

The Effect of Education and Training Program, Facilities and Infrastructure Completeness, Organizational Support on Employee Performance Through Satisfaction as Variable Mediation

Yuniarti

BPSDM provinsi Bengkulu

Junutart@gmail.com

Abstract

The purpose of this study was to determine the effect of education and training programs, infrastructure completeness, organizational support on employee performance through satisfaction as a mediating variable. The research method used in this study is a quantitative method. Quantitative research methods are designed to test existing hypotheses. Respondents in this study were 100 training participants. The data analysis used a structural approach to the Equation Model (SEM) assisted by the smart PLS application. There is a significant positive effect between the Education and Training Program variables on employee performance. There is a significant positive effect between the infrastructure completeness variable on employee performance. There is a significant positive effect between organizational support on employee performance. There is a significant positive effect between satisfaction on employee performance. There is a significant positive effect between education and training on satisfaction. There is a significant positive effect between infrastructure completeness on satisfaction. There is significant negative effect between Organizational Support on Satisfaction. There is a significant positive effect between Education and Training Programs on employee performance mediated by satisfaction. there is a significant positive effect between Infrastructure completeness on employee performance mediated by satisfaction. There is a significant negative effect between Organizational Support on employee performance mediated by satisfaction

Keywords

Innovation; e-government; local government; good government



I. Introduction

Performance is a very important and interesting part because it has proven to be very important in its benefits (Jalagat, 2016). An institution wants employees to work very effort according to their abilities to achieve good work results (Sandhu, Iqbal, Ali, & Tufail, 2017). Without good performance from all employees, will be difficult to achieve success goals (Landers, Bauer, & Callan, 2017). Employee performance is work achievement that is a comparison between work results that can be seen in real terms with work standards that have been set by the organization (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Performance that have quality will be realized if an organization can choose prospective employees who have motivation in accordance with their work and

have qualities that allow them to work optimally (Trépanier, Forest, Fernet, & Austin, 2015). Performance is basically what employees do or cannot do (Paschal & Nizam, 2016). An employee performance will be good if the employee has quality skills, want to work, there is a decent wage or reward and has hope for the future (Van Eynde, 2011). Performance is very important for an organization because performance that have quality can certainly reduce absenteeism or not working because of laziness, with quality performance from workers and employees, the tasks assigned to them will be completed in a shorter or faster time.

Employee performance is the level of achievement or work of a person from the targets that must be achieved or tasks that must be carried out in accordance with their respective responsibilities within a certain period of time (Tupti & Arif, 2020). Performance is defined as a set of results that have been achieved and increased in the act of achieving and carrying out a requested task (Jufriyanto, 2020). The definition of performance is a description of the level achievement of the implementation of a program activities or policies in realizing organizational goals, vision and mission of the organization that are listed through strategic planning of an organization (Moullin, 2007).

Achievement of employee performance can not be separated from the factor of employee job satisfaction. Job satisfaction is one of the important factors in every job. Job satisfaction is the affective or emotional side. As stated by Herawan, Haryadi, & Indyastuti (2019) that job satisfaction is an employee emotional state that occurs or does not occur at a meeting point between the value of remuneration for employee work and the organization and the level of remuneration value that is indeed desired by the employee concerned. According to Herawan et al., (2019) Job satisfaction is basically a psychological aspect that reflects a person's feelings towards his work, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he is facing. Sinollah & Ubaitulloh (2021) Someone definitely wants to get a job because by working he expects to be rewarded to support himself and his family. However, it often happens that getting rewarded is not enough. They want to get satisfaction from their work.

Job satisfaction in an employee affects his attendance at work, willingness to work is also often influenced by his desire to change jobs (Bhastary, 2020). Employees with high satisfaction will make a high contribution to the company (Bhastary Dwipayani, 2020). For this high contribution, the organization will have high outcomes, and with high outcomes, the organization can fulfill the wishes and expectations of proper remuneration for employees (Bhastary, 2020).

