

The Effect of Education and Training on Job Satisfaction Mediated By State Officer's Work Placement Civil Inspectorate of Southeast Sulawesi Province

Rian As'Ari

Program Magister of Management High School of Economic Science of Enam Enam Kendari, Indonesia.

Murdjani Kamaluddin

Faculty of Economics and Business, Halu Oleo University, Indonesia.

Mahmudin A. Sabilalo

Program Magister of Management High School of Economic Science of Enam Enam Kendari, Indonesia.

Abstract

This study aims to determine and analyze the effect of education and training on placement of civil servants in the Inspectorate of Southeast Sulawesi Province. Job placement on satisfaction has an effect on performance. Education and training on job satisfaction of civil servants Inspectorate of Southeast Sulawesi Province. Training on job satisfaction mediated through Civil Servant work placement. The sample in this study was drawn using the slovin so that the number of respondents in this study were 54 people. This research data collected using a questionnaire and processed using Partial Least Square (PLS).

The results of the study found that education and training had a positive and significant influence on work placement of Civil Servants of the Inspectorate of Southeast Sulawesi Province. That matter shows that the better the training, the better the job placement. Job placement has a positive and significant effect on job satisfaction. This shows the better job placement, the better the job satisfaction. Education and training has a positive influence and significant effect on job satisfaction of Civil Servants. This shows the better the training will increase the job satisfaction of Civil Servants. Education and training has a positive and significant effect on job satisfaction mediated through job placement. This shows the placement work can mediate the effect of education and training on job satisfaction. This means that the work placement has a strategic role that can overcome the inconsistency of the effect of education and training on job satisfaction.

Index Terms— Training, Job Placement, and Job Satisfaction.

1 INTRODUCTION

Human resources are the most expensive form of health resources, which is one of the reasons why management must ensure that all healthcare staff can maintain a high quality of work. The more a company develops, the more manpower is needed to drive operational activities, Wijoyo (2021). In addition, a workforce that increases in quality or expertise is also needed to keep pace with technological advances, efficiency and effectiveness within the company will be maintained and even increased so that the organization is able to survive in competition with other organizations.

The government requires competent and qualified State Civil Apparatus so that the vision, mission, and goals can be realized or achieved in accordance with the predetermined plan. Competent and quality apparatus can be obtained by developing the existing apparatus resources in the work unit. Activity

One of these developments is through education and training activities (Diklat). By providing education and training, it is hoped that the apparatus will be able to work more efficiently and be able to carry out their duties better.

The State Civil Apparatus is the backbone of the State. Therefore, improving quality through improving the implementation of education and competency training is very much needed, and efforts are made to produce a State Civil Apparatus that is truly capable of carrying out their duties.

Basically, the needs of human life are not only material but also non-material such as pride and job satisfaction which will affect their life satisfaction. This satisfaction is abstract, invisible and can only be found to the extent that the work results meet one's expectations. Job satisfaction is a person's feelings towards his work,

where a person will feel satisfied if there is a match between abilities, skills and expectations with the work faced by Nurhasnawati and Subhan, (2018). Job satisfaction is a sense of satisfaction that employees have in their work if they have achieved work targets. Employees will enjoy their work and are not concerned with rewards from the organization, Wahyuni and Gorda (2019).

Job satisfaction is one of the most important factors to get optimal work results. When someone feels satisfied at work, of course he will try his best with all his abilities to complete his work assignments, Wicaksono and Nurhanisah (2018). Thus the work results of employees will increase optimally. Job satisfaction has two different points of view, where from the one side it is satisfactory and the other side is unsatisfactory. Satisfaction and dissatisfaction are two emotional feelings of a person due to responses obtained from the real world. The competitiveness of an organization is determined by the availability of human resources who have high skills, competencies and abilities. In connection with the statement above, it is not enough for an organization to have only human resources, in this case employees who have been able to meet the criteria for qualified employees, however, the organization must be able to provide satisfaction to employees. The employee to the work done.

