

## The Effect of Training and Communication on Employee Performance

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### Abstract

The purpose of this research is to determine the effect of training and communication on employee performance at Pt. Angkasa Pura II (PERSERO) Jakarta Airport Rescue & Fire Fighting Unit both partially and simultaneously. The method used is the Quantitative Associative method. The data analysis method uses simple linear regression, multiple linear regression, correlation coefficient, coefficient of determination, partial t test and F test. The results of this research show that there is a positive and significant influence of Job Training on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit-Jakarta. This can be proven from the simple linear regression equation  $Y=18.169+0.355X_1$ . The correlation value for the Job Training variable is 0.723 (strong). The coefficient of determination value is 52.3%. The value of tcount is 12.203 > ttable 1.997 with a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, indicating that Job Training has a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta. There is a positive and significant influence of communication on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta. This can be proven from the simple linear regression equation  $Y=16.938+0.384X_2$ . The correlation value for the Communication variable is 0.707 (strong). The coefficient of determination value is 50%. The value of tcount is 11.650 > ttable 1.987 with a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, indicating that communication has a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta.

Keywords : Training, Communication, Employee performance

**INTRODUCTION**

A company is an organization in which there are human resources, which are able to lead the company to achieve the goals that have been formulated through the Vision and Mission of the leadership. Basically, achieving a company's goals cannot be separated from the role of a leader where the leader is able to move the human resources (employees) in it, but basically it will not be achieved if the human resources are not qualified, therefore superior, quality human resources must be owned by the company in order to achieve goals. Quality human resources are human resources that have good knowledge, abilities, skills and attitudes in working. The abilities of each employee are also different in completing tasks given by the company. According to Wirawan (2018: 18) explains that: "Human resources are people who are called managers, employees, workers, laborers or workers who work for the organization".

PT. Angkasa Pura II is a State-Owned Enterprise (BUMN) engaged in airport services and airport-related services in Indonesia. PT. Angkasa Pura II has earned the trust of the Government of the Republic of Indonesia to manage and develop airports, one of which is in Padang City, which has now been renamed Minangkabau International Airport.

PT. Angkasa Pura II is currently experiencing a decline in employee performance. Based on the author's interview with the manager of PT Angkasa Pura II (Persero) regarding employee performance, employee performance has decreased from year to year, where PT Angkasa Pura II (Persero) is trying to improve employee performance. The following is a presentation of employee performance data at PT. Angkasa Pura II (Persero) that the author obtained during his observations:

**Table 1.** Employee Performance Data at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta 2021-2023

No	Indikator	Total	Target	2021		2022		2023	
		Karyawan	%	Karyawan	%	Karyawan	%	Karyawan	%
1	Kualitas	211	100 %	190	90	166	79	143	68
2	Kuantitas	211	100 %	190	90	165	78	146	69
3	Pelaksanaan Tugas	211	100 %	196	93	170	81	155	73
4	Tanggung Jawab	211	100 %	200	95	164	78	140	66
		<b>Rata – Rata</b>		<b>92</b>		<b>79</b>		<b>69</b>	

Source: PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta. Note: <50% = Very Poor, 51-60% = Poor, 61-70% = Less Good, 71-80% = Good, 81-100% = Very Good.

Based on the explanation of table 1.1 above, it can be seen that the performance results of 2021 of PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta showed an average achievement of 92% which is considered very good, but in 2022 it decreased with an average of 79% which is considered good but there was a decrease again in 2023 with an average of 69%, which is categorized as less good, with a decrease in employee performance of PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta, this will certainly affect the achievement of future work targets, therefore PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta must be able to arouse employee work enthusiasm so that employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta increases

By looking at the performance data. PT. Angkasa Pura II (Persero) above, it can be concluded that there is a decline in employee performance as evidenced by the employee performance appraisal data that the author obtained when conducting interviews. From the results of the interview, the author was interested in finding out the causes of the decline in employee performance. PT. Angkasa Pura II (Persero), to find out the factors causing the

decline in employee performance, the author conducted an interview with the manager of PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta when the author conducted an interview regarding the decline in employee performance, the author also received information from the manager. PT. Angkasa Pura II (Persero) that the decline in employee performance was due to poor job training factors, where many employees still did not participate in job training, which had an impact on employee performance.

## RESEARCH METHODS

This study uses a quantitative approach. The quantitative research approach, as proposed by Sugiyono (2018:15), is defined as research based on the philosophy of positivism, used to examine specific populations or samples. Data collection utilizes research instruments, and data analysis is quantitative/statistical, with the aim of describing and testing established hypotheses. This study uses an associative method. According to Sugiyono (2016:36), "Associative is research that examines the relationship between two or more variables."

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## RESULT AND DISCUSSION

PT. Angkasa Pura II (Persero) is a State-Owned Enterprise (BUMN) within the Ministry of Transportation that operates in the airport services and air traffic services sector in the Western Indonesia region. Angkasa Pura II has been entrusted by the Government of the Republic of Indonesia to manage and strive for the business of Jakarta Cengkareng Airport which has now changed its name to Jakarta Soekarno-Hatta International Airport and Halim Perdana Kusuma Airport since August 13, 1984.