The achievement of employee performance cannot be separated from the factors of education and training programs. Education and training is an effort to improve existing human resources. This proves that education and training are very important for human resources to achieve good organizational goals in the future. In today's era, companies or organizations definitely want to have good and quality human resources (Sulaiman & Asanudin, 2020).

In this case, the organizers of training and education require effective management between the employees and the organizing committee so can produce competent and reliable human resources within the organization. The role of human resources in an organization or company is a key to the achievement or success of the company or organization, human resources are a benchmark for companies to add more value to the company (Dareho, Kindangen, & Kojo, 2017).

The training held at the BPSDM Bengkulu Province in the last two years, that is in 2019, carried out training activities in the field of competence, that is training on the procurement of goods and services. Meanwhile, training in the field of certification is

carried out with competency certification and institutional management. In 2020 there will be no training due to the Covid-19 pandemic. So that the implementation of the training will be carried out again in 2021 with activities; 1) education and training on the procurement of goods and services as well as a national exam, which includes accreditation, a list of proposals for making credit scores.

The development carried out at BPSDM Bengkulu Province in the field of development is to organize regular pre-service training for 1 generation and 11 generations of self-funding in 2019 and in 2021 the following activities will be carried out: a) regular pre-service training for 1 generation and 11 generation self-funding, b) regular PKA training for 1 batch , c) 1 batch of self-financing PKA training, 4) 1 generation of regular PKP training.

Based on the explanation above, the researcher is interested in further researching the effect of the Education and Training Program, Infrastructure Completeness, Organizational Support on Employee Performance through Satisfaction as a Mediation Variable which was held at BPSDM Bengkulu Province.

II. Review of Literature

2.1 Employee Performance

Employee performance is basically what employees do or not that affects how much they contribute to the organization which includes quantity, quality, output period and attendance at work (Basri & Rauf, 2021). An employee performance can be said to be good or bad, it can be known after an assessment. Therefore, performance needs to be measured by assessing the indicators of each performance.

Dimension	Indicator
Work quality	<ol style="list-style-type: none"> 1. Ability 2. Skills 3. Work result 4. Independence
Work Quantity	<ol style="list-style-type: none"> 1. Work time 2. Target achieve
Cooperation	<ol style="list-style-type: none"> 1. Collaboration 2. Compactness
Responsibility	<ol style="list-style-type: none"> 1. Work result 2. Decision making

Robbins (2006)

2.2 Employee Satisfaction

Employee satisfaction is an interesting problem in the management of the organization/company because it has a big effect on both employees and the organization/company. For employees, job satisfaction will create a pleasant feeling at work. Meanwhile, for companies, job satisfaction is useful in increasing productivity, improving employee attitudes and behavior (Rosmaini & Tanjung, 2019). Job satisfaction is a reflection of worker feelings towards their work. This can be seen in the positive attitude of workers towards facing the work and the environment. Otherwise, dissatisfied employees will have a negative attitude towards work in different forms from one another. The existence of employee job dissatisfaction should be detected by the company.

Dimension	Indicator
Discipline	1. Giving a warning 2. Job satisfaction 3. Job transfer
Work Morale	1. View of the organization 2. Work of time 3. Fun leadership
Turnover	1. Desire to leave the organization

2.3 Education and Training Programs

Education and Training is a process of transforming untrained employees into capable employees, and employees now can be developed to be given new responsibilities. The existence of education and training is intended to adjust attitudes, behavior, and knowledge and skills of employees in accordance with the demands of job development (Liliana & Kurnaningsih, 2020).

Education and training is a teaching and learning process using certain techniques and methods, in order to improve the skills and work abilities of a person (employee or group of people). Education and training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to improve employee performance (Siregar, 2018).

