

# The Effect of Education and Job Training on Employee Performance

*by I Wayan Widnyana*

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**MANAGEMENT AND ECONOMICS**



**The Effect of Education and Job Training on Employee Performance with Motivation and Work Ability as Intervening Variables at the Airport Personnel of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali**

Ahmad Muhtadi<sup>1\*</sup> | I Wayan Sujana<sup>2</sup> | I Wayan Widnyana<sup>2,3</sup>

<sup>1</sup>Student of Magister Management, Universitas Mahasaraswati Denpasar, Indonesia

<sup>2</sup>Lecturer of Magister Management, Universitas Mahasaraswati Denpasar, Indonesia



**Abstract**

This study aims to determine the effect of education and job training on employee performance at the airport personnel of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali. The respondents of this study were employees of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali which has the authority as airport personnel with a total of 42 respondents. This study uses analysis Structural Equation Modeling (SEM) with the help of the program SMARTPLS 3. The results of this study indicate that education and vocational training and a significant positive effect on work motivation, workability, and employee performance. On the other hand, workability too positive and significant effect on employee performance but work motivation has no effect on employee performance. In addition, work ability is able to play a role in mediating education and job training but work motivation is not able to play a mediating role on employee performance at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali.

**Keywords:** Education and job training, work motivation, work ability and employee performance.

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**1 | INTRODUCTION**

**P**T. Jasa Angkasa Semesta (JAS) is an airport-related service company that provides ground handling services for airlines. PT. JAS understands and believes that achieving total customer satisfaction requires continuous improvement of staff competence, operational productivity, and system

development. Hasibuan (2016: 21) explains that HR is an important asset and acts as the main driving factor in the implementation of all agency activities or activities and is one of the important instruments for the organization in achieving its goals. Manager of SQA (*safety and quality assurance*) PT. JAS revealed that to improve the performance of employees or human resources which will improve the

company's performance, employees who have high motivation and abilities are needed.

Currently PT. JAS has 77 employees or airport personnel ( *Ground Support Equipment Operator* ), consisting of 42 permanent employees and 35 contract employees. According to the regulation of the Director General of Civil Aviation No. KP. 22 of 2015 concerning operational technical guidelines for civil aviation safety regulations section 138-14 airport personnel competency standards states that every airport personnel who operates and maintains airport facilities and equipment must have competence. The entire airport personnel of PT. JAS has gone through a HR development program by attending education and training in accordance with its field and already has the competence according to its authority. The decline in the performance of the airport personnel of PT. JAS can be caused by decreased motivation and skills. Regularly, to maintain the knowledge and skill to do the education and training of recurrent 1 time in 2 years. PT. One of the ways in which JAS motivates employees is by providing competency allowances.

PT. JAS continues to strive for the formation of highly motivated and capable employees by providing education and training. The training is carried out using a method that is adjusted to the level of skills and expertise required according to the duties and responsibilities of each employee. The SQA manager said that not all employees after carrying out the training will become highly motivated and capable employees. This is due to the different characteristics and levels of understanding possessed by each employee. The right training will affect the performance displayed by employees (Donni, 2014).

Based on the researcher's observations, when the teaching and learning process occurs in the classroom (in house training) organized by JLC (JAS

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**Corresponding Author:** *Ahmad Muhtadi*  
*Student of Magister Management, Universitas Mahasaraswati Denpasar, Indonesia*  
*Email: Ahmad.muhtadi@gmail.com*

learning center), namely a training institution owned by PT. JAS which has been certified by the Directorate General of Civil Aviation to educate and produce personnel in the field of aviation security and safety. The results of the observations show that of some students who are undergoing the education and training process, some of them just follow it. This means that they participate in education and training to abort the obligations that have been imposed on them. On the other hand, most of them really take advantage of education and training to improve their abilities and skills which in the end can improve their performance.

