

## THE EFFECT OF REWARDS, TRAINING, AND DEVELOPMENT ON MOTIVATION WITH JOB SATISFACTION AS MODERATION

Rendy Raga Waskita

<sup>1</sup>Management, Faculty of Economics and Business, Universitas PGRI Madiun  
email: [rendy\\_2103102155@mhs.unipma.ac.id](mailto:rendy_2103102155@mhs.unipma.ac.id)

### *Abstrak*

Tujuan dalam penelitian ini yaitu untuk mengetahui pengaruh *reward*, pelatihan dan pengembangan terhadap motivasi dengan kepuasan kerja sebagai moderasi pada karyawan PT. Hanjaya Mandala Sampoerna Tbk Madiun. Jenis penelitian ini yaitu penelitian kuantitatif dengan jumlah responden sebanyak 90 karyawan PT. Hanjaya Mandala Sampoerna Tbk Madiun. Untuk metode peroleh data menggunakan kuesioner yang disebarakan melalui google form. Analisis data yang digunakan yaitu menggunakan uji instrumen penelitian, uji asumsi klasik, analisis MRA, dan uji hipotesis (uji t dan uji sobel) dengan menggunakan aplikasi SPSS. Hasil penelitian menunjukkan bahwa: 1) *reward* berpengaruh positif dan signifikan terhadap motivasi, 2) pelatihan dan pengembangan berpengaruh positif dan signifikan terhadap motivasi, 3) Ada pengaruh *reward* terhadap motivasi dengan kepuasan kerja sebagai moderasi pada karyawan PT. Hanjaya Mandala Sampoerna Tbk Madiun, 4) Ada pengaruh pelatihan dan pengembangan terhadap motivasi dengan kepuasan kerja sebagai moderasi pada karyawan PT. Hanjaya Mandala Sampoerna Tbk Madiun.

**Kata Kunci:** *Reward*, Pelatihan dan Pendampingan, Kepuasan Kerja, dan Motivasi

### *Abstract*

*The aim of this research is to determine the effect of rewards, training and development on motivation with job satisfaction as a moderation in PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. This type of research is quantitative research with a total of 90 respondents at PT. Hanjaya Mandala Sampoerna Tbk Madiun. The method for obtaining data uses a questionnaire distributed via Google Form. The data analysis used was research instrument testing, classical assumption testing, MRA analysis, and hypothesis testing (t test and Sobel test) using the SPSS application. The research results show that: 1) rewards have a positive and significant effect on motivation, 2) training and development have a positive and significant effect on motivation, 3) There is an influence of rewards on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, 4) There is an influence of training and development on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun.*

**Keywords:** *Reward, Training and Development, Job Satisfaction, and Motivation.*

## A. INTRODUCTION

The success of a company really depends on the performance of human resources. Therefore, companies need to increase work motivation in order to improve employee performance. Motivation has an important role in a company because it can improve employee performance, productivity and loyalty. Good motivation also helps create a positive work environment, reduces absenteeism rates, and increases job satisfaction. According to Khoirurrahman (2021) employee motivation in a company can be manifested in various forms, both intrinsic (from within the employee) and extrinsic (from outside).

The observation results show that there are several employees of PT. HM Sampoerna Tbk Madiun still has low motivation in working, so the company needs to re-optimize various efforts to increase employee work motivation. Some employees who lack work motivation show attitudes such as: not enthusiastic about work, often late for work, often make mistakes at work, and are reluctant to interact in the work environment. Where work motivation is influenced by rewards and training and development.

Rewards are one of the important factors used to encourage employees to increase work motivation. Rewards can be interpreted as a form of appreciation for employees or companies who have succeeded in doing a good job and excelling, so that they can provide positive motivation to do a good job (Aninda, 2022). Companies differentiate between rewards and wages, namely because rewards are a suitable form of appreciation to be given to employees for the efforts they have given in achieving company goals.

The observation results show that PT. HM Sampoerna Tbk Madiun provides rewards in accordance with established provisions. However, there are some employees who feel that the rewards given are not appropriate. This is because employees feel that career development is not carried out objectively. Apart from that, there are several employees who feel that the company tends to only give awards to old employees who have higher positions. Some employees feel that the Company does not pay enough attention to the performance of new employees. For this reason, some employees feel that the rewards given by PT. Hanjaya Mandala Sampoerna Tbk Madiun is still lacking.