Dimension	Indicator
Instructor	1. Adequate qualifications/competencies 2. Motivate participants 3. Feedback needs
Training participants	4. Enthusiasm for training 5. Desire to understand
Method	6. 6. Training methods according to the training type 7. The suitability of the method with the material
Material	8. Determination of material with purpose 9. Suitability material 10. Developing skills

Source: Gary Dessler (2011)

2.4 Facilities and Infrastructure Completeness

Infrastructure has become a very important thing in the work at the company which is a complement for individuals to carry out a job or work that is organized. Facilities are objects or tools that move as one of the supports to carry out office activities. Meanwhile, infrastructure is a place or also called an office to carry out structured organizational activities.

Dimension	Indicator
Facilities	1. Physical infrastructure condition 2. Safety of rooms

	3. Staf working condition
Infrastructure	4. Accessibility 5. Disposal safety 6. ICT realibility 7. Maintenance readiness 8. Outreach possibilities 9. Safety of compound 10. Service readiness 11. Supply capacity (water, rain, water, electricity)

Source: (Scholz, Ngoli, & Flessa, 2015)

2.5 Organizational Support

In an organization many problems are associated with organizational support, if organizational support is in the form of providing human resources, work facilities and infrastructure to meet and stimulate the various work needs of members, the contribution of organizational support to job satisfaction and work motivation of organizational members is very large for every organization member to pursue a career as well as possible (Metria & Riana, 2018).

Organizational support is seen as very important for employee behavior. Organizations have an obligation to develop a climate that supports consumer orientation. (Grönroos 2017) found that organizational and management support will increase the motivation of customer orientation behavior of its employees. Organizational support is the belief that the organization appreciate the contributions of its employees through their work and shows concern for their well-being (Eisenberger, Rhoades Shanock, & Wen, 2020).

According to Hidayanti, Budianto, & Setianingsih (2020) Organizational support can also be seen as organizational commitment to individuals. When in individual-organizational interactions, the term organizational is known commitment of individuals to the organization; then organizational support means the opposite, that organizational commitment to individuals (employees) in the organization. Organizational commitment to employees can be given in various forms, including rewards, equal compensation, and a fair organizational climate. These forms of support have also developed from extrinsic (material) ones such as salaries, allowances, bonuses, and so on; to those that are intrinsic (nonmaterial), such as attention, praise, acceptance, intimacy, information, self-development, and so on.

It can be concluded that organizational support is how companies or organizations appreciate employee contributions to the progress of the company (valuation of employees contribution) or the organization and the company attention to their lives (care about employees well-being).

Dimension	Indicator
Justice	1. Procedural justice 2. Structural justice 3. social aspects and interactional justice
Senior support	4. Directing 5. Evaluating the subordinates performance

Award Organization and working conditions	6. Salary, recognition and promotion
	7. Security in work
	8. Independence
	9. The role of stressors
	10. Training
Eisenberger et al, Allen and Brady in Wikendari (2011)	

III. Research Method

The research method used in this study is a quantitative method. Quantitative research methods are designed to test existing hypotheses. Quantitative methods are expressed as numbers obtained from measurements using a variable scale in research. Respondents in this study were 100 training participants.

The data analysis used a structural approach to the Equation Model (SEM) assisted by the smart PLS application. The stages of data analysis in this study are:

1. Measurement model stage, this stage is carried out to test the validity and reliability of each indicator. The validity test in this study uses convergent validity by correlating the item score (component score) with the construct score which then produces the loading factor value. The instrument is declared valid if it has a loading factor value > 0.6 . After conducting the validity test, then a reliability test was carried out to determine the reliability of the instrument. Measurement of the level of reliability in this study using alpha coefficient or Cronbach alpha and composite reliability, the item is declared reliable if it has a coefficient value > 0.6 .
2. Structural Model Test Stage, this stage is a hypothesis testing stage which aims to determine whether there is an influence between variables or a correlation between constructs measured using SmartPLS. Structural or inner model is measured by looking at the r-square which shows how much influence between variables in the model. Then proceed with the estimation of the path coefficient obtained by the bootstrapping procedure with a value that is considered significant if the t-statistics is greater than 1.96, with a score of p-values < 0.05 , while to see the direction of the effect, the coefficient of Beta value is used.