The researchers formulated the problem of this research as follows:

- 1) What is the effect of education and training on work motivation at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 2) What is the effect of education and training on work ability at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 3) What is the effect of education and training on performance at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 4) What is the effect of work motivation on performance at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 5) What is the effect of work ability on performance at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 6) What is the effect of education and training on performance with work motivation as an intervening variable at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?
- 7) What is the effect of education and training on performance with work ability as an intervening variable at PT. JAS I Gusti Ngurah Rai International Airport Branch Bali ?

Based on the formulation of the problem as described above, the objectives of this study are as follows:

- 1) To test and analyze the effect of education and training on motivation at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali

- 2) To test and analyze the effect of education and training on the ability of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali
- 3) To test and analyze the effect of education and training on performance at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali
- 4) To test and analyze the effect of motivation on performance at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali
- 5) To test and analyze the effect of ability on performance at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali
- 6) To test and analyze the effect of Education and Training on performance with motivation as an intervening variable at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali
- 7) To test and analyze the effect of education and training on performance with ability as an intervening variable at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali

The research results are expected to provide the following useful:

- 1) Theoretical useful. Theoretically the results of this study are expected to be able to find the effect of education and training on work motivation, work ability and employee performance. In addition, this research is expected to increase knowledge related to HR management so that it can provide an understanding of the relationship between concepts, theories and implementation of education and training, work motivation, work ability and employee performance.
- 2) Practical useful. Practically this research can be useful for PT. JAS International Airport Branch I Gusti Ngurah Rai Bali, the results of this study can be used as consideration in making decisions on problems that arise related to education and training, work motivation, work ability and employee performance.

## 2 | LITERATURE REVIEW AND HYPOTHESES

### Goal Setting Theory

Goal *setting theory goal setting theory* was originally proposed by Edwin Locke in the late 1960s. Goal setting theory is a theory that talks about the effect of goal setting, challenges and feedback on performance. This theory stems from the intention of working to achieve a goal which is the main source of work motivation. The goals tell workers what to do and how much effort to put in. This is because t Objective employees working to improve performance, goals that can produce higher performance than the goal- purposes which are not difficult to achieve. Feedback will awaken on a higher performance than when there is no feedback.

### Education and Training

According to Sumarsono (2009: 93) education and training is one of the important factors in human resource development. Education and training not only increase knowledge, but also improve work skills, thereby increasing work productivity . Meanwhile , according to the Regulation of the Director General of Civil Aviation Number KP 20 of 2015, concerning the Technical Guidelines for Operational Civil Aviation Safety Regulations Section 139-07 ( *Advisory Circular CASR Part 139-07*) concerning the Granting of Accreditation of Educational Institutions and/or Training of Airport Personnel, Education and / or training is the process of organizing teaching and learning in order to improve knowledge, expertise, skills and the formation of attitudes and behavior of airport personnel needed in airport operations .

### Work Motivation

Motivation is an important component in human resource management. Every activity carried out by an employee is driven by a force within the person, this driving force is called motivation. While the dimensions of work motivation according to Robbins (2007) are as follows: self-actualization, appreciation, social needs, security needs and physical needs.

### Workability

Ability comes from the word capable which means power (can, able) to do something, while ability

means ability, ability, strength. According to Robbins and Judge (2011, 67) ability means the capacity of an individual to perform various tasks in a job. The overall ability of an individual basically consists of two groups of factors, namely: a) Intellectual ability, is the ability needed to perform various mental activities (thinking, reasoning and solving problems). b) Physical ability, is the ability to perform tasks that require stamina, skill, strength, and similar characteristics. physical ability is the ability needed to perform tasks that require stamina, dexterity, strength, and similar skills.

### **Employee Performance**

Etymologically, performance comes from the word performance. As stated by Mangkunegara (2007) that the term performance of the words *job performance* or *actual performance* (work achievement or actual achievement achieved by a person) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given. to him. Furthermore, Mangkunegara (2007) stated that in general, performance is divided into two, namely individual performance and organizational performance.

