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The Effect of Training and Leadership on Aviation Security (AVSEC) Personnel Performance at Halim Perdanakusuma Airport Jakarta

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Abstract: This study aims to determine whether there is an influence of Training, Leadership, and Work Discipline on the Performance of *Aviation Security* (AVSEC) personnel at Halim Perdana Kusuma Airport, Jakarta. The method used in this study is a quantitative method. The sample in this study amounted to 25 people. The data collection technique was by distributing questionnaires and processed using the SPSS version 24 application. This study uses multiple linear regression analysis, and hypothesis testing using the t test and F test. The results of the study showed that in the partial test (t) the training variable had an effect on employee performance, the leadership variable had no effect on employee performance, the work discipline variable had an effect on employee performance. The results of the simultaneous test (F) the training, leadership, and work discipline variables had an effect on employee performance by 74%.

Keyword: Training, Leadership, Work Discipline, & Employee Performance.

INTRODUCTION

Human resource management is a field of management that specifically studies the relationship and role of humans in an organization. The elements of human resource management are humans who are the workforce in the organization. Humans always play an active and dominant role in every organizational activity, because humans become planners, doers, and the determinant of the realization of organizational goals. These goals will not be realized without the active role of employees, no matter how sophisticated the tools owned by the organization.

Performance is an important aspect in efforts to achieve company or agency goals. With good employee performance in a company or agency, the company or agency will be able to achieve its desired goals. This is because performance is a determinant of the success and survival of the company (Khaeruman et al., 2021).

Roger and Caple in (Sumardjo & Priansa, 2021) stated that training is a systematic and planned effort to change or develop knowledge/skills/attitudes through learning experiences in order to increase the effectiveness of the performance of activities or various activities.

Leadership is needed by a company in an effort to obtain employee performance, if the performance targets are not the same, the company will be hampered in practicing its performance achievement procedures. Leadership symbolizes the main key to encourage and guide workers when achieving targets and making complex obligations (Arifai, 2018).

Based on information obtained from several *aviation security* (AVSEC) personnel at Halim Perdana Kusuma Airport, Jakarta, there are still several phenomena that cause low employee capabilities in completing tasks and work. In providing training, employees still feel that the training provided is not appropriate and a post-training evaluation is needed, in addition, employees feel that the training time provided is too short so that employees are less able to practice between theory during training and its application in the workplace, so employees feel that the training provided by the company is less than satisfactory.

From the leadership perspective, employees feel that their leaders do not pay personal attention to employees, leaders do not provide enough motivation to employees, leaders also do not listen enough to the aspirations given by subordinates.

Based on the background above, the formulation of the problem studied in this study is "partially and simultaneously, is there an influence of training and leadership on the performance of *aviation security* (AVSEC) personnel at Halim Perdana Kusuma Airport, Jakarta?"

METHOD

This study uses quantitative research. The quantitative approach is a research approach that is often required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results (Annisa et al., 2023). This study uses data by collecting questionnaires from respondents, namely *aviation security personnel* (AVSEC) at Halim Perdana Kusuma Airport, Jakarta, as many as 25 people who were then analyzed and their hypotheses tested. In this study, the researcher used validity and reliability tests to ensure that the data used was valid and reliable. Data collection was carried out by asking respondents to fill out a questionnaire which was then processed using the SPSS version 24 application. The data analysis techniques used were classical assumption tests, multiple regression tests, hypothesis tests, and coefficient of determination tests.

RESULTS AND DISCUSSION

Results

1. Validity Test

The r table value is determined using the df (*degree of freedom*) formula, namely $df = n - 2$, then the df value in this study is $25 - 2 = 23$ with an alpha value of 0.05. So that the r table value is 0.336. To find out the results of the validity test that has been carried out, it can be seen in the following tables:

Table 1. Results of the Validity Test of Training Variables (X₁)

Statement	r count	r table	Information
P1	,787	0.336	Valid
P2	,639	0.336	Valid
P3	,811	0.336	Valid
P4	,850	0.336	Valid
P5	,375	0.336	Valid
P6	,787	0.336	Valid
P7	,818	0.336	Valid
P8	,485	0.336	Valid
P9	,592	0.336	Valid
P10	,879	0.336	Valid

Source: Data processed by SPSS, 2024.

Based on Table 1, it can be seen that the calculated r of each statement tested shows that the calculated r is greater than the table r so it can be concluded that the questionnaire from the training variable (X_1) tested has a positive value and is declared valid.

Table 2. Results of the Validity Test of the Leadership Variable (X_2)

Statement	r count	r table	Information
P1	,827	0.336	Valid
P2	,732	0.336	Valid
P3	,736	0.336	Valid
P4	,791	0.336	Valid
P5	,736	0.336	Valid
P6	,580	0.336	Valid
P7	,650	0.336	Valid
P8	,656	0.336	Valid
P9	,674	0.336	Valid
P10	,781	0.336	Valid

Source: Data processed by SPSS, 2024.

