

Employee Performance Affected By Training And Development, Self Efficacy And Organization Culture Through Members Of Employees Of Organization Members On Ground Handling Services Company In The Hub Ai

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by Joeliaty Joeliaty

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**EMPLOYEE PERFORMANCE AFFECTED BY
TRAINING AND DEVELOPMENT, SELF EFFICACY AND ORGANIZATION CULTURE
THROUGH MEMBERS OF EMPLOYEES OF ORGANIZATION MEMBERS ON GROUND
HANDLING SERVICES COMPANY
IN THE HUB AIRPORT JAVA ISLAND ISLAND**

Aswanti Setyawaty
Dwi Kartini
Maman Kusman Sulaeman
Joelyati

ABSTRACT

This study aims to determine the effect of training and development, self efficacy, organization culture and organizational citizen behavior towards employee performance. The research method used is descriptive and verifikatif with data analysis using Structural Equation Modeling. Primary data were collected through a survey to 239 employees of ground handling companies at hub airports in the Java Island of Indonesia. The results showed the influence of self efficacy on the most dominant employee performance compared with the influence of organizational citizen behavior on employee performance; The influence of training and development on employee performance; And the influence of organization culture on employee performance. This study has limitations, namely; Employee performance is not only influenced by training and development, self efficacy, organizational culture and organizational citizen behavior but also influenced by other factors so that further research is needed. In addition, it is necessary to extend the study of analytical units for ground handling services throughout Indonesia so as to contribute more broadly to the study of employee performance.

Keywords: training and development, self efficacy, organizational culture, organizational citizen behavior, employee performance

Introduction

Muli, M.G.S. And Pellissier, René. (2014) argues that the ground handling industry can not be separated from the airline industry, since the two industries are so closely related to complements, so the competitive advantage of the ground handling industry is similar in pattern to the competitive advantage in the aviation industry.

The explanation above, shows that between companies ground handling experience of competition so that need to make improvement of employee performance in order to maintain the company life. Research conducted by Anastasios D. Diamantidis and Prodromos D. Chatzoglou (2014) states that employee performance is shaped by training program materials, application of training materials, work environment, self-efficacy and organizational membership behavior. Research conducted by Made Darsana (2013) measures the performance of employees with 7 (seven) indicators namely; Work based on company standards, results of work, targets and timely; Work can be completed; High attendance; Mutual help and respect among employees; Concerned with work safety; Conveying the risks of co-workers' errors and performing assigned tasks; And show creativity with new ideas. Fakhar Shahzad et al. (2013) states that the positive and significant influence of organizational culture on employee performance. Wiwiek Harwiki (2016) argues that there is a significant influence of organizational commitment to organizational citizen behavior and employee performance. Another opinion is that Falola and Ojo (2014) stated that there is a significant effect of training and development on employee performance. This research is a development and advanced research from previous research that employee performance is influenced by training and development, self efficacy, organization culture and organizational citizen behavior.

LITERATURE REVIEW

Training and Development

Some experts have defined training and development with each other complement each other. Employee training and development have emerged over the past three decades. In order to improve employee performance it is necessary to increase the knowledge of skills to do new jobs and improve his career in line with changes to the world of work (Armstrong, 2001; Craig, 1987).

Wexley dan Yukl (1976) menyatakan bahwa: training and development are terms referring to planned efforts designed facilitate the acquisition of relevant skills, knowledge, and attitudes by organizational members. Development focusses more on improving the decision making and human relation skills of middle and upper level management, while training involves lower level employees and the presentation of more factual and narrow subject matter.

Opinion Sikula (1981) states that training is short-terms educational proses utilizing a systematic and organized procedure by which nonmanagerial personnel learn technical knowlegde and skills for a definite purpose. Development, in reference to staffing And personnel matters, is a long-term educational process utilizing a systematic and organized procedure by which the managerial personnel learn conceptual and theoretical knowledge for general purpose.

Mariot Tua Efendi H (2002) training and development can be de7ed as a planned undertaking of an organization to improve employees' knowledge, skills and abilities. Next Mariot Tua adds training and development are two similar concepts, namely to increase knowledge, skills, and abilities. However, judging from its purpose, generally t7 two concepts can be distinguished. Training is focused on improving the ability to perform specific 7rk at this time, and development is focused on improving knowledge for future work done through an integrated approach to other activities to change work behavior.

