



## Analysis of the Influence of Training on Job Satisfaction of North Sumatra Provincial Inspectorate Employees

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### ABSTRACT

This study aims to analyze the effect of training on the job satisfaction of employees of the North Sumatra Provincial Inspectorate. The research uses a quantitative approach with an explanatory method and a research sample of 45 employees through the saturated sample technique. Data were collected using questionnaires and analyzed by simple linear regression. The results showed that training had a positive and significant effect on employee job satisfaction, which was shown by a t-count value greater than the t-table and a significance value of  $< 0.05$ . This shows that appropriate and appropriate training can increase employees' abilities, motivation, and satisfaction in carrying out internal supervisory tasks.

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## **INTRODUCTION**

Human resources are strategic assets in the organization, especially in government institutions that have supervisory functions such as the North Sumatra Provincial Inspectorate. The performance of government organizations is not only determined by the quality of the system, but also by the competence of employees who carry out their duties. Therefore, human resource development is an important factor in increasing work effectiveness. One of these development efforts is through training. Training allows employees to improve knowledge, skills, and work behaviors that support organizational performance.

Training in the context of government organizations functions as a means of increasing the capacity of state apparatus in carrying out official duties professionally. Supervisory apparatus, such as the Inspectorate, is required to have analytical skills, audit competence, and a strong understanding of regulations. If the training is not carried out optimally, the quality of the supervision results can decrease. Therefore, the training program must be designed according to the needs of the competencies of the position. As stated by (Wahyuningsih, 2019), training is a systematic process to improve the skills needed in the job.

Improving the quality of employees through training is also very closely related to job satisfaction. Job satisfaction refers to the level of comfort and sense of belonging to employees towards their work. (Judge & Robbins, 2013) stating that job satisfaction is an employee's positive attitude towards work that reflects the compatibility between expectations and accepted reality. If employees feel that their development needs are met through training, their motivation and job satisfaction tend to increase. This shows that training not only has an impact on performance, but also on the psychological aspect of employees.

The North Sumatra Provincial Inspectorate as an internal supervisory institution of the provincial government has a great responsibility in ensuring that the administration of government runs according to the rules. This task requires employees who are competent, professional, and have high integrity. To achieve this, the training program is a strategic instrument in improving employee capabilities. However, the effectiveness of training is not only measured by its implementation, but also its impact on satisfaction and performance. Therefore, research on the effect of training on employee job satisfaction is relevant to be conducted.

The training provided to North Sumatra Provincial Inspectorate employees covers various aspects, ranging from strengthening audit technical competence to understanding the latest government policies. However, in practice, there are still variations in the level of employee job satisfaction. There are employees who feel that training provides significant benefits, but there are also those who think that training is not in accordance with the needs of the position. This condition raises the question of whether the training provided has been effective in increasing employee job satisfaction. So it is necessary to conduct a more in-depth analysis of the relationship.

The effectiveness of training is influenced by several factors, such as the suitability of the training material, the delivery method, the competence of the

instructor, and the support of the organization. According to (Mathis & Jackson, 2010), successful training is training that is able to change the work behavior of employees for the better. If the training is only a formality or not oriented to the needs of the job, then the benefits will not be felt by employees. Thus, the success of training must involve a comprehensive evaluation to see its impact on employees and the organization.

Employee job satisfaction is not only influenced by training factors, but also other factors such as salary, work environment, relationships with superiors, and career opportunities. However, training plays a role in providing confidence, increased competence, and growth opportunities that can have a direct impact on job satisfaction. According to (Luthans et al., 2006), a person tends to be more satisfied if they feel that their competence has increased and is recognized in the organization. Thus, effective training can be one of the indicators of successful human resource management.

In the context of the North Sumatra Provincial Inspectorate, the main task is to supervise, evaluate, and inspect the implementation of programs and activities of regional apparatus organizations. If employees do not have good audit competence, the potential for errors in assessment and supervision can increase. Therefore, training is an absolute necessity to ensure the accuracy and objectivity of the results of supervision. This relationship can be the basis for understanding that training has a strategic impact on the quality of employee work.

Proper training will create skilled employees who are able to work according to standard operating procedures. This will increase employees' confidence in their abilities. This confidence can foster job satisfaction because employees feel able to cope with the demands of work. According to (Malayu, H. S. & Hasibuan, 2017), training is a company's effort to improve the technical and mental abilities of employees. With this increased ability, employees are better able to complete their work well.

