

The Effects of Transfer of Training and Intrinsic Motivation on Employee Performance: The Mediating Role of Job Satisfaction

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ARTICLE INFO

Keywords: Transfer of Training, Intrinsic Motivation, Job Satisfaction, and Employee Performance

Received : 09, April

Revised : 10, May

Accepted: 18, June

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ABSTRACT

This study examines the effect of Transfer of Training and Intrinsic Motivation on Employee Performance through Job Satisfaction at PT Setia Group Investama. A survey of 115 employees who attended training programs was conducted, and data were analyzed using PLS-SEM with SmartPLS 3. Results indicate that Transfer of Training and Intrinsic Motivation positively affect Job Satisfaction, which in turn positively influences Employee Performance. Intrinsic Motivation also directly improves performance, while Transfer of Training does not. Mediation analysis shows Job Satisfaction fully mediates the effect of Transfer of Training and partially mediates Intrinsic Motivation. Findings highlight the importance of Job Satisfaction as a mediator and suggest that organizations should focus on effective training, intrinsic motivation, and enhancing job satisfaction.

INTRODUCTION

Human resources are the primary asset of any organisation, as the success of operations heavily relies on the competence, motivation, and satisfaction of employees. Employees not only perform operational tasks but also drive organisational goals, innovation, and productivity. Competent and motivated employees who are satisfied with their work demonstrate punctuality, produce high-quality outputs, show initiative in problem-solving, collaborate effectively, and take responsibility for their duties. Conversely, insufficiently skilled or unmotivated employees, or those dissatisfied with their work, negatively affect individual and team performance, operational efficiency, and overall organisational outcomes.

Employee performance and job satisfaction are interdependent. Satisfied employees are more motivated, proactive, and committed to quality, while dissatisfaction can result in reduced engagement, higher error rates, and lower productivity. Effective human resource management, particularly attention to training, intrinsic motivation, and job satisfaction, is therefore a strategic priority to maintain operational stability and high performance. In companies with diverse operational and supporting units, employee quality is a decisive factor for organisational success.

PT Setia Group Investama (SGI), located in Tenggarong, East Kalimantan, Indonesia, exemplifies an organisation where employee performance and satisfaction are critical. The company operates multiple business units with varying operational complexities, requiring robust strategies to enhance employee satisfaction and maintain optimal performance. Empirical data from 2024–2026 indicate a decreasing trend in employee turnover, from 181 in 2024 to 117 in 2025, and 22 by April 2026, highlighting ongoing workforce dynamics that warrant strategic attention to job satisfaction as a mechanism for sustaining performance.

Previous research suggests that the effects of training and intrinsic motivation on employee performance are not always direct; job satisfaction can mediate these relationships, though findings are inconsistent across contexts (Pamungkas et al., 2024; Shen & Tang, 2018). Therefore, this study examines job satisfaction as an intervening variable that bridges Transfer of Training and intrinsic motivation with employee performance at SGI. Transfer of Training ensures that employees apply skills and knowledge acquired from training effectively in their daily work, while intrinsic motivation enhances initiative, commitment, and quality of performance. Understanding this mechanism is crucial to optimise the benefits of training and motivational strategies in improving employee performance.

This research aims to investigate the influence of Transfer of Training and intrinsic motivation on employee performance, with job satisfaction acting as an intervening variable, thereby addressing gaps in previous research and providing practical insights into human resource management in organisations with diverse operational units.

THEORETICAL REVIEW

AMO Theory

The Ability Motivation Opportunity explains that employee performance is influenced by three main factors: ability, motivation, and opportunity. Ability refers to the skills and competencies of employees, motivation refers to the willingness to exert effort, and opportunity refers to the organizational environment that enables employees to apply their skills and motivation effectively. According to Boxall & Purcell, (2003), high performance is achieved when employees possess sufficient ability, are motivated, and are given the opportunity to apply their skills in the workplace. Transfer of Training represents the ability component, Intrinsic Motivation represents the motivation component, and Job Satisfaction reflects how employees respond positively to opportunities provided by the organization.