According to Gomes (2003) states that training is any effort to improve the performance of workers on a particular job that is the responsibility. According to him the term training is often equated with the term development, the difference is that the training is directly related to job performance on the current job, whereas development is not necessarily, the development has a wider scope than the training.

This varaibel measurement uses a study by Abeba Mitiku Asfaw et al. (2015) consists of several dimensions, namely: the need for identification; Know the purpose; Applications on the job; And training design

From the various definitions that have been disclosed above can be concluded that a training can be development for employees because it can be used as an effort to prepare in assuming greater responsibility later on so that the term training and development is closely related and inseparable.

Self Efficacy

Jess Geogory (2010) defines self efficacy as self-confidence to know its abilities so as to exercise some form of control over the person's own benefits and the events in the environment.

According to Ommrod (2008) self-efficacy is a person's assessment of his or her own ability to perform certain behaviors or achieve certain goals.

Laura (2012) argues that efficacy is organizing and executing a series of actions it deems necessary to achieve a desired outcome. This varaibel measurement using research done by Ching-Fu Chen and Shu-Chuan Chen (2013) consists of several indicators, namely: 1) difficult problem-solving ability; 2) how to find the means to get what is wanted; 3) Ease to achieve goals; 4) handling unexpected events efficiently; 5) handle unexpected situations; 6) the ability to solve big problems; 7) calm down in times of trouble; 8) find solutions when faced with problems, and 9) ability to design solutions if faced with difficulties.

From some opinions can be said that self efficacy is a person's self-confidence that he was able to complete the task effectively and efficiently so that refers to self-confidence is able to do something he wants, can be predicted behavior.

Organization Culture

Robbins & Judge (2013) defines organizational culture as a system of shared meanings shared by members who differentiate the organization 6 from other organizations. The opinion of Kreitner and Kinicki (2005) organizational culture is a form of assumption that is owned, accepted implicitly by the group and determines how the group feels, thinks, and reacts to its diverse environment.

Schein (2011) menyatakan bahwa budaya organisasi adalah : "the culture of a group can now be defined as a pattern of sh ared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problem"

Robbins & Coulter (2012) suggests that organizational culture or organizational culture is a set of values, principles, traditions and ways of working shared by and influencing the behavior and actions of members of the organization. In most organizations these shared values and practices have grown rapidly with the times and really greatly influenced how an organization operates. Robbins and Judge's (2013) opinion that organizational culture is a system of shared meanings organized by members that distinguish one organization from another. Research by Sulaelman found differences between Chinese organization and Indonesian organization where the besat employee opportunity but not obligation,while Indonesian Chinese business community conducted of common business rules : (1) distinction between economic or inonetary relationship and social or personal relationship, (2) credit or trust-worthiness, and (3) affectivity or giving face. The Analysis of variance found : (1) the significant different ($p < 0.0011$) in variety work discrepancy score between Indonesian, (2) discrepancy score learning opportunity was significantly different ($p < 0.0033$) and (3) discrepancy in chance for pomotion through their profession ($p < 0.0425$).

This varaibel measurement using research conducted by Pablo Zoghbi-Manrique-de-Lara and Jyh-Ming Ting-Dinga (2016) consists of several dimensions, namely: dominant characteristics, organizational leadership, employee management, organization glue, strategic emphasis and success criteria.

Based on some of the above definitions can be concluded that the organizational culture is a pattern / system in the form of attitudes, values, norms of behavior, language, beliefs, rituals formed, developed and passed on to members of the organization

as the personality of the organization that differentiates with other organizations and How groups feel, think and react to diverse environments and serve to overcome internal and external adaptation problems.

Organizational Citizen Behavior

Podsakoff et al. (1997) defines the behavior of members of the organization as the behavior of individuals who have the freedom to vote, which is not directly or explicitly recognized by the formal reward system, and contributes to the effectiveness of organizational functions.

According to Sloat (1999), organizational membership behaviors are actions that lead to the creation of effectiveness of functions within the organization and such actions are explicitly unasked (voluntarily) and not formally rewarded (with incentives).

Farh et al. (2003), states that the behavior of employees of members of an organization is a form of cooperative behavior such as: (1) Willing to join and stay, willingness to join and survive in a system (organization), (2) Dependable role performance is a reliable behavior To be able to meet and even exceed the minimum criteria either qualitatively or quantitatively, (3) Innovative and spontaneous behavior (as innovative and spontaneous behavior) as a form of behavior outside the role required by a job so that the person can complete the task.