IV. Result and Discussion

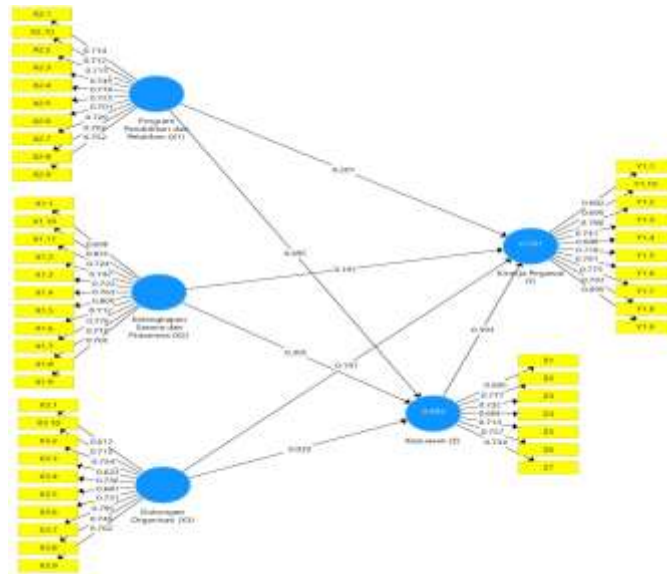


Figure 1. Outer Model Analysis

4.1 Validity test

Validity test is used to measure the validity or validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is > 0.05 and the outer loading value is (> 0.6) .

Variable	Indicator	AVE	Outer Loading	Valid
Education and Training Program (X1)	X1.1	0.529	0.716	Valid
	X1.10		0.706	Valid
	X1.2		0.717	Valid
	X1.3		0.750	Valid
	X1.4		0.777	Valid
	X1.5		0.722	Valid
	X1.6		0.698	Valid
	X1.7		0.729	Valid
	X1.8		0.706	Valid
X1.9	0.749	Valid		
Completeness of Facilities and Infrastructure (X2)	X2.1	0.566	0.705	Valid
	X2.10		0.830	Valid
	X2.11		0.721	Valid
	X2.2		0.747	Valid
	X2.3		0.722	Valid
	X2.4		0.767	Valid
	X2.5		0.805	Valid
	X2.6		0.707	Valid
	X2.7		0.775	Valid
X2.8	0.782	Valid		

	X2.9		0.698	Valid
Organizational Support (X3)	X3.1	0.537	0.661	Valid
	X3.10		0.721	Valid
	X3.2		0.774	Valid
	X3.3		0.674	Valid
	X3.4		0.754	Valid
	X3.5		0.723	Valid
	X3.6		0.739	Valid
	X3.7		0.779	Valid
	X3.8		0.763	Valid
	X3.9		0.731	Valid
Employee Performance (Y)	Y1.1	0.538	0.702	Valid
	Y1.10		0.704	Valid
	Y1.2		0.745	Valid
	Y1.3		0.718	Valid
	Y1.4		0.706	Valid
	Y1.5		0.722	Valid
	Y1.6		0.801	Valid
	Y1.7		0.761	Valid
	Y1.8		0.759	Valid
	Y1.9		0.715	Valid
Satisfaction (Z)	Z1	0.526	0.713	Valid
	Z2		0.780	Valid
	Z3		0.713	Valid
	Z4		0.617	Valid
	Z5		0.723	Valid
	Z6		0.774	Valid
	Z7		0.745	Valid

4.2 Reliability Test

Researchers used 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared good if the data has a Cronbach alpha value > 0.7. Meanwhile, composite reliability measures the actual reliability value of a variable. Data is declared to have high reliability if it has a composite reliability score > 0.7.

