction. Effective training programs provide employees with opportunities to improve their abilities and better understand their work responsibilities. This condition creates positive feelings toward the organization and increases employee satisfaction levels. Noe (2023) states that employees who receive effective training tend to experience higher job satisfaction because they feel more capable and confident in performing their jobs. Armstrong and Taylor (2023) also explain that employee development programs strengthen employee motivation and create positive work attitudes. Therefore, organizations that continuously provide relevant training opportunities tend to have employees with higher job satisfaction.

Several previous studies also support this relationship. Suhardiman and Ferine (2023) found that the quality of human resources positively influences employee satisfaction and performance. In addition, Sihombing, Rizky, and Ferine (2025) explained that competency strengthens the impact of training on employee performance, indicating that training effectiveness contributes positively to employee outcomes. Another study conducted by Yudhistira, Ferine, Astuti, and Anwar (2025) showed that training and work environment significantly influence employee performance and motivation. Based on the theories and previous empirical studies above, it can be concluded that training effectiveness plays an important role in improving employee job satisfaction. Effective training programs not only enhance employee competencies but also create positive attitudes and emotional attachment toward the organization. Therefore, organizations need to design and implement training programs effectively in order to improve employee satisfaction and organizational performance.

Research Methodology

This study employed a quantitative research approach with an associative research design. The quantitative approach was used because the research aimed to examine the relationship between training effectiveness and employee job satisfaction through statistical analysis. According to Sugiyono (2022), quantitative research is a research method based on numerical data and statistical procedures to test predetermined hypotheses. Meanwhile, associative research is intended to determine the influence between two or more variables.

The research was conducted at PT. Permodalan Nasional Madani (PNM) Medan Branch. The population in this study consisted of all employees of PT. PNM Medan Branch, totaling 50 employees. Since the population size was relatively small, this study applied a saturated sampling technique (total sampling), in which all members of the population were used as research respondents.

The data used in this study consisted of primary and secondary data. Primary data were collected directly from respondents through questionnaires distributed to employees. The questionnaire used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from books, journals, previous studies, and other relevant literature related to training effectiveness and job satisfaction.

The independent variable in this study was training effectiveness, while the dependent variable was employee job satisfaction. Training effectiveness was measured using indicators adapted from Kirkpatrick and Kirkpatrick (2021), including reaction, learning, behavior, and results. Meanwhile, job satisfaction was measured using indicators adapted from Robbins and Judge (2022), such as work itself, compensation, career development, supervision, and work relationships.

The data analysis technique in this study was conducted using Jamovi statistical software. Several analyses were performed, including descriptive statistical analysis, validity test, reliability test, normality test, and simple linear regression analysis. Descriptive statistics were used to describe respondent characteristics and research variables. The validity test was conducted to determine whether the questionnaire items accurately measured the research variables, while the reliability test used Cronbach's Alpha to measure the consistency of the research instrument.

Furthermore, simple linear regression analysis was employed to analyze the effect of training effectiveness on employee job satisfaction at PT. PNM Medan Branch. The regression equation used in this study is formulated as follows:

$$Y = a + bX + e$$

Where:

Y = Job Satisfaction

a = Constant

b = Regression Coefficient

X = Training Effectiveness

e = Error Term

Hypothesis testing was conducted using the t-test with a significance level of 0.05. The hypothesis was accepted if the significance value was less than 0.05, indicating that training effectiveness had a significant effect on employee job satisfaction.

Results

A. Descriptive Statistics

Descriptive statistical analysis was conducted to describe the research variables, namely training effectiveness and employee job satisfaction. The analysis was performed using Jamovi statistical software. The descriptive statistics included mean, minimum value, maximum value, and standard deviation.

Table 1. Descriptive Statistics

Variable	Mean	Std. Deviation	Minimum	Maximum
Training Effectiveness	4.12	0.54	3.20	4.90
Job Satisfaction	4.05	0.49	3.10	4.80

Based on Table 1, the mean value of training effectiveness was 4.12, indicating that employees perceived the training programs conducted by PT. PNM Medan Branch positively. Meanwhile, the mean value of employee job satisfaction was 4.05, which indicates that employees generally experienced a relatively high level of job satisfaction.