Employee satisfaction is important because it is one of the key drivers moral and discipline as well as performance, by taking into account the factor of employee job satisfaction, employees at work will always be accompanied by feelings of pleasure and not forced and have a high morale. Employee job satisfaction is related to aspects of fairness and eligibility for remuneration received by employees for their performance that is donated to the organization. Job satisfaction has a relationship with employee placement, namely the placement of workers must be in accordance with the knowledge, skills and experience they have. If someone is placed in an organization where the person concerned does work that is in accordance with his expertise and skills. Then the employee will tend to be passionate about work, behave positively.

Factors that affect satisfaction are education and training, Fitri et al, (2020) and Rahma, (2019). Education and Training (Diklat) is a process of converting untrained employees into capable employees, and employees can now be developed to be given new responsibilities. The existence of education and training is intended to adjust attitudes, behavior, and knowledge and skills of employees in accordance with the demands of job development.

Education and training is every effort to improve the performance of workers in a particular job that is being their responsibility, or a job that is related to their work, Riandani, (2015). Employee training can improve the skills, knowledge and experience of employees on their work. Employees who have good performance in

their work will have the opportunity to follow the stages of the career ladder and will achieve a good career path. Activities in the education and training aim to increase knowledge, skills and competencies. Education and training activities are carried out through teaching, education and training activities which include knowledge, skills and expertise.

In essence, education and training is designed to obtain good quality human resources and are ready to compete in the government. Besides that, employees still has its inherent limitations. For this reason, institutions must be able to design education and training to include all employees to narrow the limitations that exist on employees. With the obligation of employees to attend training and education as evidenced by certain certifications, they will provide the abilities and characteristics in the form of knowledge, skills and attitudes and behaviors needed in carrying out their duties, so that civil servants can carry out their duties professionally, effectively and efficiently.

Improving the quality of government apparatus is directed to be able to support the state administration system which contains the main functions, namely the function of government administration, development function and community service function. In accordance with the provisions of PP No. 101 of 2000, namely increasing knowledge, skills and attitudes to be able to carry out structural position duties professionally based on the personality and ethics of Civil Servants (PNS) in accordance with the needs of their agencies, creating apparatuses capable of acting as reformers and adhesives for the unity and integrity of the nation, Abdussamad, (2013).

2. LITERATURE REVIEW

Definition of Education and Training

The definition of education and training (Diklat) is the creation of an environment where employees can acquire or learn specific attitudes, abilities, skills, knowledge, and behaviors related to work, Ngindana and Hermawan (2019). The concept of the education and training system (Diklat) is an effort to improve, develop and shape employees through education and training efforts in the form of tiered education and training, course training, functional training, and operational training which are widely applied by an organization in order to improve employee work abilities. work assigned by the team leader. Evidently, the team leader who worked with several auditors was not too satisfied with the work done by some of these auditors where this would greatly affect the results of the work they did in the field. Third, the supervision of the Inspector, sometimes the leader does not motivate subordinates in the field so that aspects of the harmony of leaders and employees are less intertwined even though harmony between leaders and subordinates is needed in the organ-

ization.

Education and Training Indicators

As for indicator from According to Rae in (Sofyandi 2013:131):

1. Training content, namely whether the content of the training program is relevant and in line with training needs, and whether the training is up to date.
2. The training method, whether the training method provided is suitable for the subject and whether the training method is in accordance with the learning style of the trainee
3. Instructor attitudes and skills, namely whether the instructor has the attitudes and delivery skills that encourage people to learn
4. The length of the training time, namely how long it takes to provide the main material to be studied and how fast the tempo of the delivery of the material.
5. Training facilities, i.e. whether the placemaintenance the training can be controlled by the instructor, is it relevant to the type of training, and whether the food

Definition of Placement

Problems related to human resources is one thing that is considered important in the company. One of the problems is job placement. Job placement is an activity carried out to decide whether or not an employee is placed in a certain position within a company. According to Badriyah (2015) work placement is a policy towards human resources to determine a person's position or position.

Job Placement Indicator

According to Yuniarsih and Suwatno (2013:117-118), job placement indicators include:

1. Education
A process of developing capabilities in the desired direction.
2. Skills :
Skills or expertise to do the work to be acquired in practice.
3. Experience
Knowledge or skills that have been known and mastered by someone as a result of actions or work that have been carried out for a certain period of time.
4. Age factor
Measurement of the level of ability possessed by a person.