### **Hypothesis**

The following hypothesis is obtained:

- 1) Education and training have a positive and significant effect on work motivation
- 2) Education and training have a positive and significant effect on work ability
- 3) Education and training have a positive and significant effect on employee performance
- 4) Work motivation has a positive and significant effect on employee performance
- 5) Work ability has a positive and significant effect on employee performance
- 6) Education and training have a positive and significant effect on employee performance with work motivation as an intervening variable
- 7) Education and training have a positive and significant effect on employee performance with work ability as an intervening variable

## **3 | RESEARCH METHODOLOGY**

This research was conducted at PT. JAS International Airport Branch I Gusti Ngurah Rai Bali. This study uses Partial Least Square (PLS) analysis with the calculation process assisted by SmartPLS software application program.

### **Research Sites**

This research was conducted at PT. JAS I Gusti Ngurah Rai International Airport Branch, Bali. Researchers conduct research in this organization, because researchers work at the Airport Authority Region IV, one of which is PT. JAS I Gusti Ngurah Rai International Airport Branch, Bali.

### **Population and Sample**

Population is the total number of objects under study which is a generalization of an object consisting of all elements that can be identified and have certain characteristics. The population in this study were employees of PT. JAS which acts as airport personnel ( Ground Support Equipment Operator ) is 77 employees, consisting of 42 permanent employees and 35 contract employees. In this study, the researchers focused on the object of research to 42 permanent employees. The variables used are:

X1 : Education and Job Training

Y1 : Work Motivation

Y2 : Workability

Y3 : Employee Performance

### **Data Sources and Types**

In this study, the type of data needed is quantitative data and is supported by qualitative data which explains explicitly the environmental conditions of aircraft ground handling by airport employees of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali through direct interviews. Sources of data obtained from primary data and secondary data. Primary data were obtained directly from airport employees of PT. JAS I Gusti Ngurah Rai International Airport Branch, Bali. While secondary data obtained through information from the management of PT. JAS International Airport Branch I Gusti Ngurah Rai Bali

### **Data Collection Method**

For data collection procedures, in this study using a questionnaire distribution technique equipped with interviews. The distribution of questionnaires is a way to obtain data containing written statements and answered in writing by respondents about the variables studied. The scale used is a Likert scale design.

#### 4 | RESEARCH RESULTS AND DISCUSSION

##### Structural Model Testing (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between variables, the significant value and the R- Square of the research model. The structural model is evaluated by showing the  $Q^2$  predictive elevation model which measures how well the observed values are generated by the model.  $Q^2$  is based on the coefficient of the determinant of all dependent variables. The quantity  $Q^2$  has a value with a range of  $0 < Q^2 < 1$ . With  $Q^2$  getting closer to the value 1, it means that the model is getting better

Based on the data at Table 1 above, proved the value of  $Q^2 = 0.912$ , this value is close to the value 1. Thus the results of this evaluation provides evidence that structural models have compatibility (goodness-fit model) was good. These results can be interpreted that the information contained in the data, 91.2% can be explained by the model, while the remaining 8.8% is explained by errors or other variables not included in the model.

##### Hypothesis Testing

To see the significance of the effect of education and training on motivation and work ability and its impact on performance, it can be seen from the original sample value, the T statistic value and the P - Values value on the output path coefficient. The limit for rejecting or accepting the hypothesis is the value of p-values  $\leq 0.05$  or t statistic  $> 1.96$ . Here are the results of the path coefficient in Table 2.

##### Direct effect testing

##### The Effect of Education and Job Training on Work Motivation

Based on Table 2 above, it can be seen that the coefficient value of the path of education and training with work motivation is 0.765 with significance indicated by the t-statistic value of 11.808, which is greater than the t-Table value of 1.96. The positive path coefficient value indicates that the path of education and job training has a positive and significant effect on employee motivation.