Employees who feel that the rewards given are insufficient can reduce employee work motivation. For this reason, rewards can influence employee work motivation. Research conducted by Hindarti (2015) shows that rewards influence the work motivation of PT Bank Central Asia Tbk employees. Surakarta Main Branch). Research conducted by Putra (2020) shows that rewards influence employee work motivation (Study of PT. Makitamega Makmur Perkasa Employees). Research conducted by Pratama (2024) also explains that rewards influence work motivation among employees of the Yogyakarta Branch of the Al-Qur'an Waqaf Agency.

Training and development is one solution to overcome the problem of declining organizational performance caused by a decrease in employee work motivation. PT. HM Sampoerna TBK has various training and development programs to increase job satisfaction and employee motivation. PT employee training and development program. HM Sampoerna, Tbk Madiun includes Graduate training (GT), international assignment program, and HOPE (Holistic Program for Employability) program. The aim of holding this program is to develop employee competency, increase employee potential, support company sustainability, help employees manage finances.

Training and development influence employee work motivation. Research conducted by Irawan (2024) shows that training and development influence the work motivation of PT PAL Indonesia employees. Gunawan (2022) also explained that employee training and development influences work motivation in the Selayar Islands Regency Civil Service Police Unit. PT. Hanjaya Mandala Sampoerna Tbk Madiun also pays great attention to employee job satisfaction. Employee job satisfaction is very important for companies because it has a direct impact on the company.

Job satisfaction PT. HM Sampoerna Tbk Madiun covers various aspects such as salary, work environment, relationships with colleagues, and promotion opportunities. At PT. HM Sampoerna Tbk Madiun is currently experiencing a decline in job satisfaction. This decrease in job satisfaction indicates that leadership at PT. HM Sampoerna Tbk Madiun was not optimal in carrying out his duties, especially the leadership's attitude towards employees who were considered less than friendly. Apart from that, there are employees who feel that the leadership

of PT. HM Sampoerna Tbk Madiun is less firm in making decisions and provides less direction, and is less harmonious in establishing relationships with employees.

This job satisfaction has a big impact on employee work motivation. Research conducted by Ensour (2018) shows that there is an influence of job satisfaction on work motivation. Research conducted by Afifah (2020) also shows that job satisfaction influences work motivation among employees of PT Pertamina Geothermal Energy, Jakarta Head Office. Tumbuan (2020) also explains that job satisfaction influences employee motivation at CV. Brilliant Dreams Bandung. Research conducted by Saragih (2021) also explains that job satisfaction influences the work motivation and performance of employees at the Kebon Agung Malang Sugar Factory.

## B. METHODS

This type of research is quantitative research with a total of 90 respondents at PT. Hanjaya Mandala Sampoerna Tbk Madiun. The method for obtaining data uses a questionnaire distributed via Google Form. The data analysis used was research instrument testing, classical assumption testing, MRA analysis, and hypothesis testing (t test and Sobel test) using the SPSS application.

## C. RESULTS AND DISCUSSION

### RESEARCH RESULT

#### Moderated Regression Analysis (MRA)

In this research, the MRA analysis used consists of 2 types of models, namely:

- Model 1:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3M + \epsilon_1$
- Model 2:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3M + \beta_4X_1 * M + \beta_5X_2 * M + \epsilon_2$

#### a. Model 1

Tabel 1. MRA Analysis Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.319	1.214		3.558	.000
Reward	.354	.043	.797	8.222	.000
Training and Development	.101	.025	.133	3.982	.000
Job Satisfaction	.163	.033	.212	4.896	.000

Source: Primary data processed (2025)

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta M + \varepsilon_1$$

$$Y = 4,319 + 0,354X_1 + 0,101X_2 + 0,163M + \varepsilon_1$$

### b. Model 2

Tabel 2. MRA Analysis Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.704	1.416		3.548	.000
Reward	.618	.119	.431	5.190	.000
Training and Development	.293	.085	.114	3.450	.000
Job Satisfaction	.498	.109	.327	4.573	.000
X1M	.578	.110	.420	4.799	.000
X2M	.417	.102	.211	4.091	.000

Source: Primary data processed (2025)

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 M + \beta_4 X_1 * M + \beta_5 X_2 * M + \varepsilon_2$$

$$Y = 5,704 + 0,618X_1 + 0,293X_2 + 0,498M + 0,578X_1 * M + 0,417X_2 * M + \varepsilon_2$$

## Hypothesis Testing

### a. T Test

Tabel 3. T Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.704	1.416		3.548	.000
Reward	.618	.119	.431	5.190	.000
Training and Development	.293	.085	.114	3.450	.000
Job Satisfaction	.498	.109	.327	4.573	.000
X1Z	.578	.110	.420	4.799	.000
X2Z	.417	.102	.211	4.091	.000

