The Power of Training in Elevating Job Satisfaction: A Case Study from the Digital Marketing Sector

Shahib Anshari Muhajir[1*], Syamsul Hadi[2], Didik Subiyanto[3], Supaprawat Siripipatthanaku[4]

[1,2,3] *Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia*
[4] *GlobalNxt University, Singapore*
Corresponding author. Email: shahibanshari0204@gmail.com

ABSTRACT
This study aims to analyze the impact of training on employee job satisfaction in digital marketing companies in Yogyakarta. This research employs a quantitative methodology, collecting primary data through a questionnaire from 126 Yogyakarta employees in digital marketing firms. The analysis reveals that training significantly affects job satisfaction, with a p-value of $0.014 < 0.05$. These findings indicate that the more relevant the training is to employees, the more it enhances job satisfaction. This study can serve as a recommendation for companies to invest in comprehensive training programs. This research delves into the influence of training on job satisfaction in the digital marketing sector of Yogyakarta. This new and dynamic field has received limited attention in academic studies.

Keywords: training, job satisfaction, digital marketing

1. INTRODUCTION

Job satisfaction is a crucial factor in human resource management, directly linked to employee productivity, retention, and overall performance. Employees who feel satisfied with their jobs tend to exhibit a higher commitment to the organization, are motivated to perform better, and demonstrate greater loyalty. Conversely, job dissatisfaction can lead to decreased productivity, increased absenteeism, and a higher potential for turnover, ultimately negatively impacting the organization's overall performance [1].

Various studies have identified several factors influencing job satisfaction, including work environment, career development, leadership style, and employee training and development programs [2]. Among these factors, training is regarded as a strategic policy that significantly enhances job satisfaction. Effective training improves employees' technical skills and knowledge and positively impacts their satisfaction and well-being. Employees who receive relevant and high-quality training are more likely to feel valued, motivated, and better prepared to face work challenges [3]

In this context, training serves as a tool for enhancing competencies and as a means to strengthen the relationship between employees and the organization. Structured training programs can enhance employees' confidence, provide opportunities for career development, and create stronger emotional ties between employees and the organization, ultimately positively affecting their job satisfaction [4]

However, research on the impact of training on job satisfaction has yielded diverse results, depending on the industry context and the characteristics of the employees studied. This study aims to analyze in-depth how training influences employee job satisfaction in the context of digital marketing companies in Yogyakarta. This industry was chosen due to its infrequent examination regarding the impact of training on job satisfaction despite its rapid growth and unique work dynamics. By understanding the influence of training on job satisfaction in the digital marketing sector, new insights can be gained to assist companies in designing more effective training strategies tailored to employees' needs.

2. LITERATURE REVIEW

2.1 Training

Training is a crucial aspect of human resource management to develop employees' skills, knowledge, and behaviors, enabling them to work more effectively and efficiently. According to [3], training aims to expedite employees' adaptation to new tasks, improve work quality, and ultimately achieve company objectives. By participating in training, employees also gain opportunities for further career development, expand their knowledge, and enhance skills relevant to their jobs [5]

Success indicators for training, as outlined by [6], encompass several important aspects such as training objectives, content, methods, participants, and trainer qualifications. Training objectives should be specific and measurable, focusing on improving skills relevant to both the company's and employees' needs. The training content must align with the skills and knowledge required, such as management, leadership, and workplace communication. Additionally, the training methods employed, including simulations, teamwork, and group discussions, should encourage active employee participation to facilitate internalization and application of what they have learned.

Trainer qualifications and participant selection are also critical factors in the success of training programs. Trainers must possess relevant expertise and be able to motivate participants effectively. Selected participants should align with the training objectives and content, ensuring the program runs effectively and significantly impacts employee productivity and overall organizational success. When training is conducted with these factors in mind, the results can directly contribute to enhancing employee competencies and organizational performance.