Definition of job satisfaction

Job satisfaction is a positive attitude towards work in a person. Job satisfaction is a positive emotional state that is the result of evaluating one's work experience. (Wagner & Hollenbeck, 2020) suggested that job satisfaction is a feeling of pleasure or a positive emotional statement from the results fulfillment of a job or work experiences.

Job Satisfaction Indicator

According to Rivai and Sagala (2011: 860), they are as follows:

1. The work itself is a state in which a person finds interesting tasks, opportunities to learn and opportunities to take responsibility for his work
2. Supervision is a coaching activity that is planned to assist employees in doing their jobs
3. Payments or incentives are payments from organizations to existing human resources
4. Colleagues are fellow employees or employees whose abilities are capable and support each other in their work.
5. Promotion is the transfer of an employee or employee from a position or position, to a higher position or position.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Employee satisfaction is important because it is one of the key drivers of morale and discipline as well as performance with a feeling of pleasure and not forced and have a high work spirit. Employee job satisfaction is related to aspects of fairness and eligibility for remuneration received by employees for their good performance donated to the organization.

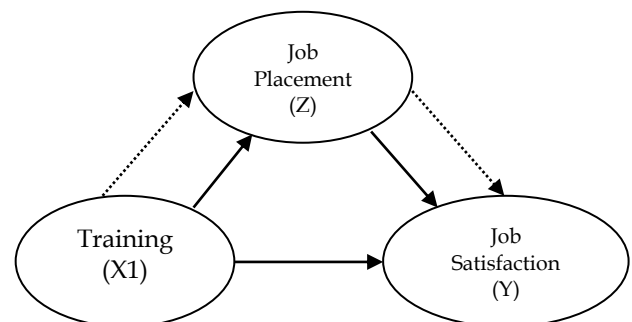


Figure 1. Conceptual Framework

3.2 Hypothesis

Based on the problem, literature review and framework conceptually, the hypotheses that can be proposed are as follows:

1. Education and training has an effect on the work placement of Civil Servants Inspectorate of Southeast Sulawesi Province.
2. Job placement affects satisfaction affects on performance of Civil Servants of the Inspectorate of Southeast Sulawesi Province.
3. Education and training has an effect on job satisfaction of Civil Servants Inspectorate of Southeast Sulawesi Province.
4. Education and training has an effect on job satisfaction mediated by placement the work of the Civil Servant of the Inspectorate of Southeast Sulawesi Province.

4. RESEARCH METHOD

Research Location and Time

The research was conducted at the Provincial Inspectorate Southeast Sulawesi which is located in Kambu District, Kendari City, Southeast Sulawesi. The time of this research was two months, with details of the first month the researcher gave a questionnaire and the second month the writer collected data and processed the data.

Population and Sample Population

The population is a collection of data that has the same characteristics and becomes the object of inference, statistical inference is based on two basic concepts, the overall, imaginary, and sample data, as part of the participants used to make inferences to the participants where they participate. The population in this study were all civil servants in the Provincial Inspectorate Southeast Sulawesi is 120.

Sample

The sample is part of the elements of the population (Sugiyono, 2013). The size or sample size is very dependent on the level of accuracy or error tolerance desired by the researcher. The maximum error rate taken is 10% (0.10). The smaller the number of samples, the less the error rate and conversely the smaller the error rate, the larger the number of samples obtained. One of the methods used to determine the number of samples is using the Slovin formula in (Sugiyono, 2011:87). The use of the sample is carried out in a stratified manner based on the sample group. Based on the calculation of the above formula, the size of the sample (n) is 54 respondent.

Data source

This research data comes from:

1. Primary data is a source of research data obtained directly from the original source (not through intermediaries). The primary data used in this study are the results of filling out questionnaires by respondents, namely: civil servant of Provincial Inspectorate Southeast

Sulawesi.

2. Secondary Data, namely data taken in the form of reports that have been documented in Provincial Inspectorate Southeast Sulawesi.

Method of collecting data

Collecting data in this study as follows:

1. Questionnaire
Done by submitting a list question to civil servant to obtain the information needed to answer research problems.
2. Documentation
Is a collection of supporting documents in the form of data that has been published by the Inspectorate of Southeast Sulawesi Province such as general description, brief history, job description.