Based on Table 2, it can be seen that the calculated r of each statement tested shows that the calculated r is greater than the table r so it can be concluded that the questionnaire of the leadership variable (X_2) tested has a positive value and is declared valid.

Table 3. Results of Validity Test of Performance Variable (Y)

Statement	r count	r table	Information
P1	,483	0.336	Valid
P2	,496	0.336	Valid
P3	,622	0.336	Valid
P4	,724	0.336	Valid
P5	,533	0.336	Valid
P6	,590	0.336	Valid
P7	,354	0.336	Valid
P8	,475	0.336	Valid
P9	,553	0.336	Valid
P10	,678	0.336	Valid

Source: Data processed by SPSS, 2024.

Based on Table 4, it can be seen that the calculated r of each statement tested shows that the calculated r is greater than the table r so it can be concluded that the questionnaire from the performance variable (Y) tested has a positive value and is declared valid.

2. Reliability Test

This test aims to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time and has an Alpha value > 0.60 .

Table 5. Reliability Test Results

No	Variables	Cronbach's alpha	Criteria	Information
1	Training (X_1)	0.918	0.60	Reliable
2	Leadership (X_2)	0.925	0.60	Reliable
4	Performance (Y)	0.843	0.60	Reliable

Source: Data processed by SPSS, 2024.

Based on the results of the reliability test, it is known that the value of *Cronbach's alpha* on each variable is greater than 0.60. So it can be said that the statements of each variable from the questionnaire are reliable.

3. Normality Test

The normality test aims to test whether in the regression model, the confounding variables or residuals have a normal distribution. Data can be said to be normally distributed if the *Asymp.Sig. (2-Tailed) value* > 0.05.

**Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		25
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3.53805078
Most Extreme Differences	Absolute	,064
	Positive	,064
	Negative	-,058
Test Statistics		,064
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Data processed by SPSS, 2024.

Based on the results of the normality test, it is known that *the Asymp. sig. (2-tailed) value* for the training, leadership, work discipline and performance variables is 0.200. Because the significant value is greater than 0.05, it can be concluded that the residual data is normally distributed.

4. Multicollinearity Test

The multicollinearity test is used to determine whether there is a high correlation between independent variables in the regression model, by comparing the tolerance and VIF values.

**Table 7. Multicollinearity Test Results
Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	,868	1,151
	Leadership	,868	1,151

Source: Data processed by SPSS, 2024.

Based on the results of the multicollinearity test, it is known that the Tolerance value of the training variable (0.868), leadership (0.868) is (0.826) and the VIF value of the training variable (1.151), leadership (1.151), where the test results of the Tolerance value > 0.10 and the VIF value < 10, it can be concluded that there are no symptoms of multicollinearity between the training and leadership variables in the regression model.

5. Heteroscedasticity Test

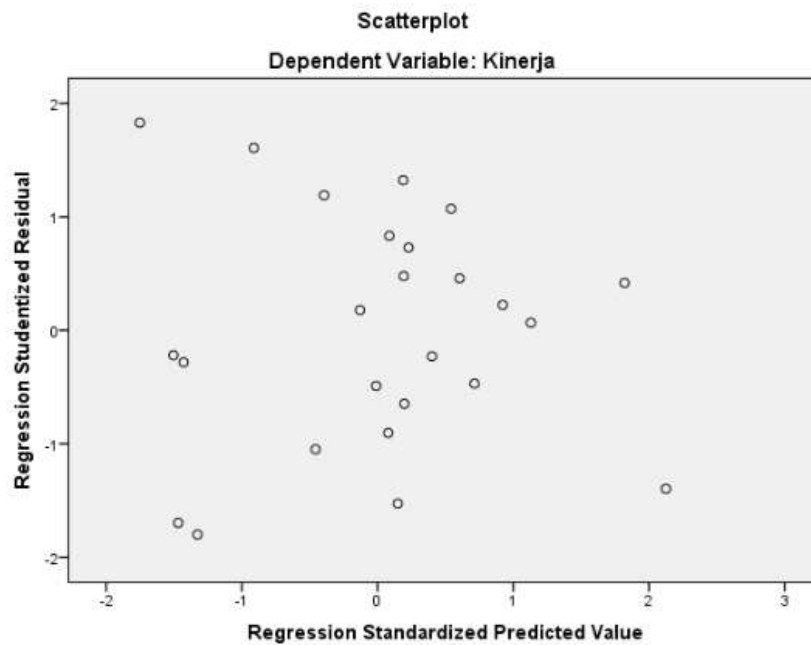


Figure 1. Heteroscedasticity Test Results
 Source: Data processed by SPSS, 2024.

Based on the image above, it shows that the points are spread randomly above and below the number 0 on the Y axis and do not form a particular pattern.

6. Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test Results
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,510	6,159		3,492	,002
	Training	,459	,158	,532	2,912	,008
	Leadership	,194	,117	,147	,804	,430

Source: Data processed by SPSS, 2024.

From the results of the multiple linear regression analysis above, the coefficient value for the independent variable X₁ is 0.459, for the independent variable X₂ is 0.194, and the constant is 21.510. So the regression equation model obtained is:

$$Y = 21.510 + 0,459.X_1 + 0,194.X_2$$

- a. Constant = 21,510 If the training variables (X₁) and leadership (X₂) have a value of 0, then the employee performance (Y) has a value of 21,510.
- b. Training coefficient
- c. Leadership coefficient

7. Hypothesis Testing

a. t-Test (Partial)

**Table 9. Results of t-Test (Partial)
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,510	6,159		3,492	,002
	Training	,459	,158	,532	2,912	,008
	Leadership	,194	,117	,147	,804	,430

Source: Data processed by SPSS, 2024.

- 1) Training has an effect on employee performance. From the data above, it can be concluded that the training variable has a sig. value of $0.008 < 0.05$ and a t-count value of $2.912 > t\text{-table } 1.720$, so it is concluded that H1 is accepted, which means that there is a positive and significant influence between the training variable (X_1) on employee performance (Y).
- 2) Leadership does not affect employee performance. From the data above, it can be concluded that the leadership variable has a sig. value of $0.430 > 0.05$ and a t-count value of $0.804 < t\text{-table } 1.720$, so it is concluded that H2 is rejected, which means that there is no positive and significant influence between the leadership variable (X_2) on employee performance (Y).

b. F Test (Simultaneous)

**Table 10. F Test Results (Simultaneous)
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	170,133	2	85,066	6,229	,007 ^b
	Residual	300,427	22	13,656		
	Total	470,560	24			

Source: Data processed by SPSS, 2024.

From the results, the f-table value is 3.07. So, from the data above, the f-count value is $6.229 > 3.07$ with a sig value of $0.007 < 0.5$, so it can be stated that H3 is accepted, which means that the two independent variables have a positive and significant influence on the performance variable of *Aviation Service (AVSEC)* personnel at Halim Perdanakusuma Airport, Jakarta.

8. Coefficient of Determination Test

**Table 11. Results of the Determination Coefficient Test
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,601 ^a	,362	,304	3,695

Source: Data processed by SPSS, 2024.

The table above shows the R Square value of 0.362 or 36.2% which means that the influence of training and leadership on employee performance is 36.2%. While the remaining 63.8% is influenced by other variables not used in this study.

Discussion

Based on the test results on Training and Leadership on Performance *Aviation Security* (AVSEC) personnel at Halim Perdanakusuma Airport, Jakarta, can be explained through the following discussion. following:

1. The Impact of Training on Performance

Based on the hypothesis testing in table 9, the partial training variable (X1) obtained at count of 2.912 while the t table was 1.720. Because t count > t table, which is $2,912 > 1,720$ with a sig. value of $0.008 < 0.05$, then H1 is accepted so that it can be concluded that there is a partial influence of training on the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta. This means that the more frequently the training is given, the better the performance of its employees.

The results of this study are in line with the research of Yeni Setiani, (2023) who has research results that prove that training has an effect on the performance of employees of PT Indomarco Prismatama Jakarta.

2. The Impact of Training on Performance

Based on the hypothesis testing in table 9, the partial leadership variable (X2) obtained at count of 0.804 while the t table was 1.720. Because t count < t table, which is $0.804 < 1.720$ with a sig. value of $0.430 > 0.05$, H2 is rejected so it can be concluded that there is no partial influence of leadership on the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta. This means that the better the leadership, the more employee performance will increase.

The results of this study are in line with the research of Danang Nugroho, et.al (2024) the results obtained from this study showed that leadership has no direct effect on employee performance.

3. The Influence of Training, Leadership, and Work Discipline on Performance

Based on the results using the F test in table 10, the calculated F value is 19.935 while the table value is 3.07. Because the calculated $F > F$ table, which is $19.935 > 3.07$ with a significant value of $0.000 < 0.05$, H4 is accepted so that it can be concluded that there is a simultaneous influence between training, leadership, and work discipline on the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta.

The results of this study are in line with the research of Angga Adi Kusuma (2019) which shows that all independent variables, namely work training (X1), work discipline (X2) and leadership (X3) have a positive and significant effect on employees performance (Y) partially and simultaneously.

CONCLUSION

1. Partially, training has an impact on the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta.
2. Partially, leadership does not affect the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta.
3. Simultaneously, training and leadership influence the performance of *Aviation Security Personnel* (AVSEC) at Halim Perdanakusuma Airport, Jakarta.

To improve the performance of its employees, companies must provide more frequent training that is appropriate to their fields, especially training related to *aviation security* (AVSEC) at airports so that their personnel's performance can be even better.

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