THE EFFECT OF TRAINING AND INDIVIDUAL CHARACTERISTICS ON EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE COMPETENCE AT THE OFFICE OF THE CLASS I AIRPORT ORGANIZING UNIT IN PAPUA

Agus Kurniawan, Meinarni Asnaw, Ernik Yulianna
Universitas Terbuka
Email: aguskmopah@gmail.com, meinarni.asnawi@gmail.com and ernik@ecampus.ut.ac.id

Abstract

Due to the vital role of airports in regional development and progress, this study examines the effect of training, individual characteristics, and competencies on employee performance at the Papua Class I Airport Organizing Unit (UPBU) Office. In addition, this study also tested competency variables as mediators. This research is a quantitative study. The research data was obtained by distributing questionnaires to 220 employees at the UPBU Class I Offices in Merauke, Wamena, and Sorong. Only 129 questionnaires can be used as research data. The data analysis method used is path analysis with the help of SPSS software version 25. The results of this study show that training and individual characteristics have a positive and significant effect on employee performance and competence. Competence affects employee performance and can mediate the relationship between training and individual characteristics to employee performance.

Keywords: Training, Individual Characteristics, Employee Performance, Employee Competence

Introduction

Airports have historically been considered state-owned enterprises that aim to provide and operate infrastructure for airlines (Adler & Liebert, 2014). Airports can be the most significant investment that plays a role in regional economic development and connects places with the global economy (Kasarda & Lindsay, 2011). Today airports are not only related to air-passenger traffic support activities. The airport became a significant economic complex serving air transportation, expedition and logistics services, accommodation, entertainment and shopping, and business support services (Bogdański, 2014).

According to Tveter (2017), airports and air transport networks can be strategies for the growth and development of the local economy. Airports can make a region more attractive, increase market access, facilitate face-to-face contact between people far apart, reduce companies’ costs, and facilitate specialization (Tveter, 2017). In suburban and remote areas, airports play an important role in improving accessibility (Bogdański, 2014). It allows easier access to goods and services outside the region, affecting a higher quality of life and reducing social exclusion (Bogdański, 2014).

In Papua Province, with the highest poverty rate in Indonesia, many areas are still remote and difficult to access. Airports in Papua Province are very helpful in opening the accessibility of isolated regions to increase the area's growth (Miro, 2005). In addition, airports also play an essential role in meeting the basic daily needs of the community, especially those living in mountainous areas such as Wamena, Jaya Wijaya (Majid et al., 2022). Due to the importance of the airport's role, airport performance is something that must be considered because it has an impact on regional development and progress.
The airport's performance can be seen from the movement of aircraft, passengers, and goods. Based on Transportation Statistics data published by the Central Statistics Agency of Papua Province and West Papua Province, three Class I airports, namely Merauke, Wamena, and Sorong Airports, have a declining performance. Not only has the number of departing aircraft decreased, but the number of passengers transported from Merauke, Wamena, and Sorong airports also tends to decrease. The declining performance of Class I Airports in Merauke, Wamena, and Sorong can be caused by low employee performance. Many previous empirical findings have proven that organizational performance is primarily determined by employee performance (Almatrooshi et al., 2016; Kim, 2005; Ogbonnaya & Valizade, 2018).

Based on low organizational and employee performance, the author feels it is essential to examine the factors that affect employee performance at the Class I Airport Office in Papua.

Research Methods

Method
This research uses quantitative research methods with a descriptive approach—the research approach uses descriptive research methods. In this study, the free variable is training and individual characteristics, the mediation variable is competence, and the bound variable is the performance of Class I airport office employees in Papua. The focus of the study is the influence between the two free variables (training and individual characteristics) on bound variables (employee performance) through mediation variables (competencies).

Population and Sample
The population in this study was all employees in the office of the Class I Airport organizing unit in Papua, which amounted to 220 people using the sampling method. The sample used in this study was all office employees Unit Organizers Class I in New Guinea Which numbered 220 people using census sample techniques, of which the sample came from the entire employee population. There were 220 questionnaires distributed, but only 129 were recovered and could be processed.

Time and Place of Research
This research was carried out for three months, from May 2021 to July 2021. The locations of this study are Class I Airports of Merauke, Sorong, and Wamena.

Data Collection Techniques
The data collection techniques used in this study include questionnaires, observation, and interviews.

Results of Research and Discussion
Result
Reliability Test
The reliability test aims to calculate the extent to which the measurement results remain consistent if there are two or more
measurements of the same question using the same measuring instrument. Reliability shows the accuracy and accuracy of the gauge. In this study, the reliability was measured by looking at the value of Cronbach’s Alpha.

### Table 1. Reliability Test Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Reliability Limitations</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>0.926</td>
<td>0.6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Individual characteristics</td>
<td>0.899</td>
<td>0.6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Competence</td>
<td>0.910</td>
<td>0.6</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.896</td>
<td>0.6</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Primary data processed (2021)

Based on the reliability test results in Table 1, it can be seen that all variables have Cronbach’s alpha value > 0.60. Thus it can be said that all variables are reliable.