Data analysis technique

The data analysis technique in this study uses the Partial Least Square (PLS) method where this method is one of the SEM (Structural Equation Model) analysis techniques. SEM as a statistical technique used to test and estimate causal relationships by integrating factor analysis and path analysis. This SEM technique has a high degree of flexibility in research that link between theory and data. The data analysis technique used is path analysis using SmartPLS software 3.0 (Partial Least Square).

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Evaluation of the Measurement Model (Outer Model)

Testing the measurement model in this research aims to assess the indicator variables reflecting a construct or latent variable. The analysis of the indicators used is tested for meaning. Empirical analysis aims to validate the model and construct reliability that reflects the parameters on the latent variables that are built based on theory and empirical studies. This study uses three latent variables, namely education and training, job placement and job satisfaction.

Convergent Validity Test

Convergent validity measuring the validity of the indicator as a measure of the construct that can be seen from the power loading. The indicator is considered valid if it has an outer loading value above 0.70 which is highly recommended, however, a loading factor value of 0.50-0.60 can still be tolerated with a t statistic value above 1.96 or a p-value of <0.05 . From the outer loading value, the contribution of each indicator to the latent variable can also be interpreted. The outer loading of an indicator with the highest value means that the indicator is the strongest or most important measure of reflecting the relevant latent variable.

Table 1. Convergent Validity Test Results

Variable	Items Indicator	Outer Loading	Information
Training	X1.1.1	0.807	Valid
	X1.1.2	0.818	Valid
	X1.1.3	0.846	Valid
	X1.1.4	0.873	Valid
	X1.1.5	0.817	Valid
Job Satisfactor	Y1.1.1	0.775	Valid
	Y1.1.2	0.819	Valid
	Y1.1.3	0.840	Valid
	Y1.1.4	0.848	Valid
	Y1.1.5	0.874	Valid
Job Placement	Z.1.1.1	0.810	Valid
	Z.1.1.2	0.872	Valid
	Z.1.1.3	0.752	Valid
	Z.1.1.4	0.843	Valid

Source: Processed Data, 2021

Based on the results of the data analysis in the table, it can be seen that the estimated value of the outer loading obtained is above 0.70. Thus the latent construct predicts indicators of mutual influence and interdependence between one variable and another.

Discriminant Validity Test

Evaluation of a model that meets Discriminant Validity can be done by looking at the correlation between the construct and the AVE value. If the AVE of each construct is greater than the correlation between the construct and other constructs in the model, it can be said to be valid.

Table 2. Latent Variable Correlation

Variable	Training	Satisfaction Work	Placement Work
Training	0.833		
Job Satisfaction	0.821	0.832	
Job Placement	0.649	0.707	0.820

Source: Processed Data, 2021

Based on the table above, it can be seen that the square root value of AVE for each latent variable is greater than its correlation with other variables. This indicates that the latent variable has indicators with good discriminant validity. So based on this, it can be concluded that all indicators and variables are valid and meet the requirements of discriminant validity and can be used for further testing.

Reliability Test

Reliability testing is needed to measure the stability and consistency of an instrument in measuring a concept or variable. In this study, reliability can be measured by looking at the composite reliability value.

The results for the reliability test of this study can be seen in the following table:

Table 3. Testing Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Training	0.889	0.919
Job Satisfaction	0.888	0.918
Job Placement	0.837	0.891

Source: Processed Data 2021

Based on the table, it is known that the Cronbach's Alpha value of each variable has a value greater than 0.7 and it is also known if the value of the Composite Reliability of each variable has a value greater than 0.7 so it can be concluded that the education and training variables, satisfaction work and work placement are declared reliable.

Evaluation of Goodness of Fit Model

The structural model is evaluated by considering the Q² predictive relevance model which measures how well the observed values are generated by the model. Q² is based on the coefficient of determination of all endogenous variables. Magnitude with a range of 0 < Q² < 1, the closer the value to 1 means the better the model. The Q² values of the two endogenous variables are presented in Table 4.