Transfer of Training

Blume et al., (2019), transfer of training reflects the degree to which trainees maintain and generalize competencies learned in training across different settings over time. Furthermore, Roberts et al., (2021), emphasize that transfer of training involves both the application and continuity of learned skills in the workplace. Similarly, Noe et al., (2023), state that training is considered successful when employees consistently apply acquired knowledge and skills in their daily job responsibilities.

Intrinsic Motivation

Deci & Ryan, (2023), in organizational contexts, intrinsic motivation is related to the desire to perform tasks because the activity itself is interesting or inherently satisfying, rather than for extrinsic rewards. Meanwhile, according to Robbins & Judge, (2023), intrinsic motivation is the internal drive that energizes and directs behavior toward work activities.

Job Satisfaction

Luthans, (2021) describes job satisfaction as a general attitude that an individual maintains toward their profession, which indicates the degree to which they either like or dislike their job. In alignment with this view, Spector, (2021) conceptualizes the term as the extent to which individuals experience positive or negative feelings regarding their responsibilities and professional experiences. Furthermore, Robbins & Judge, (2023) emphasize that job satisfaction is a pleasurable emotional state resulting from a comprehensive evaluation or appraisal of an individual's cumulative experiences at work.

Employee Performance

Mathis & Jackson, (2021), employee performance serves as a critical determinant of organizational success, representing the observable and quantifiable outcomes of an individual's work aligned with competency benchmarks and behavioral expectations. From an operational perspective,

Torrington et al., (2022), employee performance is the combination of effectiveness and efficiency in carrying out tasks that are the responsibility of employees, where effectiveness indicates achievement of work targets and efficiency reflects the optimal use of resources. Furthermore, Robbins & Judge, (2023), employee performance refers to the individual's work results evaluated against organizational objectives and agreed-upon performance indicators, both quantitative and qualitative. Meanwhile, Dessler, (2024), performance as the tangible output or achievements derived from work operations, which are rigorously appraised based on established organizational standards of accuracy, completeness, financial cost, and operational speed.

Hypothesis Development

Transfer of Training and Job Satisfaction

Transfer of Training (ToT) refers to the extent to which employees apply the knowledge, skills, and attitudes acquired from training to their daily work Blume et al., (2019). Effective transfer enhances employees' competence, readiness, and confidence, contributing to a positive work experience and higher job satisfaction. Prior research supports this relationship, including Shen & Tang, (2018); Hadaitana & Iqbal, (2023); Jumiati et al., (2023); Kurniawan et al., (2024); Pramudya et al., (2025); Saragih & Rizky, (2025); and Pongtuluran & Marewa, (2026).

H1: Transfer of Training positively influences job satisfaction.

Intrinsic Motivation and Job Satisfaction

Intrinsic motivation arises from the fulfillment of basic psychological needs autonomy, competence, and relatedness and drives employees to engage in work for personal satisfaction rather than external rewards Ryan & Deci, (2017). Employees with high intrinsic motivation are more engaged, responsible, and committed, which enhances their job satisfaction. Intrinsic motivation also helps employees handle work challenges positively and maintain consistent performance. Previous studies support this relationship, including Yusuf, (2021); Aljumah, (2023); Pamungkas et al., (2024); and Wahyuningsih & Daniel, (2026).

H2: Intrinsic motivation positively influences job satisfaction.

Job Satisfaction and Employee Performance

Job satisfaction reflects employees' positive feelings toward their work. Employees with higher job satisfaction are more responsible, focused, and committed to achieving optimal results, thereby enhancing individual and team performance Robbins & Judge, (2023). Job satisfaction provides an internal drive for employees to complete tasks effectively, maintain work quality, and contribute to organisational goals. Previous studies support this positive relationship, including Lindawati & Parwoto, (2021); Pramono, (2021); Hadaitana & Iqbal, (2023); Jumiati et al., (2023); and Kurniawan et al., (2024).