**Test Classical Assumptions**

1. Test Multicollinearity
   The multicollinearity test is used in regression models to determine whether there is a relationship/correlation between independent variables (free variables). A good model should not be correlated with free variables (Ghozali, 2013). To detect the presence or absence of multicollinearity, analyze the correlation matrix of free variables. The tolerance value and the variance inflation factor (VIF) can also be seen.

### Table 2. Multicollinearity Test2

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Itslef.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>16.006</td>
<td>4,500</td>
<td>3.557</td>
<td>0.001</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>0.245</td>
<td>0.092</td>
<td>0.189</td>
<td>2.661</td>
</tr>
<tr>
<td></td>
<td>Individual characteristics</td>
<td>0.341</td>
<td>0.126</td>
<td>0.188</td>
<td>2.702</td>
</tr>
<tr>
<td></td>
<td>Competence</td>
<td>0.855</td>
<td>0.115</td>
<td>0.521</td>
<td>7.457</td>
</tr>
</tbody>
</table>

a. **Dependent Variable**: Employee Performance

Source: Primary data processed (2021)

Based on the results of multicollinearity testing in Table 2, it can be seen that there are no free variables that have a tolerance value below 10%, which means that there is no correlation between free variables whose values are above 95%. Then, calculating the VIF value shows that all variables can see a VIF value of less than 5, then it can be argued that there is no severe multicollinearity (a significant correlation among free variables) in the regression model.

2. Heteroskedasticity Test
   A heteroskedasticity test is performed to test whether there is a variance inequality in a regression model from the residual of one observation to another. The heteroskedastic test is carried out with the Glejser test to regress the residual absolute value against an independent variable.
Table 3. Heteroskedasticity Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>6.688</td>
<td>2.734</td>
</tr>
<tr>
<td>Training</td>
<td>0.030</td>
<td>0.056</td>
</tr>
<tr>
<td>Individual</td>
<td>0.028</td>
<td>0.077</td>
</tr>
<tr>
<td>characteristics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competence</td>
<td>-0.046</td>
<td>0.070</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Abs_Res
Source: Primary data processed (2021)

3. Normality Test
Normality tests are performed to test whether or not the dependent and independent variables in regression models have a normal distribution. A good regression model is a model that has a normal or close-to-normal distribution. Kolmogorov-Smirnov non-parametric statistical methods carried out normal distribution testing. The data is said to be normally distributed when the Kolmogorov-Smirnov significance value > 0.05 (Ghozali, 2013).

Table 4. Normality Test Results

<table>
<thead>
<tr>
<th>Unstandardized Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>Normal Parameters</td>
</tr>
<tr>
<td>Std, Deviation</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
</tr>
<tr>
<td>Positive</td>
</tr>
<tr>
<td>Negative</td>
</tr>
<tr>
<td>Test Statistic</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

Primary Data Source processed (2021)

Based on the results of the normality test in Table 4, it can be seen that the significance value of Kolomogorov-Smirnov is 0.200 > 0.05. Thus it can be concluded that the data in the regression model are normally distributed.

Hypothesis Test
The results of the hypothesis are then summarized and depicted in Figure 4.3. This study can prove the entire hypothesis put forward. Training and individual characteristics positively and significantly affect competence (H2, H4) and employee performance (H1, H3). Then, competence has a significant effect on employee performance (H5) and has been shown to mediate the relationship of training (H6) and competence (H7) to employee performance significantly.
Discussion

The Effect of Training on Employee Performance (H1)

The results of this study support previous studies that have also found that training has a positive and significant effect on the performance of employee employees, such as Abugre and Nasere (2020), Ibrahim et al. (2017), Saltpeter et al. (2018), and Suhartono (2017). It is essential for UPBU Class I Papua to be able to design the training program as well as possible so that the training will have an impact on improving employee performance.

Based on the descriptive analysis of respondents' answers, the training content is the training indicator that gets the highest average score. The material provided during the training is complete and easy to understand. In addition, the training materials are already following the need to carry out the work. These results align with Bhatti et al. (2022), who found that training content became a significant predictor of employee performance. The materials provided at the time of training must be appropriate or relevant to the needs of employees. The suitable material will facilitate the mastery of tasks and improve performance (Callahan et al., 2003).

The Effect of Training on Competence (H2)

This research supports (Nitisemito, 2006)(Aziz & Akhtar, 2014)

According to Lie (Lie et al., 2011) training should be based on transparent, evidence-based, reproducible, and validated techniques that consider basic competencies. Appropriate training materials will be able to improve employee competence. When designing or designing research, management needs to identify the desired competency results, develop an appraiser, and create training materials or materials to support employees in mastering these competencies (Echols (Echols et al., 2018)

Effect of Individual Characteristics on Employee Performance (H3)

The hypothesis test results show that individual characteristics have a positive and significant effect on employee performance, which supports the fifth hypothesis. It means that the better the characteristics of an individual in terms of abilities, attitudes, interests, and values, the better the performance he will produce. These findings support previous researchers who also found that individual characteristics had a positive and significant effect on employee performance, such as the research of (Ihya et al., 2019; Riyadi, 2020; Siregar et al., 2019; Suhartono, 2017)

When viewed from the results of the descriptive analysis of respondents' answers, the indicator of individual characteristics that get the highest average value is the ability indicator. Employees assess that their ability to do work is increasing. Then, formal education helps employees in improving their ability to work. These findings support (Bhatti et al., 2021)
Effect of Individual Characteristics on Competence (H4)

When employees have good individual characteristics, they will also tend to have a good level of competence. These results support previous research that has also found that individual characteristics have a positive and significant effect on competencies, such as (Liang et al., 2013)(Otoo & Mishra, 2018)(Tijdens & Steijn, 2005)(Januar, 2020).