Table 4. Value of R Square

Variable	R Square
Job Satisfaction (Y1)	0.727
Work Placement (Z1)	0.421

Source: Processed Data 2021

Based on mark coefficient determination (R²) which is presented in the table 4 could is known mark Q² with calculation as follows:

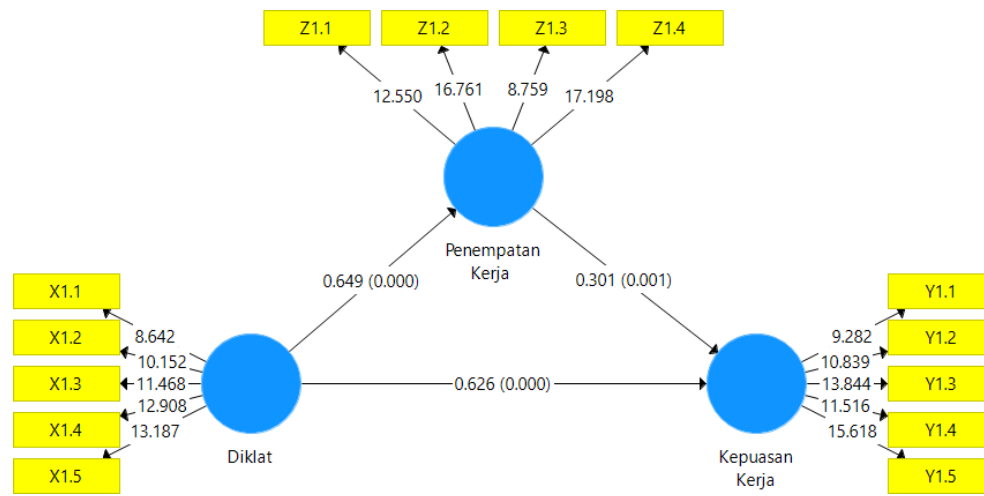
$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - ((1 - 0.7272) (1 - 0.421)) \\
 &= 1 - ((0.471) (0.823)) \\
 &= 0.614
 \end{aligned}$$

Based on the results of the calculation of the perception data, it is known that the predictive relevance (Q²) = 0.614 or 61.4%. This means that the accuracy or accuracy of this research model can explain the diversity of the education and training variables, job placement and job satisfaction by 61.4%. The remaining 38.6% is explained by other variables not included in this research model. In the end the model can be used for hypothesis testing. That is, the Q² value obtained can be said to be a model that is formed and has good model accuracy or accuracy because the value is above 60%.

Structural Model and Hypothesis Testing

Structural Model (Inner Model) is a structural

model that relates latent variables to ensure that the structural model built is accurate. This can be seen in the image below:



Source: Processed Data 2021

As for hypothesis testing, it provides very useful information regarding the relationship between research variables. The main point used in testing the hypothesis is the value contained in the path coefficients results. The following is a direct influence coefficient value resulting from data analysis where the following analysis is

produced. Based on the results of data analysis, the results of direct hypothesis testing can be seen in the following table:

Table 5. Path Coefficient Test Results

Variable	Original Sample	Sample Mean	T Statistics (O/Stdev)	Standard Error	T-Statistics	P Values
X -> Z1	0.626	0.614	0.089	0.089	7.051	0.000
Z -> Y1	0.649	0.630	0.135	0.135	4.797	0.000
X -> Y1	0.301	0.304	0.093	0.093	3,252	0.001

Source: Processed Data 2021

The results of hypothesis testing in this study are as follows:

H1: The Effect of Education and Training on Work Placement

Based on the results of data analysis, the p-value value $0.000 < = 0.05$, then H_0 is rejected and H_a is accepted. It means Education and training variables have a significant effect on the work placement of Civil Servants of the Inspectorate of Southeast Sulawesi Province. Thus, the first hypothesis is accepted.

H2: The Effect of Job Placement on Job Satisfaction

Based on the results of data analysis, the p-value value $0.000 < = 0.05$, then H_0 is rejected and H_a is accepted. It means In this study, the variable of job placement has a significant effect on job satisfaction of the Civil Servants of the Inspectorate of Southeast Sulawesi Province. Thus, the second hypothesis is accepted.

H3: The Effect of Job Placement on Job Satisfaction

Based on the results of data analysis, the p-value value $0.000 < = 0.05$, then H_0 is rejected and H_a is accepted. It means In this study, the education and training variable has a significant effect on job satisfaction for the Civil Servants of the Inspectorate of Southeast Sulawesi Province. So thus the third hypothesis is accepted.