	Cronbach's Alpha	Composite Reliability
Organizational Support (X3)	0.905	0.920
Completeness of Facilities and Infrastructure (X2)	0.923	0.935
Satisfaction (Z)	0.850	0.886
Employee Performance (Y)	0.905	0.921
Education and Training Program (X1)	0.901	0.918

4.3 R-Square Uji Test

Test R-Squa Coefficient determination (R-Square) is used in the measurement to measure how much the endogenous variable is influenced by other variables. Based on the data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table:

	R Square	R Square Adjusted
Satisfaction (Z)	0.471	0.455
Employee Performance (Y)	0.702	0.689

Based on the test results, obtained a score of r square for satisfaction of 47.1, which means that satisfaction is influenced by Organizational Support, Completeness of Facilities and Infrastructure, Satisfaction, Education and Training Programs, the rest is influenced by variables that have not been explained in this study. The r square score for employee performance is 70.2 which means Organizational Support, Completeness of Facilities and Infrastructure, Satisfaction, Education and Training Programs by 70.2% and others are influenced by variables that have not been explained in this study.

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Support (X3) -> Satisfaction (Z)	0.039	0.311	0.756
Organizational Support (X3) -> Employee Performance (Y)	0.197	1973	0.049
Completeness of Facilities and Infrastructure (X2) -> Satisfaction (Z)	0.300	3,243	0.001
Completeness of Facilities and Infrastructure (X2) -> Employee Performance (Y)	0.191	2,250	0.025
Satisfaction (Z) -> Employee Performance (Y)	0.393	4.361	0.000
Education and Training Program (X1) -> Satisfaction (Z)	0.490	4.129	0.000
Education and Training Program (X1) -> Employee Performance (Y)	0.201	1,877	0.061
Organizational Support (X3) -> Satisfaction (Z) -> Employee Performance (Y)	-0.015	0.310	0.756
Completeness of Facilities and Infrastructure (X2) -> Satisfaction (Z) -> Employee	0.118	2.845	0.005

Performance (Y)			
Education and Training Program (X1) -> Satisfaction (Z) -> Employee Performance (Y)	0.192	2.950	0.003

4.4 Discussion

a. Education and Training Program (X1) -> Employee Performance (Y)

The results of testing the Education and Training Program hypothesis on employee performance obtained a positive beta score ($\beta = 0.201$) with p values of 0.061 ($p < 0.05$) with a t statistic of 1.877 ($p > 1.96$) indicating that there was a significant negative effect between the Education and Training Program variables. on employee performance. The better the education and training programs provided by the company to its employees, it will also improve the performance of its employees. The relationship between education and training with employee performance influences each other, where it is assumed that education and training is a response to an organizational need. This is in line with the thoughts of Turere (2013) which states that: One way to improve the quality of an organization's human resources is through planned and systematic education and training programs. In other words, the importance of education and training in organizations is improving employee performance which includes supporting knowledge and skills, as well as forming the attitude of each employee as desired by the organization. This research is in line with research conducted by Pakpahan, Siswidiyanto, & Sukanto (2014)

b. Completeness of Facilities and Infrastructure (X2) -> Employee Performance (Y)

The results of testing the Completeness of Facilities and Infrastructure hypothesis on employee performance obtained a positive beta score ($\beta = 0.191$) with p values of 0.025 ($p < 0.05$) with a t statistic of 2.250 ($p > 1.96$) indicating that there is a significant positive effect between the variables of completeness of facilities and infrastructure. on employee performance. The better the facilities and infrastructure provided by the company, the better the performance provided by employees. employees feel that the available infrastructure can help employees complete the tasks received by employees from the leadership, and the available infrastructure makes employees faster in completing their tasks, and vice versa. This is similar to the results of research from Himmatul Hall & Nugraha (2020) who concludes the results of his research that infrastructure makes a significant contribution to employee performance. In addition, it is supported by research from Himmatul Hall & Nugraha (2020) who concludes the results of his research that the existence of infrastructure can contribute a very good and significant influence on the performance of cleaning staff. Research Rina Erla Anasari (2015) states that the results are not different from contributing to the impact of office facilities on the performance of village officials.