2.2 Job Satisfaction

Job satisfaction is an important aspect of human resource management, as it reflects how employees feel content and comfortable performing their tasks. According to [7], employees' attitudes toward their work are significantly influenced by various factors, including work situations, collaboration among employees, and the rewards they receive. Physical and psychological factors in the work environment also contribute to employees' job satisfaction. These indicators help organizations identify areas for improvement to create a more positive and productive work atmosphere.

Furthermore,[8] elaborates on four main indicators influencing job satisfaction: responses to the job itself, attitudes toward colleagues, attitudes toward organizational policies, and attitudes toward the work environment. Responses to the job pertain to how employees feel engaged and enthusiastic. Attitudes toward colleagues highlight the importance of interpersonal relationships, while attitudes toward organizational policies refer to how employees assess the company's structure and procedures. Evaluating the physical and psychological conditions of the workplace also plays a crucial role in shaping job satisfaction levels. These indicators serve as important benchmarks for understanding employee satisfaction within an organization.

2.3 The Influence of Training on Job Satisfaction

Training has been recognized as an important factor influencing employee job satisfaction across various organizational contexts. Research by [9] shows that employee training at the Indonesian Public Broadcasting Institute, East Kalimantan Station, positively impacts job satisfaction. They found that employees receiving relevant and high-quality training feel more competent and satisfied with their work. This is attributed to enhanced skills and knowledge that enable employees to work more effectively and efficiently, thereby increasing their satisfaction with the work environment and results.

[10] also emphasize the importance of training in enhancing job satisfaction at the Tebuireng Vocational Skills Training Center in Jombang. They found that training combined with career development significantly affects job satisfaction. Employees who feel engaged in training that supports their career development are more likely to be satisfied with their work because such training allows them to realize their full potential and contribute more significantly to the company. This research underscores the importance of continuous training in creating a productive and satisfying work environment. Based on these findings, hypothesis H1 can be proposed: Training positively influences job satisfaction.

3. METHOD

This research utilizes primary data with an ordinal scale collected from employees in several digital marketing companies in Yogyakarta through a questionnaire. Respondents were selected using random sampling, and the questionnaire was distributed via a Meta Ads Campaign. The questionnaire employed a Likert scale of 1 to 5 to measure attitudes and perceptions.

Once the research instrument was developed, it was tested using Smart PLS. Validity was assessed by correlating the scores of each item with the overall total score [11]. The test was conducted two times with a significance level of

0.05. An item is considered valid if it has a significant relationship with the total score. For validity testing, Pearson bivariate correlation analysis was applied. The significance was determined if the two-tailed p-value was below 0.05 or the Pearson correlation coefficient (r) exceeded the critical r-table value.

Reliability testing was performed using Cronbach's Alpha at a significance level 0.05 [11]. An instrument is deemed reliable if the obtained alpha value is higher than the product-moment correlation value. Reliability reflects the stability and consistency of an instrument in measuring a concept, which aids in assessing the accuracy and appropriateness of a measurement. In this study, reliability testing was conducted using Smart PLS, and an instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60.

3.1 Indicator Test

The indicator test, the outer or measurement model, assesses the relationship between indicators and their construct variables. This test produces output related to the validity and reliability of the model, measured based on several criteria: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity is evaluated by examining the correlation between indicator scores and their related constructs. Indicators are considered valid if they have a correlation value greater than 0.50; otherwise, they should be removed. Discriminant Validity is assessed through cross-measurement between indicators and their constructs. An indicator is deemed valid if its correlation with its construct is higher than with other constructs. Meanwhile, a construct is considered reliable if its composite reliability value exceeds 0.70.

3.2 Model Fit Test

The model fit test results indicate that the estimated SRMR value is below 0.10, deemed acceptable as an indicator of fit for PLS-SEM. Thus, this model is capable of helping to avoid errors in model specification.