(10) Job satisfaction can also be achieved when employees feel that the organization values their existence. Training can be considered as a form of organizational attention to employee development. If employees feel cared for, then they will show a higher organizational commitment. Conversely, if training is considered irrelevant, employees may feel undervalued. This shows the importance of matching training to the needs and goals of the organization.

In this study, an analysis of the effect of training on employee job satisfaction was carried out to find out how far training is able to improve the psychological and professional aspects of employees. This study also tries to identify what factors make training effective in having a positive impact. Thus, the results of this study are expected to provide an overview of the relationship between training and job satisfaction empirically.

Research related to the effect of training on job satisfaction has been conducted in various agencies, both government and private. Most of the research results show that training has a significant influence on increasing job satisfaction. This is in line with research by (Jumani & Rianto, 2023) which states that training can improve employees' abilities and motivation so that it has an

impact on job satisfaction. However, the degree of influence can differ depending on the quality of the training carried out.

However, there are other studies that show that training does not always have a significant effect on job satisfaction. This happens if the training is not in accordance with the needs of employees. As stated by (Wijaya, 2023), untargeted training will only waste time and cost without providing a change. Therefore, the relevance of training to the needs of the position is an important factor that determines its effectiveness.

In the case of the North Sumatra Provincial Inspectorate, the training should be able to improve the ability of employees to support the tasks of examination, supervision, and internal control. These skills are critical in ensuring governance accountability. If training can provide benefits to employees, then the level of job satisfaction will increase and have an impact on improving the quality of inspection results. On the other hand, if training does not provide benefits, job satisfaction can actually decrease.

Training as part of human resource development must be managed professionally, starting from analyzing training needs, determining goals, selecting methods, to evaluating results. Without evaluation, organizations cannot know the success of training in increasing employee job satisfaction. According to (Neff et al., 2007), the evaluation of training should be viewed from participant reactions, learning, behavior change, and organizational impact. This approach can help organizations improve training programs in the future.

Increased employee job satisfaction will have a positive impact on work productivity. Satisfied employees will work passionately, responsibly, and have a high commitment to the organization. On the other hand, dissatisfied employees can show negative behaviors such as low motivation, frequent absenteeism, and reduced work contributions. Therefore, training as one of the factors that shape job satisfaction needs to be seriously considered in organizational management.

In addition, training also plays a role in supporting an organizational culture based on professionalism. Trained employees will be quicker to adjust to changes in regulations and systems implemented by the government. This is very important because the government environment is dynamic and constantly changing. Alignment between training and the demands of change is key in maintaining the quality of human resources.

Competency development through training also supports strengthening the integrity of Inspectorate employees. Internal supervisors are required to work objectively, independently, and free from certain interests. Training can instill these values through increased ethical awareness and professionalism. Thus, training is not only aimed at improving skills, but also building employee character.

Based on this description, it can be seen that training has an important role in increasing employee job satisfaction. However, the effectiveness of training must be empirically tested to determine how much of an impact it has. Therefore, this study takes the title "Analysis of the Influence of Training on Job Satisfaction of North Sumatra Provincial Inspectorate Employees". This research is expected

to contribute to improving human resource development policies within the Inspectorate.

Thus, this introduction provides an overview of the importance of training in increasing employee job satisfaction. The relationship between training and job satisfaction is the main focus of this study. The results of the research are expected to be the basis for decision-making related to the implementation of employee training in the future. In addition, this research is expected to be a reference for future research. Therefore, this research is important to further understand the role of training in government organizations.

## **LITERATURE REVIEW**

### ***Training***

Training is a systematic process designed to improve employees' knowledge, skills, and abilities according to job demands. According to (Ilim et al., 2024), training is an effort planned by an organization to influence employee behavior in order to improve their job skills. Training not only teaches technical skills, but can also improve employees' thinking capacity and work attitude.

Further (Mathis & Jackson, 2010) explained that the effectiveness of training is highly determined by the suitability between the training material and the needs of the job. If the training is designed based on the analysis of position needs, then the training will have a positive impact on employee performance and job satisfaction. Thus, organizations must ensure the suitability of materials, instructors, training methods, and training objectives so that the results obtained are optimal.

In the context of government institutions such as the North Sumatra Provincial Inspectorate, training is an instrument for the development of supervisory apparatus that has the responsibility of internal audit and evaluation. Auditing skills, regulatory understanding, and analytical skills are needed so that training must be directed at improving the technical competence of supervisory apparatus. Training that is not in accordance with needs tends not to provide significant changes to employee behavior and performance.