Source: Primary data processed, 2025

Based on the table above, it shows that the t test results are as follows:

- 1) The t test value on the reward variable (X1) on motivation is  $5.190 > 1.987$  with a significance of  $0.000 < 0.05$ , which means that there is a significant influence of the reward variable on the motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. This shows that by increasing rewards, the motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun also experienced an increase, so the first hypothesis was accepted.
- 2) The t test value on the training and development variable (X2) on motivation is  $3.450 > 1.987$  with a significance of  $0.000 < 0.05$ , which means that there is a significant

influence of the training and development variable on the motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. This shows that by increasing training and development, the motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun also experienced an increase, so the second hypothesis was accepted.

- 3) The t test value on the reward\*job satisfaction variable (X1\*M) on motivation is 4.799 > 1.987 with a significance of 0.000 < 0.05, which means that there is a significant influence of the reward\*job satisfaction variable on PT employee motivation. Hanjaya Mandala Sampoerna Tbk Madiun. This shows that there is an influence of rewards on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, so the third hypothesis is accepted.
- 4) The t test value on the training and development\*job satisfaction variable (X2\*M) on motivation is 4.091 > 1.987 with a significance of 0.000 < 0.05, which means that there is a significant influence of the training and development\*job satisfaction variable on PT employee motivation. Hanjaya Mandala Sampoerna Tbk Madiun. This shows that there is an influence of training and development on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, so the fourth hypothesis is accepted

## b. Coefficient of Multiple Determination (R<sup>2</sup>)

The results of the multiple determination coefficient test in this study are as follows:

Tabel 4. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.909a	.826	.813	2.010

Source: Primary data processed, 2025

Based on the table above, it shows that the coefficient of determination test in model 1, seen from the R-square, is 0.826. This shows that the contribution of rewards to employee job satisfaction at PT. Hanjaya Mandala Sampoerna Tbk Madiun at 82.6%.

## D. DISCUSSION

### The Effect of Rewards on Employee Motivation

The implication in this research is that rewards have a positive and significant influence on the work motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun.

Providing effective rewards can increase work morale, performance and job satisfaction of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. Rewards that are given fairly and consistently will create a positive work culture and encourage employees to achieve better goals. That's why rewards are very important at PT. Hanjaya Mandala Sampoerna Tbk Madiun. The higher the reward, the greater the work motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun will also increase.

The implication in this research is that rewards at PT. Hanjaya Mandala Sampoerna Tbk Madiun can be interpreted as an award given to employees as compensation for the services they have provided to the company. Rewards are things provided by PT. Hanjaya Mandala Sampoerna Tbk Madiun to meet one or more employee needs and success in providing appropriate forms of reward will determine the quality of human resources in carrying out their work. Form of giving rewards to PT. Hanjaya Mandala Sampoerna Tbk Madiun varies, it can be in the form of financial cash, financial benefits and non-financial, which can be measured based on time worked and the performance produced.

Employees who feel that the rewards given are insufficient can reduce employee work motivation. For this reason, rewards can influence employee work motivation. Research conducted by Hindarti (2015) shows that rewards influence the work motivation of PT Bank Central Asia Tbk employees. Surakarta Main Branch. Research conducted by Putra (2020) shows that rewards influence employee work motivation (Study of PT. Makitamega Makmur Perkasa Employees). Research conducted by Pratama (2024) also explains that rewards influence work motivation in employees of the Yogyakarta Branch of the Al-Qur'an Waqaf Agency.

### **The Effect of Training and Development on Motivation**

The implications of this research show that training and development have a positive influence on PT employee motivation. Hanjaya Mandala Sampoerna Tbk Madiun. Effective training programs can increase employee knowledge, skills and self-confidence, which in turn triggers increased work motivation and job satisfaction of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. Thus, employee training and development is not only an investment in improving skills, but also an investment in the motivation and satisfaction of PT employees.

Hanjaya Mandala Sampoerna Tbk Madiun. Various studies have shown that effective training and development can have a positive impact on the performance, productivity and job satisfaction of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun.

The implications of this research also show that PT. Hanjaya Mandala Sampoerna Tbk Madiun pays great attention to employee training and development. This is because training and human resource development can improve work quality, productivity, work motivation and employee performance, as well as help companies adapt to change and achieve goals. Apart from that, training and development can also increase employee satisfaction and prepare employees for a higher career path.