##### The Effect of Education and Job Training on Workability

Based on Table 2 above, it can be seen that the coefficient value of the education and training path with work ability is 0.794 with a significance indicated by the t-statistic value of 15.145 which is greater than the t-table value of 1.96. Coefficient value of r positive indicates that education and vocational training pathway positive and significant impact on the ability of employees.

##### The Effect of Education and Job Training on Employee Performance

Based on Table 2 above, it can be seen that the coefficient value of the education and training path with employee performance is 0.472 with significance indicated by the t-statistic value of 2.470 which is greater than the t-table value of 1.96. The positive path coefficient value indicates that the path of education and job training has a positive and significant effect on employee performance.

##### The Effect of Work Motivation on Employee Performance

Based on Table 2 above, it can be seen that the path coefficient of employee motivation and employee performance is 0.239 with a significance indicated by the T-statistic value of 1.562, which is smaller than the T-Table value of 1.96. The positive path coefficient value indicates that the path of employee motivation has a positive and insignificant effect on employee performance.

##### The Effect of Workability on Employee Performance

Based on Table 2 above, it can be seen that the path coefficient value of the workability to employee performance is 0.269 with a significance indicated by the t-statistic value of 2.113 which is greater than the t-table value of 1.96. The positive path

**TABLE 1:** Evaluation of the Structural Model (Inner Model)

Structural Model	Dependent Variable	R-square
1	Work motivation	0.585
2	Work ability	0.630
3	Employee performance	0.802
Calculation : $Q2 = 1 - ((1 - R1^2) (1 - R2^2) (1 - R3^2))$		
$Q2 = 1 - (1 - 0.585^2) (1 - 0.630^2) (1 - 0.802^2) = 0.912$		

**TABLE 2:** Hypothesis Testing Results

Variable	Path Coefficient	t Statistics	Information
Education and training -> Work motivation	0.765	11.808	Significant
Education and training -> Workability	0.794	15.145	Significant
Education and training -> Employee performance	0.472	2.470	Significant
Workability -> Employee performance	0.269	2.113	Significant
Work motivation -> Employee performance	0.239	1.562	Not significant

Coefficient value indicates that the workability path has a positive and significant effect on employee performance.

#### **Testing the mediating variable**

Testing the significance of the mediating variable in the model can be checked from the results of the indirect test. From this test, it can be investigated the level of intervention of the mediating variable, whether it is full mediation, partial mediation or not mediation. This method of examining the mediation model follows the instructions of Hair et al. (2014). Table 3

#### **Education and training have a positive and significant effect on employee performance with work motivation as the intervening variable.**

Work motivation ( $Y_1$ ) is not able to mediate significant effect of education and training ( $X_1$ ) on employee performance ( $Y_3$ ). This result is shown from the mediation test conducted by effect C, and A has a significant value but the effect D has an insignificant value.

#### **Education and training have a positive and significant effect on employee performance with work ability as an intervening variable .**

Workability ( $Y_2$ ) is able to mediate significant effect on the indirect effect of education and training ( $X_1$ ) on employee performance ( $Y_3$ ). This result is shown

from the mediation test that the effects of C, D and A have a significant value.

## **5 | RESEARCH DISCUSSION**

### **1) The Effect of Education and Job Training on Work Motivation**

Based on the results of testing the effect of education and job training on work motivation of airport employees at PT. JAS International Airport branch I Gusti Ngurah Rai, shows that education and training have a positive and significant effect on work motivation. These results indicate that hypothesis 1 ( $H_1$ ) is acceptable.

One of the benefits of implementing education and training is to foster work motivation in carrying out tasks (Sydam, 2006). This research is also in line with research conducted by Darmawan et al. (2017) regarding the effect of training on work motivation and performance at Prama Sanur Beach – Bali which shows that training has a positive and significant effect on work motivation.