**5.2 Discussion
Influence of Education and Training Against Work Placement**

Based on data analysis, it is known that Education and Training has a positive and significant influence on the work placement of Civil Servants of the Inspectorate of Southeast Sulawesi Province. This shows that the better the training process carried out by the organization, the better the work placements that will be occupied by Civil Servants.

This is quite reasonable because the training has been carried out well if it is observed from the content of

the training material, training methods, attitudes and skills of the instructors, length of training time and training facilities.

The influence of good training conditions can improve the placement of employees who are implemented in appropriate work placements seen from various aspects, namely: education, Skills, experience- and age factor. Shown on the skill indicator is good. This means that employees understand the skills they have, then employees have skills that support their performance and employees apply skills at work.

Based on the indications of education, employees feel that their education deserves to be in a strategic position in the office. Employees also feel the position occupied in accordance with education and employees feel the inspector has divided the work well. On indication of age factor shows that employees are placed according to their age, employees are able to support their work.

However, on the experience indicator, employees do not have sufficient experience while working, so this can be added with various activities by the leadership of the Southeast Sulawesi Provincial Inspectorate.

The results of this study strengthen Widiyanto's theory, (2018) which explains that education and training (Diklat) is an element that is absolutely owned by quality human resource individuals. Education and training is a concept to improve, develop, and shape employee behavior to improve community services.

This study also supports the opinion of Kadarisman, (2015) that Education and Training is an important aspect in human resource development activities to improve employee knowledge, skills, and work experience. The higher the training and education carried out by the organization, the better the work placements owned by employees. One of the activities carried out by the organization in the management of human resources is work placement.

Influence Job Placement on Job Satisfaction

Based on data analysis, it is known that job placement has a positive and significant effect on job satisfaction of the Civil Servants of the Southeast Sulawesi Province Inspectorate. This shows that the better the work placement you have then it will be good job satisfaction that will be obtained by Civil Servants.

This is quite reasonable because the work placement has been carried out properly if it is observed from the aspect of education, Skills, experience and age factor. The results of this study support the opinion of Sugiat's theory, (2017) that placement is very important

in deciding and placing competent employees who have passed the selection process stage in accordance with their respective fields, because placing the right employee in the right position can help organization in achieving the goals that have been set and will provide satisfaction to employees.

This study is similar to the theory revealed by Mahale et al, (2017) that training can improve one's placement. Placements or assignments can be in the form of placements for new employees or reassignments for existing employees, Mawei, et al (2014). An employee looks at his work which appears as a result of the interaction between himself and his work, work situations and conditions, work environment and co-workers is referred to as job satisfaction.

Influence Training on Job Satisfaction

Based on data analysis, it is known that Education and Training has a positive and significant influence on job satisfaction of Civil Servants of the Inspectorate of Southeast Sulawesi Province. This shows that the better the education and training carried out by civil servants, the better the job satisfaction that will be obtained by civil servants.

This is quite reasonable because the work placement has been carried out properly if it is observed from the aspect of the work itself, supervision, pay or incentives, co-workers and promotions.

The findings from this study support Darmadi's theory (2019) that education and training is interpreted in order to improve, develop and shape employees through education and training efforts in the form of tiered education and training, training courses, functional training, and operational training which are widely applied by an organization in order to improve work skills. employees in dealing with their activities, including job satisfaction that will be obtained later.

Employee job satisfaction in the context of improving the quality of work cannot be separated also from the element of stimulation for employees in an agency or organization, as also in government institutions, Santoso, (2017). The elements in question include the provision and clarity of future work from employees. As a guarantee that they can work well and earn a living in the future to get job satisfaction, Rahma, (2019).

This study is the same as the results of research conducted by Rahma, (2019), Satriani et al. (2019) and Faisal and Munir (2019) which found that education and training (Diklat) had a significant effect on satisfaction. This shows that this training activity will make a positive contribution to the job satisfaction of

employeesPegawai Negeri Civil Inspectorate of Southeast Sulawesi Province.