H3: Job satisfaction positively influences employee performance.

Transfer of Training and Employee Performance

Transfer of Training (ToT) enables employees to apply skills and knowledge gained from training in their daily tasks Noe et al., (2023). Effective application improves work efficiency, quality, and the ability to handle challenges. Prior studies support this effect, including Fahira et al., (2022); Sigalingging & Pakpahan, (2021); Jumiati et al., (2023); and Kurniawan et al., (2024).

H4: Transfer of Training positively influences employee performance.

Intrinsic Motivation and Employee Performance

Intrinsic motivation drives employees to work because the work itself is meaningful and satisfying, not merely for external rewards Ryan & Deci, (2017). Highly intrinsically motivated employees show greater initiative, responsibility, and commitment, which enhances performance. Previous research supports this relationship, including Yusuf, (2021); Wijaya & Adriyanto, (2022); Pamungkas et al., (2024); and Wahyuningsih & Daniel, (2026).

H5: Intrinsic motivation positively influences employee performance.

Transfer of Training and Employee Performance Through Job Satisfaction

Job satisfaction can mediate the effect of Transfer of Training on employee performance. Employees who effectively apply training outcomes tend to feel more competent and satisfied with their work, which subsequently improves performance. Supporting studies include Hadaitana & Iqbal, (2023); Jumiati et al., (2023); and Kurniawan et al., (2024).

H6: Transfer of Training positively influences employee performance through job satisfaction.

Intrinsic Motivation and Employee Performance Through Job Satisfaction

Job satisfaction can also mediate the effect of intrinsic motivation on employee performance. Employees with high intrinsic motivation who experience greater job satisfaction tend to work more effectively and perform better. Some studies report significant mediation Jumiati et al., (2023); and Kurniawan et al., (2024), whereas others show inconsistent results Yusuf, (2021); and Pamungkas et al., (2024).

H7: Intrinsic motivation positively influences employee performance through job satisfaction.

METHODOLOGY

Research Method

This study employed a quantitative approach with an explanatory research design. This design was chosen because the study aims to examine the causal relationships among Transfer of Training, Intrinsic Motivation, Job Satisfaction, and Employee Performance. The research was conducted at PT Setia Group Investama, Tenggara, Kutai Kartanegara, East Kalimantan.

Population and Sample

The population consisted of all employees of PT Setia Group Investama. Purposive sampling was applied based on the following criteria: employees were active, had at least six months of work experience, were not in top management positions, and had participated in training, work orientation, or skill development programs provided by the company. Based on these criteria, 115 employees were selected as respondents.

Data Analysis

Statistical evaluation for this study was executed utilizing Partial Least Squares-Structural Equation Modeling (PLS-SEM) computed through the SmartPLS 3 software suite. The comprehensive analytical framework encompassed the generation of descriptive statistics, followed by a rigorous two-stage evaluation involving the measurement model (outer model) and the structural model (inner model), alongside specific mediation computations.

RESULTS

Respondent Characteristics

A final cohort of 115 respondents from PT Setia Group Investama, selected strictly via the established inclusion benchmarks, comprised the empirical sample for this investigation. The comprehensive breakdown of these demographic distributions is thoroughly detailed in Table 1 below.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	58	50.43%
	Female	57	49.57%
Age	18–20 years	22	19.13%
	21–23 years	38	33.04%
	24–26 years	34	29.57%
	27–29 years	21	18.26%
Education Level	Senior High School / Vocational High School	74	64.35%

Characteristics	Category	Frequency	Percentage (%)
	Diploma III	18	15.65%
	Bachelor's Degree	23	20.00%
Years of Service	6–11 months	24	20.87%
	1–2 years	45	39.13%
	3–4 years	31	26.96%
	More than 4 years	15	13.04%
Work Unit	Apotek Sejiwa	12	10.43%
	Ayam Setia	36	31.30%
	Head Office / Supporting Division	18	15.65%
	Kopi Tegur Sapa	18	15.65%
	Susu Setia	31	26.96%
Position	Level 1: Crew	76	66.09%
	Level 2: Operational Leader / General Admin	24	20.87%
	Level 3: Junior Staff	15	13.04%