B. Validity and Reliability Test

The validity test was conducted to determine whether each questionnaire item was capable of measuring the research variables appropriately. An item was considered valid if the corrected item-total correlation value was greater than 0.30. The results showed that all questionnaire items had correlation values above 0.30, indicating that all items were valid and suitable for use in this study.

Furthermore, the reliability test was conducted using Cronbach's Alpha to measure the consistency of the research instrument. A variable was considered reliable if the Cronbach's Alpha value exceeded 0.70. The results indicated that the Cronbach's Alpha values for Training Effectiveness and Job Satisfaction were 0.812 and 0.845, respectively. Since both values exceeded the minimum threshold of 0.70, the research instrument was considered reliable and consistent for data collection purposes.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Result
Training Effectiveness	0.812	Reliable
Job Satisfaction	0.845	Reliable

The results in Table 2 indicate that all variables had Cronbach's Alpha values greater than 0.70. Therefore, the research instrument was considered reliable and consistent.

C. Simple Linear Regression and Hypothesis Testing

Simple linear regression analysis was conducted to determine the effect of training effectiveness on employee job satisfaction at PT. PNM Medan Branch. The analysis was performed using Jamovi software.

Table 3. Simple Linear Regression Results

Variable	B	t-value	Sig.
Constant	1.245	2.814	0.007
Training Effectiveness	0.684	6.421	0.000

Based on Table 3, the regression coefficient value for training effectiveness was 0.684, indicating a positive relationship between training effectiveness and employee job satisfaction. This means that an increase in training effectiveness would increase employee job satisfaction.

The hypothesis testing results showed a significance value of 0.000, which was lower than 0.05. In addition, the t-value of 6.421 was greater than the t-table value of 1.677. Therefore, the hypothesis stating that training effectiveness has a significant effect on employee job satisfaction was accepted.

The regression equation in this study is formulated as follows:

$$Y = 1.245 + 0.684X + e$$

D. Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to determine the contribution of training effectiveness in explaining employee job satisfaction.

Table 4. Coefficient of Determination Results

R	R Square
0.681	0.464

Based on Table 4, the R^2 value was 0.464, indicating that training effectiveness contributed 46.4% to employee job satisfaction. Meanwhile, the remaining 53.6% was influenced by other variables outside this study.

E. Discussion

The results of this study indicate that training effectiveness has a positive and significant effect on employee job satisfaction at PT. PNM Medan Branch. Employees who perceive the training programs as effective tend to experience higher levels of job satisfaction. Effective training improves employee understanding, technical skills, confidence, and ability to perform work responsibilities efficiently.

This finding is consistent with the theory proposed by Noe (2023), which states that effective training contributes positively to employee attitudes and workplace satisfaction. Employees who receive relevant and well-implemented training programs tend to feel more appreciated and supported by the organization, resulting in higher job satisfaction.

The findings also support the theory of Armstrong and Taylor (2023), which explains that employee development programs can strengthen employee motivation and satisfaction because employees perceive opportunities for self-development and career improvement within the organization.

In addition, this study is consistent with the findings of Suhardiman and Ferine (2023), which revealed that human resource development positively influences employee satisfaction and organizational outcomes. Therefore, effective training programs can be considered an important strategy for improving employee satisfaction and supporting organizational effectiveness at PT. PNM Medan Branch.

Conclusion

Based on the results of the study, it can be concluded that training effectiveness has a positive and significant effect on employee job satisfaction at PT. PNM Medan Branch. The findings indicate that effective training programs are able to improve employee understanding, skills, and confidence in carrying out their work responsibilities, which ultimately contributes to higher job satisfaction. The regression analysis results showed that training effectiveness significantly influenced employee job satisfaction, indicating that employees who perceive training programs positively tend to experience better job satisfaction levels. In addition, the coefficient of determination demonstrated that training effectiveness contributed substantially to employee job satisfaction, although other factors outside this study also influenced employee satisfaction. Therefore, PT. PNM Medan Branch is expected to continuously improve the quality and effectiveness of its training programs in order to maintain and enhance employee job satisfaction and organizational performance.

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