This result is different from the research conducted by Junior (2018) regarding the Effect of Training on Employee Work Motivation at the Sulawesi Regional V Education and Training Center in Makassar

**TABLE 3:** Recapitulation of Mediation Variable Test Results

Variable Mediation	Effect				Information
	A		C	D	
Education and job training (X 1 ) -> employee performance (Y 3 )	0.472 (sig)	0.397 (sig)	0.765 (sig)	0.239 (no sig)	no mediated
Variable Mediation	A		C	D	Information
Workability (Y 2 )					
Education and job training (X 1 ) -> employee performance (Y 3 )	0.472 (sig)	0.397 (sig)	0.794 (sig)	0.269 (sig)	partially mediated

City. The results of this study indicate that training does not have a significant effect on employee work motivation at Balai Regional Education and Training Center V Sulawesi in Makassar City.

**2) The Effect of Education and Job Training on Workability**

Based on the results of the analysis on the effect of education and job training on the work ability of airport employees at PT. JAS C brother International Airport I Gusti Ngurah Rai, shows that education and training are air influence positively and significantly to the workability. These results indicate that hypothesis 2 (H<sub>2</sub>) is acceptable.

Education and training is the overall activities to give, acquire, enhance and develop job competence, productivity, discipline, attitude and work ethic on the level of skill and expertise that match the grade and occupational requirements and work (Article 1 (9) Law No. 13 of 2003 concerning Manpower).

This research is also in line with the research conducted by Purnomo et al. (2016) regarding the effect of education and training on competence and its impact on the performance of Bali Tour Guides , which shows that Education and Training has a positive and significant influence on the Competence of Bali Tour Guides .

This result is different from the research conducted by Pamungkas (2017) regarding the effect of education and work experience on work ability and employee performance. The results of this study indicate that training has an effect but not significant on the work ability of employees of PT. INKA (Persero).

**3) The Effect of Education and Job Training on Employee Performance**

Based on the results of the analysis of the effect of education and job training on the performance of airport employees at PT. JAS C brother International Airport I Gusti Ngurah Rai, shows that education and training are influence positively and significantly to the employee performance. These results indicate that hypothesis 3 (H<sub>3</sub>) is accepted.

The right training will affect the performance displayed by employees (Donni, 2014) . This research is also in line with research conducted by Andayani et al (2016) regarding the effect of job training and work motivation on employee performance in the Production department employees of PT. PCI Elektronik International , which shows that job training has a positive and significant direct effect on employee performance.

This result is different from the research conducted by Syahputra (2019) regarding the effect of training, promotion, and job satisfaction on employee performance. The results of this study indicate that the effect of the training variable partially has a positive but not significant effect on the employee performance variable.

**4) The Effect of Work Motivation on Employee Performance**

Based on the results of the analysis of the effect of work motivation on the performance of airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport, shows that work motivation has no effect on employee performance. These results indicate that hypothesis 4 (H<sub>4</sub>) is not acceptable.

Employee performance is one of the factors that influence it is motivation (Kartono, 2009). This research is also in line with research conducted by Julianry (2017) regarding the effect of training and

motivation on employee performance and organizational performance of the ministry of communication and informatics. The results of this study indicate that motivation does not fully affect employee performance.

This result is different from the research conducted by Triastuti et al (2017) regarding the effect of motivation and work discipline on the performance of the employees of the Medan LP3I Polytechnic, which shows that work motivation partially has no significant effect on the performance of the Medan LP3I Polytechnic employees.

##### **5) The Effect of Workability on Employee Performance**

Based on the results of the analysis of the effect of workability on the employee performance at PT. JAS Branch I Gusti Ngurah Rai International Airport, shows that workability has a positive and significant impact on employee performance. These results indicate that hypothesis 5 (H<sub>5</sub>) is acceptable.

Performance is a function of the interaction between ability, motivation and obsession (Robbins, 2008). This research is also in line with the research conducted by Pamungkas et al. (2017) regarding the effect of education and work experience on workability and employee performance, which shows that workability has a positive and significant effect on employee performance.