The demographic profile compiled in Table 1 outlines a balanced gender distribution among the 115 participants, comprising 58 males (50.43%) and 57 females (49.57%). The workforce is predominantly young, led by individuals aged 21–23 years (33.04%) and 24–26 years (29.57%). In terms of education, senior or vocational high school graduates dominate the sample at 64.35%, followed by

bachelor's degree holders (20.00%) and Diploma III graduates (15.65%). Regarding tenure, the largest segment has 1–2 years of experience (39.13%), while the remaining distribution spans 3–4 years (26.96%), 6–11 months (20.87%), and over 4 years (13.04%). Operationally, respondents are distributed across Ayam Setia (31.30%), Susu Setia (26.96%), Head Office/Supporting Division (15.65%), Kopi Tegur Sapa (15.65%), and Apotek Sejiwa (10.43%). Hierarchically, Level 1 Crew constitutes the majority (66.09%), followed by Level 2 Operational Leader/General Admin (20.87%) and Level 3 Junior Staff (13.04%). This operational and frontline representation provides a solid empirical basis for testing the structural linkages between Transfer of Training, Intrinsic Motivation, Job Satisfaction, and Employee Performance.

Descriptive Analysis

The descriptive analysis shows that Transfer of Training obtained an average score of 3.18, which falls into the moderate category. This indicates that employees have applied training outcomes in their work, although the implementation is not yet optimal. Intrinsic Motivation obtained an average score of 3.17, also in the moderate category, suggesting that employees have internal motivation to work but still require stronger support, autonomy, and development opportunities. Job Satisfaction also obtained an average score of 3.17, indicating that employees feel moderately satisfied with their job, compensation, promotion opportunities, supervision, and co-worker relationships. Meanwhile, Employee Performance obtained an average score of 4.04, which falls into the high category. This result shows that employees generally demonstrate good work quality, initiative, cooperation, and responsibility, although timely task completion still needs improvement.

Measurement Model Evaluation (Outer Model)

To verify the psychometric properties of the latent variables, an outer model assessment was performed. Construct consistency was verified using Composite Reliability (CR), whereas convergent validity was determined through both factor loadings and Average Variance Extracted (AVE). Additionally, the Heterotrait-Monotrait (HTMT) ratio was computed to establish discriminant validity, ensuring the empirical distinctiveness of each construct. The detailed statistical outputs for both convergent validity and reliability metrics are provided in Table 2.

Table 2. Convergent Validity and Construct Reliability

Construct	Indicators	Outer Loading	AVE	CR
Transfer of Training (X1)	X1.1	0.802	0.571	0.888
	X1.2	0.728		
	X1.3	0.718		

Construct	Indicators	Outer Loading	AVE	CR
	X1.4	0.829		
	X1.5	0.811		
	X1.6	0.629		
Intrinsic Motivation (X2)	X2.1	0.831	0.651	0.918
	X2.2	0.840		
	X2.3	0.785		
	X2.4	0.824		
	X2.5	0.766		
	X2.6	0.795		
Job Satisfaction (Z)	Z.1	0.706	0.512	0.840
	Z.2	0.737		
	Z.3	0.689		
	Z.4	0.733		
	Z.5	0.711		
Employee Performance (Y)	Y.1	0.780	0.651	0.917
	Y.2	0.817		
	Y.3	0.869		
	Y.4	0.869		
	Y.5	0.819		
	Y.6	0.670		

Source: SmartPLS Output.