The existence of Angkasa Pura II began as a public company under the name Perum Pelabuhan Udara Jakarta Cengkareng through Government Regulation Number 20 of 1984, then on May 19, 1986 through Government Regulation Number 26 of 1986 changed to Perum Angkasa Pura II. Furthermore, on March 7, 1992 through Government Regulation Number 14 of 1992 changed to a Limited Liability Company (Persero). Along with the company's journey, on November 18, 2008 according to notarial deed Silvia Abbas Sudrajat, SH, SpN Number 38 officially changed to PT. Angkasa Pura II (Persero).

The establishment of Angkasa Pura II aims to manage and operate airport services and airport-related services, optimizing the empowerment of the company's potential resources and implementing good corporate governance practices. This is expected to produce high-quality and competitive products and services, thereby increasing the company's value and public trust. Angkasa Pura II's 28-year history has demonstrated rapid progress and business growth in the airport services business through the addition of various infrastructure facilities and improvements in the quality of service at the airports it manages.

### A. Company Vision and Mission

#### 1. Vision

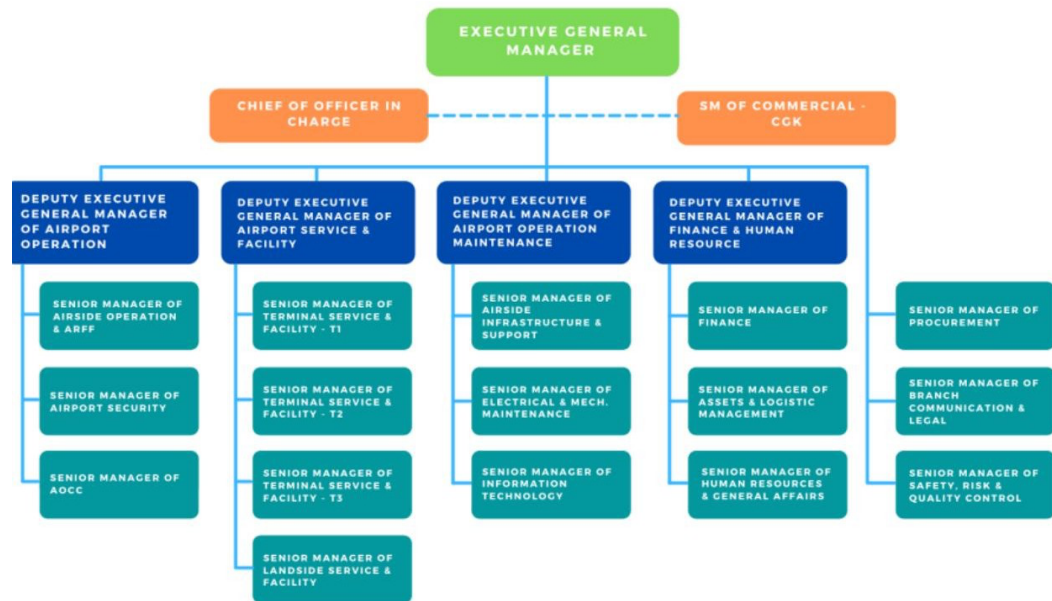
To become an international standard airport manager that is able to compete in the regional area.

#### 2. Mission

Managing airport services and air traffic services that prioritize flight safety and customer satisfaction, in an effort to provide optimal benefits to shareholders, business partners, employees, the community and the environment by adhering to business ethics.

##### a. Organizational structure

An organizational structure is a framework that clearly defines the relationships and boundaries between the authority and responsibilities of each division within the organization. This organizational structure facilitates the effective and efficient achievement of company goals. The organizational structure of PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta can be seen in the following image:



*Figure 1. Company Organizational Structure (Source: PT. Angkasa Pura II Persero, 2024)*

## B. The Impact of Job Training on Employee Performance

Based on the results of statistical testing, the results of a simple linear regression equation  $Y = 18.169 + 0.355X_1$ . From this equation, it can be concluded as follows: The value (a) or constant of 18.169 indicates that when Job Training ( $X_1$ ) is zero or does not increase, then Employee Performance ( $Y$ ) will remain at 18.169. The regression coefficient value (b) of 0.355 (positive) indicates a unidirectional influence, meaning that every increase in Job Training by one unit will increase employee performance by 0.355 units. The correlation value of the Job Training variable of 0.723 is included in the interpretation of 0.60 - 7.99 with a strong relationship level. Which means that the level of relationship between Job Training and Employee Performance has a strong relationship level. The RSquare coefficient of determination value is 0.523, which means that the Job Training variable ( $X_1$ ) contributes to the Employee Performance variable ( $Y$ ) by 52.3%, while the remaining 47.7% is caused by other variables not examined in this study. The calculated t value is  $12.203 > t$  table 1.997 with a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, indicating that Job Training has a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta.