Influence Training on Job Satisfaction Mediate by Job Placement

Based on data analysis and calculations using the Sobel test formula, it is known that placement can mediate the effect of education and training on job satisfaction. So this shows that work placement can be a bridge or liaison between education and training on job satisfaction. This means that education and training can increase job satisfaction which can be triggered from the work placement of the Civil Servants of the Inspectorate of Southeast Sulawesi Province.

This study is the same as the theory of Alvia et al, (2021) that the placement of an employee greatly affects employee job satisfaction. If employees are placed in positions that match their expertise, employees will do their jobs well, comfortably and happily. Meanwhile, if the employee is not placed in a position that is suitable for his knowledge and knowledge, then the employee is not satisfied at work.

Education and training that is realized in education and training activities will provide job satisfaction from its employees. However, it is undeniable that previous findings refute previous findings, such as the findings of Nabilah et al., (2017) who found that education and training (Diklat) had a negative effect, meaning that an increase in education and training would not increase job satisfaction. So this requires optimal work placement as a stepping stone to increase job satisfaction. So in this study it is suspected that placement can mediate the effect of education and training on job satisfaction.

Responding to the increasing demands of the community (external customers) for the availability of excellent service from the State Apparatus, reform efforts in various fields in the life of the nation and state continue to be carried out by the government gradually and continuously, Nuriyanto, (2014). These demands must also be balanced with the job satisfaction obtained by the employees, because with job satisfaction, these employees will work optimally, this is certainly driven by the knowledge and skills obtained from the training. As in a study from Faisal and Munir (2019) which found that education can increase job satisfaction.

So from this research it can be explained if work placement is able to be a mediating route between training and job satisfaction where. Work placement is able to answer the problem of inconsistency of previous research findings regarding education and training on job satisfaction. Where this confirms that a good job

placement will contribute to the effect of education and training on job satisfaction.

Based on this, it can be understood that education and training is able to encourage increased job satisfaction where this process can run smoothly if it is associated with work placements where work placement is a strategic path to increase job satisfaction.

Research Limitations

As for the results of this study, there are still limitations and inaccuracies in the conclusions concluded. So the limitations of this study are as follows:

1. This research only focuses on Civil Servants of Inspectorate of Southeast Sulawesi Province. So it can limit the generalizability of the findings of this study, especially to public organizations, not private organizations and others.
2. This research data uses employee perceptions through questionnaires conducted directly to employees who are responded to using self-assessment so that there is a possibility that respondents do not provide answers according to what they experience.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the formulation of the problem and the results of data analysis that has been studied. So the conclusions of this study are as follows:

1. Education and training has a positive and significant impact on job placement Civil Servant Inspectorate of Southeast Sulawesi Province.
2. Job placement has a positive and significant effect on job satisfactionPegawai State Civil Servant Inspectorate of Southeast Sulawesi Province.
3. Education and training has a positive and significant effect on job satisfaction Civil Servant Inspectorate of Southeast Sulawesi Province.
4. Education and training has a positive and significant effect on job satisfaction which is mediated through job placement Civil Servant Inspectorate of Southeast Sulawesi Province.

6.2 Suggestions

Based on the results of the study conducted by this researcher, the following suggestions or recommendations can be given:

1. Leaders from the Inspectorate of Southeast Sulawesi Province to improve education and

training by increasing the content of training by carrying out advanced planning by preparing reliable materials and instructors in conducting future training so as to produce a quality education and training implementation process that has a positive impact on the work results of Civil servant Inspectorate of Southeast Sulawesi Province.

2. For the leadership of the Inspectorate of Southeast Sulawesi Province to increase work placement by increasing the experience where every time the work is carried out by employees Civil Service Inspectorate of Southeast Sulawesi Province certainly has its mark, meaning more work involvement and conducting trainings based on competence can improve work experience and skills possessed by employees Civil Inspectorate of Southeast Sulawesi Province.
3. For further research, other factors can be added besides training, such as transformational leadership and competence.