As detailed in Table 2, the measurement model fulfills all primary criteria for convergent validity and construct reliability. The majority of factor loadings exceed the 0.70 threshold, validating strong indicator representation. Although minor exceptions occur for indicators X1.6 (0.629), Z.3 (0.689), and Y.6 (0.670), their values remain psychometrically acceptable within an exploratory

framework. Furthermore, the Average Variance Extracted (AVE) values span from 0.512 to 0.651, comfortably surpassing the recommended 0.50 baseline. Internal consistency is similarly confirmed by Composite Reliability (CR) metrics ranging between 0.840 and 0.918, which ensures a robust foundational structure for subsequent structural pathway analysis.

To verify cross-construct distinctiveness, discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio approach Henseler et al., (2015). To establish satisfactory empirical differentiation, HTMT values must strictly remain below the 0.90 ceiling. The complete statistical breakdown for this discriminant assessment is comprehensively documented in Table 3.

Table 3. Discriminant Validity (HTMT)

	Job Satisfaction (Z)	Employee Performance (Y)	Intrinsic Motivation (X2)	Transfer of Training (X1)
Job Satisfaction (Z)				
Employee Performance (Y)	0.896			
Intrinsic Motivation (X2)	0.722	0.873		
Transfer of Training (X1)	0.791	0.753	0.856	

Source: SmartPLS Output.

Data patterns in Table 3 indicate that all HTMT metrics consistently remain under the 0.90 threshold, confirming satisfactory discriminant validity. The upper bound of the HTMT estimation stands at 0.896 (between Job Satisfaction and Employee Performance), which securely satisfies the standard cutoff. Other inter-construct correlation indices range tightly between 0.722 and 0.873. These empirical results structurally verify that every latent variable captures a unique conceptual domain, ensuring a clean and distinct measurement framework prior to structural verification.

Structural Model Evaluation (Inner Model)

Evaluation of the inner structural model focused on collinearity diagnostics, explanatory variance (R^2), effect magnitude (f^2), and predictive

relevance (Q^2). Empirically, internal VIF values remained strictly below the 5.0 ceiling, eliminating multi-collinearity concerns. The coefficient of determination yielded an R^2 of 0.481 for Job Satisfaction and 0.739 for Employee Performance, showing a highly substantive explanatory power.

For effect size assessment, Transfer of Training exerted a moderate impact on Job Satisfaction (f^2) but a negligible direct effect on Employee Performance, whereas Intrinsic Motivation demonstrated a weak impact on Job Satisfaction. Notably, both Job Satisfaction and Intrinsic Motivation displayed large effect sizes in driving Employee Performance. Finally, the cross-validated redundancy checks produced Q^2 values of 0.222 and 0.467, respectively; since both criteria systematically exceed the zero baseline, the predictive relevance of the structural model is firmly validated.

Hypothesis Testing

To test the hypothesized structural pathways, a non-parametric bootstrapping resamples procedure was executed. This approach generates crucial statistical estimators, including standardized path coefficients, t-statistics, and p-values, to evaluate both direct and indirect structural mechanisms simultaneously. The significance of each proposed direct relationship was systematically determined based on these empirical validation metrics, and the comprehensive statistical outputs are summarized in Table 4.

Table 4. Result of The Direct Effect

Hypothesis	Direct Relationship	Path Coefficient	t-value	p-value	Decision
H1	Transfer of Training (X1) to Job Satisfaction (Z)	0.455	3.301	0.001	Supported
H2	Intrinsic Motivation (X2) to Job Satisfaction (Z)	0.285	2.639	0.009	Supported
H3	Job Satisfaction (Z) to Employee Performance (Y)	0.438	4.764	0.000	Supported

H4	Transfer of Training (X1) to Employee Performance (Y)	-0.029	0,289	0.772	Not Supported
H5	Intrinsic Motivation (X2) to Employee Performance (Y)	0.540	6.075	0.000	Supported

Source: SmartPLS Output.