For this reason, training and development influence employee work motivation. Research conducted by Irawan (2024) shows that training and development influence the work motivation of PT PAL Indonesia employees. Gunawan (2022) also explained that employee training and development influences work motivation in the Selayar Islands Regency Civil Service Police Unit.

### **The Effect of Rewards on Motivation with Job Satisfaction as Moderation**

The implications of this research show that rewards have a positive influence on employee work motivation. Job satisfaction can moderate the relationship between rewards and motivation, which means that the magnitude of the influence of rewards on motivation can vary depending on the level of job satisfaction of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. So rewards have an important role in motivating employees, and job satisfaction can influence the effectiveness of these rewards. PT. Hanjaya Mandala Sampoerna Tbk Madiun needs to understand how to provide appropriate rewards and create a satisfying work environment so that rewards can have maximum impact in increasing the motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun.

The implication in this research is that job satisfaction can strengthen or weaken the relationship between giving rewards and PT work motivation. Hanjaya Mandala Sampoerna Tbk Madiun. When employees feel satisfied with their work, the rewards given will be more effective in increasing motivation. On the other hand, if employees are dissatisfied with their work, the effect of rewards on motivation may be insignificant or even negative. Providing

rewards has a positive influence on PT employee motivation. Hanjaya Mandala Sampoerna Tbk Madiun. Rewards, both material and non-material, can increase enthusiasm and participation in carrying out tasks or activities, as well as encourage the performance of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun is better.

Research conducted by Hindarti (2015) shows that rewards influence the work motivation of PT Bank Central Asia Tbk employees. Surakarta Main Branch). Research conducted by Putra (2020) shows that rewards influence employee work motivation (Study of PT. Makitamega Makmur Perkasa Employees). Research conducted by Pratama (2024) also explains that rewards influence work motivation in employees of the Yogyakarta Branch of the Al-Qur'an Waqaf Agency.

### **The Effect of Training and Development on Motivation with Job Satisfaction as Moderation**

The implications of this research show that training and development have a positive effect on the work motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, and job satisfaction can moderate this relationship. This means that good training and development can increase motivation, and job satisfaction will strengthen or weaken the impact of training on motivation. By participating in training, employees can improve their skills and knowledge, which in turn can increase their self-confidence and motivation to work. Training can also give employees a sense of being valued and cared for by the company, which also contributes to increased motivation.

The implications of this research also show that training and development and job satisfaction are two important factors that can increase the work motivation of PT employees. Hanjaya Mandala Sampoerna Tbk Madiun. Job satisfaction acts as a moderator, strengthening the influence of training and development on motivation. Thus, the company PT. Hanjaya Mandala Sampoerna Tbk Madiun needs to pay attention to these two aspects to create a motivating and productive work environment. PT employees. Hanjaya Mandala Sampoerna Tbk Madiun who feel satisfied with their work and feel appreciated by the company will be more motivated to take part in self-development training. The training will improve skills and

knowledge, which in turn will further improve performance and job satisfaction, thereby creating a positive cycle.

Research conducted by Irawan (2024) shows that training and development has an impact on the work motivation of PT PAL Indonesia employees. Gunawan (2022) also explained that employee training and development influences work motivation in the Selayar Islands Regency Civil Service Police Unit. Research conducted by Alrazehi (2021), and T. Sellar (2022) shows that training and development has an effect on job satisfaction. Research conducted by Millena (2022) also shows that training and development influences job satisfaction of Tunas Biszpark Manufacturing Employees in Batam City.

#### **D. CONCLUSION**

Based on data *analysis* and discussion, it can be concluded that: 1) Partially the reward variable has a positive and significant effect on employee motivation at PT. Hanjaya Mandala Sampoerna Tbk Madiun, so the first hypothesis is accepted. 2) Partially, the training and development variables have a positive and significant effect on PT employee motivation. Hanjaya Mandala Sampoerna Tbk Madiun, so the second hypothesis is accepted. 3) There is an influence of rewards on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, so the third hypothesis is accepted. 4) There is an influence of training and development on motivation with job satisfaction as a moderation for PT employees. Hanjaya Mandala Sampoerna Tbk Madiun, so the fourth hypothesis is accepted.

#### **E. SUGGESTIONS**

Based on the conclusions of this research, suggestions can be given to several parties, including: Employees should take the training provided by the Company seriously; Companies should pay more attention to the level of employee welfare by providing bonus money on time and in accordance with the employee's workload; For further research, add other independent variables that influence work motivation that were not examined in this research; Readers should provide suggestions and criticism to improve the results of this research.

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