c. Organizational Support (X3) -> Employee Performance (Y)

The results of testing the hypothesis of Organizational Support on employee performance obtained a positive beta score ($\beta = 0.197$) with p values of 0.049 ($p < 0.05$) with a t statistic of 1.973 ($p > 1.96$) indicating that there is a significant positive effect

between Organizational Support on employee performance. The greater the support provided by the organization, the better the performance of its employees. This explains that organizational support is reflected in the organization's concern for employee satisfaction through organizational awards for contributions made by employees, concern for opinions through a sense of organizational care for all aspirations given by employees, concern for the problems faced through a willingness to assist in placing employees in the right jobs according to their abilities and provide assistance when they have problems, concern for improving performance through awards for contributions made. The results of this study are in accordance with the findings of previous research conducted by Odunlami & Matthew (2014), Arshadi & Damiri (2013) and Susmiati (2015), Febriantoro & Juariyah (2018) proves the same thing where the role of organizational support has a positive direct effect on employee performance so that it gives positive results on agency performance.

d. Satisfaction (Z) -> Employee Performance (Y)

The results of testing the satisfaction hypothesis on employee performance obtained a positive beta score ($p = 0.393$) with p values 0.000 ($p < 0.05$) with a t statistic of 4.361 ($p > 1.96$) indicating that there is a significant positive effect between satisfaction on employee performance. The more satisfied employees, this will improve their performance. This condition illustrates that job satisfaction received and felt by an employee will affect the results obtained from his work. Job satisfaction by employees is good by giving appropriate salaries, the work given is in accordance with their expertise, and the relationship with superiors is well established, this will improve the performance of the employees, so that job satisfaction has a significant and positive effect on employee performance. Pratiwi & Rianto (2018) obtained the results that organizational culture is associated with increased performance. The results of this study are consistent with the research of Mostopha (2020) which states that job satisfaction affects employee performance.

e. Education and Training Program (X1) -> Satisfaction (Z)

The results of testing the hypothesis of the Education and Training Program on Satisfaction obtained a positive beta score ($p = 0.490$) with p values 0.000 ($p < 0.05$) with a t statistic of 4.129 ($p > 1.96$) indicating that there is a significant positive effect between Education and Training on Satisfaction. The better the education and training programs provided by the organization, the better the satisfaction felt by the organization's employees. The results of this study are supported by research Riana, Hendriani, & Efni (2018), Riana et al. (2018) which states that education and training has a significant effect on job satisfaction. Based on the results of the discussion, every education and training carried out will be able to increase job satisfaction for employees. The more often education and training is carried out, the higher the level of employee job satisfaction.

f. Completeness of Facilities and Infrastructure (X2) -> Satisfaction (Z)

The results of testing the completeness of facilities and infrastructure on satisfaction obtained a positive beta score ($p = 0.300$) with p values of 0.001 ($p < 0.05$) with a t statistic of 3.243 ($p > 1.96$) indicating that there is a significant positive effect between the completeness of facilities and infrastructure on satisfaction. The more complete the facilities and infrastructure provided by the organization it will increase employee

satisfaction. Facilities and infrastructure will provide satisfaction to employees because the required facilities are fully available within the organization, so that employee satisfaction will appear. This research is in line with research conducted by Romadhon & MS (2021).

g. Organizational Support (X3) -> Satisfaction (Z)