3.3 Hypothesis Test

In the PLS method, the decision to accept or reject a hypothesis is determined by the significance value (P-value) and the t-table value. The parameter coefficient values and the significance of t-statistics can be examined through the SmartPLS application to assess significance. Based on the criteria for accepting or rejecting hypotheses, the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected if the t-statistics significance value is greater than 1.96 and the P-value is less than 0.05 at a 5% significance level ($\alpha = 5\%$).

4. RESULT AND DISCUSSION

4.1 Respondent Characteristics

Descriptive data regarding the characteristics of respondents, collected from employees of digital marketing companies in Yogyakarta, provides information on various categories, including gender, age, and length of employment. The classification of respondents by gender is presented in Table 1 below:

Table 1. **Based on Gender**

Category	Number	Percentage
Male	51	40%
Female	75	60%
Total	126	100%

Source: Primary Data Processed 2024

Table 1 shows the distribution of respondents by gender: Out of 126 respondents, 51 (40%) are male, while 75 (60%) are female. This indicates that the number of female respondents is more dominant than that of male respondents. This data will be processed from primary sources in 2024.

The classification of respondents by age is presented in Table 1 below:

Table 2. Based On Age

Category	Number	Percentage
18-25	26	21%
26-30	56	44%
31-35	33	26%
36-440	8	6%
41>	3	2%
Total	126	100%

Source: Primary Data Processed 2024

Based on Table 2, the distribution of respondents by age shows that most respondents are 26-30 years old, totaling 56 individuals (44%). The age group of 31-35 years ranks second, with 33 individuals (26%), followed by the age group of 18-25 years, which includes 26 individuals (21%). Meanwhile, the age groups of 36-40 years and above 41 years have smaller numbers, with eight individuals (6%) and three individuals (2%), respectively.

The classification of respondents by length of service is presented in Table 3 below:

Table 3. Based on Length of Service

Category	Number	Percentage
1-3 Year	73	58%
3-5 Year	30	24%
5 Year	23	18%
Total	126	100%

Source: Primary Data Processed 2024

Based on Table 3, the distribution of respondents by length of service indicates that most respondents, specifically 73 employees (58%), have been working for 1-3 years. A total of 30 employees (24%) have worked for 4-5 years, while 23 (18%) have a length of service exceeding 5 years. This suggests that most respondents are employees with 1-3 years tenure.

4.1 Instrument Test

4.1.1 Validity Test

4.1.1.1 Convergent Validity Test

The results of the outer loadings in the convergent validity test are presented in Table 4 below:

Table 4. *Outer Loadings*

	Training (X)	Job Satisfaction (Y)	Information
X01	0,847		Valid
X02	0,810		Valid
X03	0,846		Valid
X04	0,851		Valid
X05	0,896		Valid
X06	0,852		Valid
X07	0,821		Valid
X08	0,783		Valid
Y01		0,863	Valid
Y02		0,865	Valid
Y03		0,777	Valid
Y04		0,807	Valid
Y05		0,859	Valid
Y06		0,883	Valid

		0,867	Valid
Y07		0,867	Valid
Y08		0,872	Valid

Source: Primary Data Processed 2024

Based on Table 4, the results of the test using SmartPLS indicate that the Training variable (X1) has the following indicators: X1.01 with a score of 0.847, X1.02 with a score of 0.810, X1.03 with a score of 0.841, X1.04 with a score of 0.856, X1.05 with a score of 0.832, X1.06 with a score of 0.823, and X1.07 with a score of 0.783. All indicators have loading factor values greater than 0.7, which allows us to conclude that the indicator instruments for the Training variable (X1) have good convergent validity and are considered valid.

Furthermore, the Job Satisfaction variable (Y1) in Table 4 also shows similar results, with indicator Y1.01 having a score of 0.863, Y1.02 scoring 0.841, Y1.03 scoring 0.861, Y1.04 scoring 0.838, Y1.05 scoring 0.883, Y1.06 scoring 0.858, and Y1.07 scoring 0.872. All indicators also have loading factor values greater than 0.7, allowing us to conclude that the Job Satisfaction variable (Y1) also possesses good convergent validity.