### ***Job Satisfaction***

Job satisfaction is a pleasant or unpleasant emotional state that employees feel related to their work. (Judge & Robbins, 2013) defines job satisfaction as an individual's general attitude toward his or her job, which reflects the extent to which the job meets the employee's needs and expectations. If employees feel that their needs for self-actualization, rewards, and competency development are met, the level of job satisfaction will increase.

According to (Luthans et al., 2006), job satisfaction is influenced by several factors such as organizational policies, working conditions, relationships with colleagues, reward systems, and self-development opportunities. One form of self-development is training. When organizations provide training opportunities, employees feel cared for and valued, fostering a sense of satisfaction and attachment to the organization.

In government agencies, job satisfaction has a direct impact on employees' commitment to public service duties. Satisfied employees tend to show higher

discipline, loyalty, and professionalism. Therefore, effective training can contribute to the formation of a positive work attitude.

### ***The Effect of Training on Job Satisfaction***

Good training can increase employees' ability and confidence in completing tasks, which ultimately increases job satisfaction. (Malayu, H. S. & Hasibuan, 2017) states that training improves employee skills and knowledge which can be a source of personal pride and satisfaction. When employees feel that they are growing, they will appreciate their work more.

However, the effectiveness of training on job satisfaction is largely determined by the quality of the training itself. Training that is irrelevant, ineffective, or just administrative in nature will not provide benefits to employees. Therefore, it is important for organizations to conduct a training needs analysis before designing a training program.

## **METHODOLOGY**

### ***Types of Research***

This research is a quantitative research with an explanatory research approach, which is research that aims to explain the causal relationship between the training variable (X) and job satisfaction (Y). This approach was used to test the effect of training on the level of job satisfaction of North Sumatra Provincial Inspectorate employees. According to (Sugiyono, 2017), quantitative research is used to test hypotheses that have been formulated and analyzed using statistical techniques.

### ***Research Location and Time***

This research was carried out at the North Sumatra Provincial Inspectorate located in Medan. The research period is planned to last for 4 months, from May 2025 to August 2025, which includes the process of preparing instruments, collecting data, processing data, and preparing research reports.

### ***Population and Sample***

The population in this study is all employees of the North Sumatra Provincial Inspectorate. Based on the latest personnel data, the total employee population is 45 people, which includes auditor functional officials, executive staff, and administrative employees.

Because the population is less than 100, this study uses a census sampling technique, where all members of the population are sampled (Sugiyono, 2017). Thus, the number of research samples amounted to 45 respondents.

### ***Research Variables***

This research consists of two variables, namely:

1. Independent Variable (X): Training  
Indicators: training needs, training materials, training methods, instructor competencies, training evaluation.
2. Dependent Variable (Y): Job Satisfaction

Indicators: job satisfaction, salary, employment relationships, supervision, and self-development opportunities.

### *Data Collection Techniques*

Data is collected by the following techniques:

1. Questionnaire:  
The instrument was given to 45 employees using a Likert scale of 1–5 to measure the level of training and job satisfaction.
2. Documentation: Used to obtain data on the profile of the institution, organizational structure, and employee list.
3. Observation: Looks at the conditions of the work environment to support data interpretation.

### *Research Instruments*

The questionnaire instrument was compiled based on the indicators of the research variables. The validity test was conducted using Product Moment correlation, while the reliability test used Cronbach Alpha. The instrument is declared feasible if  $r$ -calculates  $>$   $r$ -table and the reliability value is  $\alpha > 0.70$  (Imam Ghozali, 2018)

### *Data Analysis Techniques*

Data analysis is carried out with the following steps:

1. Descriptive Test:  
To find out an overview of employee training and job satisfaction.
2. Classic Assumption Test:  
Includes normality, linearity, and heteroscedasticity tests.
3. Simple Linear Regression Analysis:  
To find out the effect of training (X) on job satisfaction (Y).
4. T test and Coefficient of Determination ( $R^2$ ):  
The t-test is used to test hypotheses. The determination coefficient is used to determine the amount of training contribution to job satisfaction.