The results of testing the hypothesis of Organizational Support on Satisfaction obtained a positive beta score ($p = 0.039$) with p values of 0.756 ($p < 0.05$) with a t statistic of 0.311 ($p > 1.96$) indicating that there is a significant negative effect between Organizational Support on Satisfaction. The better the support provided by the organization, the better the job satisfaction of employees. According to Wijayanti, Hyun, & Putri (2020) argued that employees who lack organizational support from the company are important factors that encourage job satisfaction such as mentally challenging work, appropriate rewards, supportive working conditions and supportive coworkers. Seeing from several opinions regarding the dimensions of job satisfaction, it can be concluded that experts agree that salaries, promotions and co-workers are part of the dimensions of job satisfaction. Every employee wants a salary that is in accordance with the work being done, getting the opportunity to develop a career, having colleagues who can help complete the work. These results support the previous quantitative research conducted by Novira & Martono (2015) who found that this perception will foster a certain level of trust from employees in the rewards that the organization provides for their contributions.

h. Education and Training Program (X1) -> Satisfaction (Z) -> Employee Performance (Y)

The results of testing the hypothesis of the Education and Training Program on employee performance mediated by satisfaction obtained a positive beta score ($p = 0.192$) with p values of 0.003 ($p < 0.05$) with a t statistic of 2.950 ($p > 1.96$) indicating that there is a significant positive effect between the Education Program and Training on employee performance is mediated by satisfaction. The better education and training provided by the company to its employees, it will improve employee performance, the mediation of job satisfaction strengthens the influence on education and training programs and employee performance. This is in accordance with the research conducted Ratnasari & Bambang (2018), Putra & Suharnomo (2017).

i. Completeness of Facilities and Infrastructure (X2) -> Satisfaction (Z) -> Employee Performance (Y)

The results of testing the Completeness of Facilities and Infrastructure hypothesis on employee performance mediated by satisfaction obtained a positive beta score ($p = 0.118$) with p values of 0.005 ($p < 0.05$) with a t statistic of 2.845 ($p > 1.96$) indicating that there is a significant positive effect between Facility Completeness and Infrastructure on employee performance is mediated by satisfaction. The better the facilities and infrastructure in the company will be able to increase employee satisfaction so that employee performance will also increase. This is in line with research conducted by Putri, Indrawati, & Hartati (2018).

j. Organizational Support (X3) -> Satisfaction (Z) -> Employee Performance (Y)

The results of testing the hypothesis of Organizational Support on employee performance mediated by satisfaction obtained a positive beta score ($p = -0.015$) with p

values of 0.756 ($p < 0.05$) with a t statistic of 0.310 ($p > 1.96$) indicating that there is a significant negative effect between Organizational Support on performance employee mediated satisfaction. This indicates that the better organizational support provided to employees affects employee performance, but the mediating variable of employee satisfaction does not affect organizational support and employee performance. This is in line with research conducted by Agustyna & Prasetio, 2020).

V. Conclusion

Based on the research and discussion that has been done, it can be concluded that there is a significant positive influence between the Education and Training Program variables on employee performance. there is a significant positive effect between the variables of completeness of facilities and infrastructure on employee performance. there is a significant positive effect between Organizational Support on employee performance. there is a significant positive effect between satisfaction on employee performance. there is a significant positive effect between education and training on satisfaction. there is a significant positive effect between the completeness of facilities and infrastructure on satisfaction. significant negative effect between Organizational Support on Satisfaction. There is a significant positive effect between Education and Training Programs on employee performance mediated by satisfaction. there is a significant positive effect between the Completeness of Facilities and Infrastructure on employee performance mediated by satisfaction. There is a significant negative effect between Organizational Support on employee performance mediated by satisfaction. r square score for satisfaction is 47.1 which means satisfaction is influenced by Organizational Support, Completeness of Facilities and Infrastructure, Satisfaction, Education and Training Programs. The r -square score for employee performance is 70.2, which means Organizational Support, Completeness of Facilities and Infrastructure, Satisfaction, Education and Training Programs of 70.2%. It is hoped that the organization or company will pay more attention to the completeness of facilities and infrastructure, provide education and training to its employees and provide full support in the form of salaries and benefits to increase employee satisfaction which will ultimately increase employee satisfaction.

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