This indicates that the training materials are up-to-date, sufficiently comprehensive, adequate, and understandable to participants. They provide benefits in terms of knowledge and skills. The training methods are engaging, appropriate, and meet the company's expectations. The trainers deliver the material well, motivate participants, and teach clearly. The trainers have a good grasp of the material, possess good personalities. The participants are qualified and have been pre-screened by the company. The training facilities are complete and adequate. The training room is clean and comfortable.

The results of this study are supported by previous research conducted by Hutagaol, Gulo, & Siahaan (2019), which showed that training has a positive and significant effect on employee performance. Research by Dewantari (2021) also showed that training has a positive and significant effect on employee performance. Research by Marpaung et al. (2020) also showed that training has a positive and significant effect on employee performance.

### **C. The Influence of Communication on Employee Performance**

Based on the results of statistical testing, the results of a simple linear regression equation  $Y = 16.938 + 0.384X_2$ . From this equation, it can be concluded as follows: The value (a) or constant of 16.938 indicates that when Communication ( $X_2$ ) is zero or does not increase, then Employee Performance (Y) will remain at 16.938. The regression coefficient value (b) of 0.384 (positive) indicates a unidirectional influence, meaning that every increase in Communication by one unit will increase employee performance by 0.384 units. The correlation value of the Communication variable of 0.707 is included in the interpretation of 0.60 - 0.799 with a strong relationship level. Which means that the level of relationship between Communication and Employee Performance has a strong relationship level. The RSquare coefficient of determination value is 0.500, which means that Communication ( $X_2$ ) contributes to Employee Performance (Y) by 50%, while the remaining 50% is caused by other variables not examined in this study. The calculated t value is  $11.650 > t_{table} 1.987$  with a significance of  $0.001 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted, indicating that communication has a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta.

This shows that employees are able to listen to information provided by fellow coworkers and superiors, are able to provide responses and feedback to the information provided, feel happy when communicating with superiors or coworkers, superiors can give orders in stable conditions, can influence changes in attitudes, are able to respect the opinions of fellow coworkers and superiors, can accept criticism, relationships with coworkers and superiors are well-established, immediately correct mistakes when receiving criticism, understand messages and take action according to the contents of the message, and immediately carry out the orders given.

The results of this study support previous research conducted by Hutagaol, Gulo, & Siahaan (2019), which showed that communication has a positive and significant effect on employee performance. Dewantari's (2021) research showed that communication has a positive and significant effect on employee performance. Marpaung et al.'s (2020) research showed that communication has a positive and significant effect on employee performance.

### **D. The Effect of Simultaneous Job Training and Communication on Employee Performance**

Based on the results of statistical testing, the results of the multiple linear regression equation  $Y = 14,305 + 0.255 X_1 + 0.255 X_2$  are obtained. The constant of 14,305 means that if the Job Training variable and the Communication variable are zero or do not increase, then employee performance will remain at 14,305. The regression coefficient of the Job Training variable ( $X_1$ ) is 0.255, meaning that if the Job Training variable increases by 1 point while the other independent variables remain constant, then the Employee Performance variable increases by 0.255. The regression coefficient of the Communication variable ( $X_2$ ) is 0.255, This means that if the Communication variable increases by 1 point while other independent variables remain constant, then the Employee Performance variable increases by 0.255. The correlation value of the Job Training ( $X_1$ ) and Communication ( $X_2$ ) variables is 0.790, entering the interval of 0.60 - 0.799 with a strong relationship level. Which means that the level of relationship between Job Training and Communication on Employee Performance has a strong

relationship level. The coefficient of determination R Square is 0.624, which means that Job Training and Communication simultaneously contribute to Employee Performance by 62.4%, while the remaining 37.6% is caused by other variables not examined in this study. The Fcount value is  $111.793 > F_{table} 3.10$  with a significance level of  $0.001 < 0.05$ , thus  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously Job Training and Communication have a positive and significant effect on employee performance at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit - Jakarta.

The results of this study support previous research conducted by Hutagaol, Gulo, & Siahaan (2019), which showed that training and communication simultaneously have a positive and significant effect on employee performance. Dewantari's (2021) research showed that training and communication simultaneously have a positive and significant effect on employee performance. Marpaung et al.'s (2020) research showed that training and communication simultaneously have a positive and significant effect on employee performance.

## CONCLUSION

This study demonstrates that job training and communication have a positive and significant effect on the performance of employees at PT. Angkasa Pura II (Persero) Airport Rescue & Fire Fighting Unit – Jakarta, both partially and simultaneously. The analysis shows that job training contributes 52.3% to employee performance, while communication contributes 50%. When combined, these two variables account for 62.4% of the improvement in employee performance, with a strong level of correlation. These findings emphasize the importance of implementing relevant and effective training programs, as well as fostering good communication within the workplace to enhance the quality and quantity of employees' work outcomes.

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