Data processing is carried out using SPSS 25 software

## **RESEARCH RESULTS**

### *Descriptive Statistics of Variables*

Based on research data involving 45 employees, the average value of the training variable was 43.73 and the average value of job satisfaction was 46.49. This shows that the training provided so far is in the good category and in general employees are satisfied with their work. This can be seen from the ability of employees to understand training materials, delivery methods, and the application of training results in daily work. The descriptive data is shown as follows:

Table 1. Descriptive Statistics of Variables

Variable	Mean	Std. Deviation	N
Training	43.73	1.49	45
Job Satisfaction	46.49	1.18	45

### ***Regression Tests and the Partial Effect of Training on Job Satisfaction***

To determine the effect of training on employee job satisfaction, a partial linear regression test (t-test) was performed. The test results are shown in the following table:

Table 2. Results of Partial Test of Training Variables on Job Satisfaction

<b>Variable</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t-count</b>	<b>Sig.</b>
Training	0.349	0.075	0.443	4.627	0.000

### ***Interpretation of the Results of the T Test***

Based on the value of t-count = 4.627 and t-table = 2.021, then: t-count > t-table (4.627 > 2.021) with a significance value of 0.000 < 0.05.

This means:

Training has a positive and significant effect on the job satisfaction of North Sumatra Provincial Inspectorate employees.

The regression coefficient B = 0.349 shows that every increase in training by 1 unit will increase employee job satisfaction by 0.349 units. The better and more relevant the training provided, the higher the satisfaction of employees in carrying out their duties.

### ***Contextual Explanation***

These results reflect that the training provided so far has been able to answer the needs of employee competencies, especially related to understanding regulations, preparing audit reports, evaluating programs, and implementing internal audits. Employees who feel that their abilities are developing will show higher confidence and motivation at work. This ultimately increases job satisfaction, both in terms of work comfort, ability to complete tasks, and professional relationships between employees.

## **DISCUSSION**

The results of the study show that training has a positive and significant influence on the job satisfaction of employees of the North Sumatra Provincial Inspectorate. This is evidenced by a t-count value of 4.627 which is greater than the t-table of 2.021 and a significance value of 0.000 < 0.05. These findings indicate that the better the implementation of the training, the higher the level of employee job satisfaction. In other words, training makes a real contribution in forming employee satisfaction, comfort, and confidence in carrying out internal supervisory tasks.

The training conducted at the North Sumatra Provincial Inspectorate so far is not only formal, but also directed at improving technical understanding of audits, application of regulations, and strengthening ethics and professionalism in internal audits. The training makes employees better understand their role in the supervisory function of local government. This is in line with the opinion (Mardiati & Jannah, 2020) which states that training is a systematic effort to improve knowledge, skills, and behavior change so that employees can work more effectively.

From a psychological point of view, training provides confidence for employees in completing work. Employees who feel that their competence has

increased will have a better understanding of their duties, so that they can complete their work more easily and accurately. This is directly related to job satisfaction. (Judge & Robbins, 2013) explained that job satisfaction arises when there is a match between expectations and reality that employees receive in their work. In this study, training plays a role in fulfilling self-development needs, so that employees feel valued and given the opportunity to develop.

These findings are also consistent with research (Meidita, 2019) which states that training has a positive effect on employee job satisfaction, where training that meets needs increases work motivation. So does research (Larengkeng et al., 2023) The Talaud Regency Inspectorate found that audit technical training increased employee confidence, thereby having an impact on increasing job satisfaction. Thus, this study reinforces the finding that training plays an important role in the formation of positive attitudes of employees towards work.

Nevertheless, it should be noted that the effectiveness of training depends on the extent to which it is relevant to the employee's job needs. (Wahyuningsih, 2019) stating that training will not have an impact if the training material is not in accordance with the demands of the employee's duties. Therefore, the success of the training at the North Sumatra Provincial Inspectorate can be concluded because the training material is relatively appropriate and in line with the supervision needs of the local government.

Thus, this discussion shows that training not only improves technical competence, but also increases employee satisfaction at work. Employees who feel that they are developing will show higher motivation, good work spirit, and a stronger commitment to the organization. This is an important basis for improving the quality of supervision within the provincial government.

## **CONCLUSIONS AND RECOMMENDATIONS**

The results of the study show that training has a positive and significant effect on the job satisfaction of employees of the North Sumatra Provincial Inspectorate. The better the training provided, the higher the level of job satisfaction felt by employees. Training that meets the needs of the task is able to increase employees' skills, confidence, and motivation at work. Therefore, organizations need to maintain consistency in the quality of training by paying attention to the suitability of materials, delivery methods, and evaluation of results. The recommendation given is that the training be carried out on an ongoing basis, adjusted to regulatory developments, and provide space for the implementation of training results in the work environment.

## **ADVANCED RESEARCH**

Further research is recommended to add other variables such as motivation, work environment, leadership, or employee well-being that can also affect job satisfaction. In addition, it can use qualitative methods or mixed methods to gain a deeper understanding of the dynamics of employee job satisfaction.

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