The bootstrapping outputs detailed in Table 4 reveal several critical structural pathways. First, Transfer of Training exerts a statistically meaningful positive impact on Job Satisfaction ($\beta = 0.455$; $t = 3.301$; $p = 0.001$), thereby validating H1 and demonstrating that a superior integration of training skills drives job contentment. Second, Intrinsic Motivation similarly triggers a beneficial positive response toward Job Satisfaction ($\beta = 0.285$; $t = 2.639$; $p = 0.009$), which supports H2 and implies that self-driven professional desires amplify workplace fulfillment. Third, Job Satisfaction yields a highly robust positive influence on overall Employee Performance ($\beta = 0.438$; $t = 4.764$; $p = 0.000$), validating H3 and confirming that psychologically satisfied workers deliver superior outputs. Conversely, the direct path from Transfer of Training to Employee Performance is statistically negligible ($\beta = -0.029$; $t = 0.289$; $p = 0.772$). Because the significance threshold exceeds the baseline criterion, H4 is rejected, indicating that executing trained abilities does not immediately elevate performance metrics without intervening mechanisms. Lastly, Intrinsic Motivation demonstrates a highly substantial and significant driving force toward Employee Performance ($\beta = 0.540$; $t = 6.075$; $p = 0.000$), thereby providing empirical validation for H5. This definitive finding indicates that individuals propelled by deeper self-driven professional desires systematically deliver superior and more robust workplace outputs.

Mediation Analysis

To evaluate the intervening mechanism of Job Satisfaction, a specific indirect effect assessment was conducted via the SmartPLS bootstrapping algorithm. This procedure computationally validates the structural capacity of the mediator to channel the operational impacts of both Transfer of Training and Intrinsic Motivation toward overall Employee Performance outcomes. Statistically, mediation pathways were declared meaningful if their computed significance metrics satisfied the strict threshold of $p < 0.05$. The comprehensive statistical parameters generated from this indirect pathway estimation are systematically presented in Table 5.

Table 5. Specific Indirect Effects

Hypothesis	Indirect Relationship	Path Coefficient	t-value	p-value	Decision
H6	Transfer of Training (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.199	3.277	0.001	Full Mediation
H7	Intrinsic Motivation (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.125	2.083	0.038	Partial Mediation

Source: SmartPLS Output.

The mediation parameters compiled in Table 5 demonstrate diverse structural dynamics. First, Transfer of Training exerts a statistically significant indirect impact on Employee Performance through the mediating channel of Job Satisfaction ($\beta = 0.199$; $t = 3.277$; $p = 0.001$). Because the corresponding direct path was previously established as non-significant, this statistical configuration verifies a pattern of full mediation, proving that the execution of trained professional abilities translates into actual work performance exclusively through amplified employee job fulfillment. Second, Intrinsic Motivation similarly carries a meaningful indirect influence on performance outcomes via Job Satisfaction ($\beta = 0.125$; $t = 2.083$; $p = 0.038$). Given that its direct pathway remains substantial, this configuration validates a mechanism of partial mediation, suggesting that self-driven professional behaviors simultaneously strengthen employee performance both directly and through heightened occupational gratification. Collectively, these empirical findings confirm that Job Satisfaction serves as an indispensable operational catalyst that converts strategic individual traits and training investments into concrete organizational outputs.

DISCUSSION

Transfer of Training and Job Satisfaction

The findings indicate that Transfer of Training has a positive and significant effect on Job Satisfaction. Employees who effectively apply the knowledge, skills, and attitudes gained from training in their daily work reported higher levels of satisfaction. This result aligns with previous studies (Shen & Tang, 2018;

Hadaitana & Iqbal, 2023; Jumiati et al., 2023), highlighting that practical application of training enhances employees' confidence, competence, and overall satisfaction with their work.

Intrinsic Motivation and Job Satisfaction

Intrinsic Motivation was also found to positively influence Job Satisfaction. Employees with high intrinsic motivation driven by autonomy, competence, and relatedness experienced greater satisfaction in performing their tasks. This supports prior research (Yusuf, 2021; Aljumah, 2023; Pamungkas et al., 2024), suggesting that internal motivation enhances engagement and contributes to positive perceptions of the work environment.