4.1.1.2 Discriminant Validity Test

The results of the cross-loadings in the convergent validity test are presented in Table 5 below:

Table 5, *Cross Loadings*

	Training (X)	Job Satisfaction (Y)	Information
X01	0,847	0,569	Valid
X02	0,810	0,595	Valid
X03	0,846	0,511	Valid
X04	0,851	0,600	Valid
X05	0,896	0,663	Valid
X06	0,852	0,557	Valid
X07	0,821	0,542	Valid
X08	0,783	0,573	Valid
Y01	0,611	0,863	Valid
Y02	0,585	0,865	Valid
Y03	0,598	0,777	Valid
Y04	0,581	0,807	Valid
Y05	0,596	0,859	Valid
Y06	0,604	0,883	Valid
Y07	0,543	0,867	Valid
Y08	0,530	0,872	Valid

Source: Primary Data Processed 2024

Based on Table 5 above, the output results of the cross-loadings indicate that all constructs have good discriminant validity.

4.1.1.3 Composite Reliability Cronbach Alpha's Test

The results of the reliability test for composite reliability and Cronbach's Alpha are presented in Table 6 below:

Table 6, **Reliabilty Test**

	Cronbach's Alpha	Composite Reliability	Status
Training (X)	0,940	0,950	Reliabel
Job Satisfaction (Y)	0,945	0,954	Reliabel

Source: Primary Data Processed 2024

Based on Table 6, it can be concluded that the Training variable (X) and Job Satisfaction variable (Y) are considered reliable as they have Cronbach's Alpha values greater than 0.70.

4.1.1.4 Model Fit Test

The Model Fit output shows an SRMR value of 0.083, indicating that this research model is a good fit, as the obtained SRMR value meets the criterion of 0.083 < 0.10.

4.1.1.5 Hypothesis Test

The results of the Path Coefficient test in the hypothesis testing are presented in Table 11 below:

Tabel 7, Path Coefficient Test

	Original Sample	Sample mean	Standard Deviation	T Statistic	P Values
X=> Y	0.256	0.243	0.103	2.478	0.014

Source: Primary Data Processed 2024

Based on Table 7 above, it can be concluded that the Training variable (X) has a positive and significant effect on Job Satisfaction (Y). This is evidenced by the Path Coefficient test results, which show a P-value of $0.014 < 0.05$, indicating that the hypothesis in this study is accepted.

4.1.1.6 The Impact of Training on Job Satisfaction

The research results indicate that training positively and significantly affects employee job satisfaction in digital marketing companies. The original sample estimate value is 0.256, the t-statistic value is $2.478 > 1.96$, and the P-value is $0.014 < 0.05$, demonstrating that this study's third hypothesis (H1) is proven. This means that the training provided to employees directly enhances their satisfaction levels in the workplace.

In line with the research conducted by Jami & Utami, n.d,[9], relevant and quality training at the Public Broadcasting Institution of the Republic of Indonesia, East Kalimantan Station, positively impacts employee job satisfaction. Employees who receive training feel more competent and can work more effectively and efficiently, ultimately enhancing their job satisfaction and work environment. This indicates that training improves technical skills and affects psychological aspects, such as self-confidence and appreciation for work outcomes.

Ttraining, combined with career development, significantly contributes to employee job satisfaction. Employees involved in training and career development feel more satisfied because they are prepared to reach their full potential and make greater contributions to the company. A well-structured training program helps employees experience personal and professional achievements.

In the context of digital marketing companies, ongoing training helps employees develop the necessary skills to keep up with the ever-changing industry. Companies that invest in continuous training will create a more productive work environment and enhance employee job satisfaction. Training tailored to employees' needs can make them feel more valued, motivated, and engaged, ultimately improving company performance.