REFERENCES

- [1] Abdussamad, Y. (2013). Apparatus Human R sources Development Through Competence. Gorontalo State University.
- [2] Badriyah, M. (2015). Human Resource Management, Printing 1. Bandung: CV Pustaka.
- [3] Darmadi, DH, (2019). Introduction to Globalization Education: Basic Concepts, Theories, Strategies and Implementation in Globalization Education. anImage.\
- [4] Faisal, F., & Munir, R. (2019). The effect of motivation, education and training (training), and work discipline on job satisfaction of employees in the population control and family planning department of Bantaeng Regency. YUME: Journal of Management, 2(2).
- [5] Fitri, R., Marnis, M., & Garnasih, RL (2020). The Influence of Competence and Education and Training on Job Satisfaction and Performance of Employees of the Riau Province Investment and One Stop Service. Procuratio: Scientific Journal of Management, 8(3), 291-307.
- [6] Junaidi, J. (2021). Management of Supervisory Leadership Training (PKP). Education and Training Review: Journal of management education and training, 5(1), 100-108.
- [7] Kadarisman, M. (2015). Analysis of Basic Instructor Education and Training In Improving the Quality of Instructors. Journal of Educational Management, 4(1), 39-58.
- [8] Kessi, AMP (2019). Motivation, Competence, and Mastery of Information Technology on Job Satisfaction and Lecturer Performance. Jakad Media Publishing.
- [9] Mawei, AC, Nelwan, O., & Uhing, Y. (2014). Leadership, Job Placement and Compensation Effect on Job Satisfaction at PT. Bank BNI (Persero), Tbk. KCU Manado. EM-BA Journal: Journal of Economic Research, Management, Business and Accounting, 2(2).
- [10] Nabilah, FP, Tewal, B., & Trang, I. (2017). the effect of training, education and organizational climate on employee job satisfaction at PT. PLN (Persero) Minahasa power generation sector. EMBA Journal: Journal of Economic Research, Management, Business and Accounting, 5(2).
- [11] Ngindana, R., & Hermawan, R. (2019). Analysis of Education and Training Needs for Civil Servants Based on Work Unit Gaps in the Mojokerto City Government. Journal of Social and Political Science Innovation (JISoP), 1(1), 1-11.
- [12] Nurhasnawati, and Subhan, M. (2018). The Effect of Organizational Climate and Job Satisfaction with Organizational Citizen Behavior on Min Se Teachers in Pekanbaru City. Journal of Management Economics, 9(1), 96-111.
- [13] Nuriyanto, N. (2014). Is the Implementation of Public Services in Indonesia Based on the "Welfare State" Concept?. Journal of the Constitution, 11(3), 428-453.
- [14] Rahma, M. (2019). Influence of Work Environment, Training, and Development Career on Job Satisfaction Implications for Employee Performance at Bireuen Medical Center Hospital. National Journal, 8(16), 10-22.
- [15] Riandani, W. (2015). Relationship between training and compensation with employee performance at PT. Elnusa in Balikpapan City. Journal of Business Administration, 3(4), 873-887.
- [16] Rivai, Veithzal and Sagala, Ella Jauvani. 2011. Human Resource Management for Companies from Theory to Practice. Jakarta: PT Raja Grafindo.
- [17] Santoso, AB (2017). The Influence of Work Discipline, Motivation, and Organizational Commitment on Employee Performance (At PT. Bank Negara Indonesia (Persero) Pamulang Branch). Independent journal: Science, Arts, and Technology, 1(2), 247-272.
- [18] Sofyandi, Herman 2013. Human Resource Management. Graha Ilmu. Yogyakarta
- [19] Sugiat, S. (2017). The Role of the Regional Civil Service Agency in the Implementation of the Recruitment and Placement of Civil Servants in the Samarinda City Government. MU-LAWARMAN UNIVERSITY JOURNAL, 1(1), 57-67.
- [20] Wicaksono, AS, & Nurhanisah, N. (2018). Quantitative Descriptive Study of Job Satisfaction Levels and Ways of Expressing Level Low Job Satisfaction In Employees With Over Thirty Years Of Service. MATRIX: Journal of Industrial Production Management and Engineering, 11(1), 32-43.
- [21] Widiyanto, E. (2018). Pattern of Education and Training Implementation at the Malang City Financial Education and Training Center. Educational Sciences: Journal of Educational Theory and Practice Studies, 3(1), 40-49.
- [22] Wijoyo, H. (2021). Human resource management an

introduction. Independent Scholar.

[23] Yuniarsih and Suwatno, 2013, Human Resource Management, Alfabeta, Bandung.

IJSER