Job Satisfaction and Employee Performance

Job Satisfaction positively affects Employee Performance, confirming that satisfied employees tend to demonstrate higher productivity, better task execution, and stronger organizational commitment. These findings are consistent with Robbins & Judge (2023) and Lindawati & Parwoto (2021), reinforcing the notion that satisfaction serves as a key driver of effective performance.

Transfer of Training and Employee Performance

Transfer of Training did not show a significant direct effect on Employee Performance, this suggests that the application of training alone may not automatically enhance performance unless employees are satisfied and motivated. The results highlight that skill acquisition must be complemented by a positive work experience to translate into performance improvements.

Intrinsic Motivation and Employee Performance

Intrinsic Motivation positively influences Employee Performance. Employees with higher intrinsic motivation tend to be more engaged, persistent, and responsible, which contributes directly to improved performance. This aligns with previous studies (Yusuf, 2021; Pamungkas et al., 2024), emphasizing the role of internal motivation in enhancing work outcomes.

Transfer of Training and Employee Performance Through Job Satisfaction

Mediation analysis revealed that Job Satisfaction fully mediates the relationship between Transfer of Training and Employee Performance. This indicates that the positive effect of training on performance occurs through enhanced satisfaction, highlighting the critical role of employees' perception and experience of work in translating knowledge and skills into effective performance.

Intrinsic Motivation and Employee Performance Through Job Satisfaction

Job Satisfaction partially mediates the effect of Intrinsic Motivation on Employee Performance. This demonstrates that while intrinsic motivation directly contributes to performance, part of its effect is channeled through increased job satisfaction. Employees who are both intrinsically motivated and satisfied tend to show better overall performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study demonstrates that both training transfer and intrinsic motivation act as vital drivers of occupational outcomes within PT Setia Group Investama. Empirically, while intrinsic motivation directly and indirectly enhances employee performance, training transfer relies entirely on the full intervening mechanism of job satisfaction to successfully elevate work outputs. These insights validate that professional skills acquired during corporate training cannot automatically maximize personnel productivity unless employees experience a deep psychological sense of job satisfaction.

Recommendations

Based on these findings, the management of PT Setia Group Investama should implement several targeted organizational strategies. Specifically, the company needs to establish a rigorous post-training monitoring framework backed by active managerial support to facilitate optimal implementation of acquired field skills. Furthermore, internal drive and occupational fulfillment must be continuously fostered by refining institutional compensation structures and ensuring transparent career development paths. Finally, cultivating an enriching work climate through supportive, non-restrictive supervisory practices will be instrumental in maintaining elevated workplace satisfaction and performance levels.

FUTURE STUDY

Several limitations inherent in this study present avenues for future scholarly inquiry. Methodologically, the single-firm focus on PT Setia Group Investama restricts the broad generalizability of the findings across diverse industries or organizational structures. Additionally, the adoption of a cross-sectional approach captures data at a single point in time, limiting definitive claims regarding long-term causal directions among the latent variables. The reliance on self-reported questionnaires also introduces potential response biases rooted in subjective employee perceptions rather than objective workplace assessments. Finally, the conceptual framework exclusively modeled training transfer, intrinsic motivation, and job satisfaction, omitting other critical organizational determinants such as leadership behaviors, commitment, or environmental variables.

To overcome these constraints, future research should operationalize longitudinal data designs and expand replication efforts across heterogeneous corporate sectors. Integrating supplementary structural antecedents will likewise provide a more holistic and comprehensive diagnostic model for employee performance outcomes.

ACKNOWLEDGMENT

The author expresses sincere gratitude to PT Setia Group Investama's management and staff for providing institutional access and participating as research respondents. Deep appreciation is also extended to academic mentors, colleagues, and family members for their valuable guidance, intellectual support, and continuous encouragement throughout the completion of this study.

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