5. CONCLUSION

Based on the research findings, training positively and significantly affects employee job satisfaction in digital marketing companies in Yogyakarta. The training provided to employees directly contributes to increasing their job satisfaction. This is evidenced by the original sample estimate value of 0.256, a t-statistic value of $2.478 > 1.96$, and a P-value of $0.014 < 0.05$, indicating that the hypothesis is validated. Employees who receive relevant training feel more competent, motivated, and satisfied with their jobs. This increase in satisfaction, in turn, encourages employees to contribute more effectively towards achieving the company's goals, creating a more productive and efficient work environment.

7. SUGGESTIONS

Based on the research findings, some suggestions for future research include exploring different training methods (online, offline, practical), measuring the long-term impact of training, and comparing the effect of training on job satisfaction across different industries.

REFERENCES

[1]   M. Javed, R. Balouch, and F. Hassan, "Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions," *International Journal of Learning & Development*, vol. 4, no. 2, 2014, doi: 10.5296/ijld.v4i2.6094.

[2]   W. Colquitt, Jason, LePine, "Organization Behavior: Improving Performance and Commitment in The Workplace," *McGraw-Hill Education*, vol. 4, no. 4, pp. 169–170, 2018.

[3]   J. Jurnal Ekonomi Bisnis *et al.*, "Pengaruh Motivasi, Lingkungan Kerja, dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan," *Jurnal Ekonomi Bisnis, Manajemen dan Akuntansi (JEBMA)*, vol. 1, no. 2, pp. 127–136, Jul. 2021, doi: 10.47709/JEBMA.V1I2.994.

[4]   N. A. Mohammed, D. Mohammed, and J. Gana, "The Impact Of Training And Development On Employee Productivity In The 21st Century," *African Journal of Management and Business Research*, vol. 3, no. 1, pp. 41–58, Mar. 2022, Accessed: Sep. 01, 2024. [Online]. Available: http://publications.afropolitanjournals.com/index.php/ajmbr/article/view/104

[5]   G. Ayu, D. Adnyani, G. Ngurah, J. Widagda, I. Wayan, and W. Widyatama, "The Role of Organization Citizenship Behavior (OCB) in Mediating the Organizational Culture on the Performance of LPD Employees in Badung Regency", doi: 10.5220/0008493103570363.

[6]   J. M. Bisnis *et al.*, "Pengaruh Kepemimpinan Dan Pelatihan Terhadap Kinerja Karyawan BANK DKI JAKARTA," vol. 7, no. 2, 2019.

[7]   M. Meilisa Amalia *et al.*, "Dampak Pemberian Motivasi dan Insentif Terhadap Kinerja Pegawai pada Perusahaan Rintisan: Literature Review," *Management Studies and Entrepreneurship Journal (MSEJ)*, vol. 4, no. 2, pp. 1781–1881, Mar. 2023, doi: 10.37385/MSEJ.V4I3.1443.

[8]   S. Hadi, "The Influence of Family Friendly Policies and Technostress on Job Satisfaction in Mediation of Work Family Conflict and Work Family Benefits," 2024, doi: 10.38035/dijefa.v5i3.

[9]   A. Jami and E. Utami, "Pengaruh Pelatihan Kerja terhadap Kepuasan Kerja pada Lembaga Penyiaran Publik Televisi Republik Indonesia Stasiun Kalimantan Timur."

[10] P. Pelatihan *et al.*, "Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kepuasan Kerja di Tempat Praktek Keterampilan Usaha Tebuireng Jombang," *Aktiva : Jurnal Manajemen dan Bisnis*, vol. 1, no. 2, pp. 51–59, Dec. 2021, doi: 10.56393/AKTIVA.V1I2.328.

[11] G. Wiyono;, "Merancang penelitian bisnis dengan alat analisis SPSS 25 & SmartPLS 3.2.8," 2020, Accessed: Sep. 02, 2024. [Online]. Available: //digilib.itbwigalumajang.ac.id/index.php?p=show_detail&id=19116