##### **6) The role of work motivation in mediating the effect of education and job training on employee performance**

Based on the results of the analysis of the indirect effect of education and job training on the performance of airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport through work motivation as a mediating variable, shows that work motivation is not able to significantly mediate the effect of education and job training on employee performance. These results indicate that hypothesis 6 (H<sub>6</sub>) is not accepted.

This research is also in line with research conducted by Paramarta (2020) regarding motivation as a mediating effect of training and work environment on the performance of medical staff in the Inpatient Installation of Sanglah Hospital, Denpasar. Results The

results of this study indicate that the increased work motivation of medical staff in Inpatient Installation B, Sanglah Hospital Denpasar, is not able to mediate the direct effect of job training on the performance of medical staff in Inpatient Installation B, Sanglah Hospital Denpasar.

This result is different from the research conducted by Putri (2016) regarding the analysis of the effect of education and training on the performance of Surabaya shipping polytechnic lecturers with work motivation as an intervening variable, which shows that education and training through motivation given to lecturers has a positive effect on lecturer performance.

##### **7) The role of work ability in mediating the effect of education and job training on employee performance.**

Based on the results of the analysis of the indirect effect of education and job training on the performance of airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport through work ability as a mediating variable, shows that work ability is able to significantly mediate the effect of education and job training on employee performance. These results indicate that hypothesis 7 (H<sub>7</sub>) is accepted.

This study is also in line with research conducted by Yulianto (2021) regarding the effect of job training on employee performance mediated by work ability, the results of the study indicate that job training has a positive effect on employee performance and the work ability variable is able to mediate job training on employee performance.

## **6 | CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

1) Education and job training have a positive and significant effect on work motivation. These results mean that the better the education and job training for airport employees at PT. JAS I Gusti Ngurah Rai International Airport Branch will be able to increase work motivation.

2) Education and job training have a positive and significant effect on work ability. These results mean

that the better the education and job training for airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport will be able to improve workability.

3) Education and job training have a positive and significant effect on employee performance. These results mean that the better the education and job training of the airport employees of PT. JAS I Gusti Ngurah Rai International Airport Branch will be able to improve employee performance

4) Motivation is not influence on employee performance. This result means that the organizational forum provided to actualize the ideas of employees and the means of fulfilling physical needs provided by PT. JAS International Airport Branch I Gusti Ngurah Rai is not able to improve employee performance.

5) The workability have a positive and significant effect on employee performance.

These results also give the meaning that, the better the work ability of airport employees at PT. JAS C brother International Airport I Gusti Ngurah Rai then will be able to improve the performance of employees

6) Work motivation is not able to play a role in mediating education and job training on employee performance. These results mean that education and job training supported by work motivation cannot improve the performance of airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport through work motivation.

7) Workability is able to play a role in mediating the effect of education and job training on employee performance. These results mean that good education and job training will improve the performance of airport employees at PT. JAS Branch I Gusti Ngurah Rai International Airport through workability.

### Suggestions

1. Management of PT. JAS International Airport Branch I Gusti Ngurah Rai in order to maintain and improve several indicators including employee discipline, appreciation, ability and employee absenteeism which have a strong influence on each research variable to achieve maximum employee performance.

2. Management of PT. JAS International Airport Branch I Gusti Ngurah Rai in order to improve indicators on research variables including indicators of accident rates (increasing safety), employee self-actualization, employee education and employee work results to avoid reducing employee performance
3. At the time the research was conducted, especially on the motivational variable (motivation according to Maslow's theory), the result of which was that motivation had no effect on employee performance, so the management of PT. JAS International Airport Branch I Gusti Ngurah Rai in order to increase work motivation using other motivation theories, namely motivation theories that are in accordance with the characteristics of respondents such as McClelland's motivation theory or others.

(1-22)

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