The abilities, attitudes, interests, and individual values of employees determine their level of competence. Therefore, it is crucial for the management and leadership of the UPBU Class I Papua office to know and evaluate individual characteristics and develop appropriate policies to improve and direct these characteristics in a positive direction. When viewed from the analysis of respondents’ answers, employees’ interest in work motivates them to continue to learn and develop themselves to get the lowest average score. It needs to be a concern for management and leaders because it increases employee interest in their work so that they are willing to continue to learn and develop, ultimately affecting their competence level.

The Effect of Competence on Employee Performance (H5)

The higher the competence of the employee, the higher the performance he will display. This finding supports the results of previous studies that have also found a positive and significant influence of competence on employee performance, such as the research of (Mangkunegara & Waris, 2015)(Martini et al., 2020)(Mangkunegara & Waris, 2015b)

When looking at the results of the analysis of respondents’ answers, knowledge indicators get the highest average value. Employees have good knowledge of following office standards. In addition, employees have good knowledge related to work and responsibilities. This result supports (Wibowo, 2017)

Employees at UPBU Class I Mopah Papua already have good skills. Employees can complete the assigned work according to the skills they have. Then, employees can also identify and solve problems that arise at work. Employees with a broad spectrum of competencies, such as skills and technical knowledge, will be better able to meet the demands of their work to produce better performance van Esch et al., 2018

The Effect of Training on Competency-Mediated Employee Performance (H6)

The results of this study prove that competence partially mediates the effect of training on employee performance. It means if the training program in the organization is good, then the competence of employees will be better as well, which ultimately affects the improvement of performance. These results support previous research that also found that competence can mediate the effect of training on employee performance, such as the research of Suhartono (2017) and Rusuli et al. (2017).

When employees are equipped with appropriate and extensive training and development, they can acquire a wide range of competencies that broaden their horizons, integrate knowledge from multiple sources, and more easily apply the skills and knowledge they acquire to their work (van Esch et al., 2018

Effect of Individual Characteristics on Competency-Mediated Employee Performance (H7)

When employees have good individual characteristics and high competence, it will produce a high level of performance as well. These results support previous research that also found that individual characteristics indirectly affect employee performance mediated by competencies, such as the research of Suhartono (2017), Januar (2020), and Liang (Januar, 2020)et al. (2013).

Based on a descriptive analysis of respondents’ answers, UPBU Class I Papua employees have good individual characteristics in terms of abilities, attitudes, interests, and values. Then, employees also have good competencies measured by traits, motives, self-concept, knowledge, and skills. Good individual characteristics and high pliers competence will produce a good performance. The better the individual character of the employee and competence, the more it will improve the employee's performance (Suhartono, 2017)

Conclusion

Based on the testing and analysis of the results of this study, it can be concluded that:
1. Training has a positive and significant effect on the performance of Class I Airport employees in Papua.
2. Training has a positive and significant effect on the competence of Class I Airport employees in Papua.
3. Individual characteristics have a positive and significant effect on employee performance. Airport.Kelas.I.in Papua.
4. Individual characteristics have a positive and significant effect on the competence of Class I Airport employees in Papua.
5. Competence has a positive and significant effect on the performance of Class I Airport employees in Papua.
6. Competence can mediate the effect of training on the performance of Class I Airport employees in Papua.
7. Competence can mediate the influence of individual characteristics on the performance of Class I Airport employees in Papua.

Suggestion
Based on the results of the study and managerial implications, this study provides the following suggestions:
1. The leadership and management of UPBU Class I Papua must improve adequate training facilities such as comfortable training rooms. Leaders must also provide support to employees in the form of procurement of consultations and post-training feedback.
2. The leadership and management of UPBU Class I Papua can encourage employees to innovate in doing work and increase their participation of the employee in decision-making and problem-solving.
3. For subsequent researchers, this study can be re-examined by adding mediation and moderation variables such as employee motivation and job satisfaction. Researchers can use two types of performance measurements, namely those filled by employees and leaders. Researchers are then advised to use a digital questionnaire to reach all respondents more easily without being constrained by distance and place. Researchers can then also use mixed methods and conduct in-depth interviews with employees so that they can explain the results of quantitative analysis in more detail and in-depth. The researcher suggests proposals for improvements from solving problems faced in this study as well as the idea of further research proposals or revisiting the same research with multiple points of view.

Bibliography