According to Robin (2005) explains that before the behavior of employees of organization members first raised about the organizational culture is a system of shared meanings embraced by members who distinguish the organization from other organizations.

This variable measurement uses a study conducted by Podsakoff et al. (2000) which consists of several dimensions, namely: altruism, the nature of caution, sportsmanship, polite and benevolent. Based on some of the above opinions it can be concluded that the behavior of employees of organizational members (organizational citizenship behavior) is the behavior of individuals "above and beyond" job descriptions determined voluntarily, which formally not in the reward system, and contribute On the effectiveness and efficiency of organizational functions.

Employee Performance

McCloy, et al., (1994 defines work performance as behaviors or actions that are relevant to the achievement of a goal-related objective.) They depend on the authority of the assessor to determine what goals the employee should achieve. Therefore, work performance is not the result of action or behavior but action itself.

Motowidlo and Van Scotter (1994) argue that work performance refers to results derived from substantive tasks that differentiate one's work from another and include more technical aspects of performance.

According to Bernardin and Russell (1998), work performance is a record of the consequences that resulted in a particular work function or activity within a given time period. The work performance of an individual is a combination of ability, effort and opportunity that can be measured from the resulting result, therefore work performance is not related to personal characteristics that are shown by someone but the work that has been and will be done by someone.

According to Rotundo & Saxclett (2002), work performance is all actions or behaviors that are controlled by individuals and contribute to the achievement of organizational goals. Furthermore, Rotundo and Sackett (2002) say, there are 3 (three) major components of work performance are: task performance, citizenship performance and counter productive performance.

This variable measurement uses research conducted by Made Darsana (2013) which consists of several indicators, namely: 1) work based on company standards, results of work, targets and timely; 2) work can be completed; 3) high attendance; 4) mutual help and respect among employees; 5) concerned with job security; 6) conveying the risks of peer co-workers' mistakes and performing the assigned tasks, and 7) demonstrating creativity with new ideas.

Based on some of the above opinions, it can generally be concluded that work performance is an activity that results in a result, the implementation of an action or a series of action completion of a job to achieve organizational goals.

Hypothesis Formulation

According to Pallavi P. Kulkarni (2013) states that the implementation of the program and training is done differently depending on the type of industry and its organization. Thus, the need for training and development programs depends on the job profile requirements. Because the research was conducted on aviation service companies, training and development were adjusted to improve employee performance.

Training and development can shape employee performance in line with research conducted by Ombui Kepha et. Al (2012) which indicates that there is a linear and significant influence between training and development on employee performance. Improved training and development is expected to improve employee performance for business continuity in the era of competition between ground handling service industry. This research is in line with research conducted by Imr & Tanveer (2015) which shows there is a positive and significant impact between training and development, self efficacy, organizational culture on employee performance. The results of another study conducted by Abeba et.al (2015) and Rajib (2015) which shows there is a positive and significant impact between training and development on employee performance.

Self efficacy is a person's self-confidence that he is able to complete the task effectively and efficiently so that it refers to self-confidence is able to do something he wants, can be used as predictor of behavior that can improve employee performance. This research is in line with research conducted by Al-Eisa et.al (2009) , Ballout(2009) and Sapriy.6 et al (2011), Simosi (2012), Jacob (2013) and Ching –Fu Chen & Shu-Chuan Chen (2014) showed the influence Positive and significant relationship between self-efficacy and employee performance. The results of another study conducted by Sulaiman et al (2014) and Diamantidis (2014) which shows that there is a positive and significant influence between self-efficacy or self efficacy on employee performance.

Organizational culture is a pattern / system in the form of attitudes, values, norms of behavior, language, beliefs, rituals are formed, developed and passed on to the members of the organization as an organizational personality. It differentiates with other organizations and determines how they feel, think and react to diverse environments that work to address internal and external adaptation issues. Therefore, organizational culture can improve employee performance in behavior of employees of the organization members accordance with research conducted by Mohanty & Rath (2012), Zakaria (2013), Shahzad,et.al (2013), Made Darsana (2013), Ahmed & Shafiq (2014), Ibrahim (2017) and Nazarian,et.al (2017) which states that there is a positive influence of organizational culture on employee performance. . The results of another study conducted by Pablo,et. Al (2016) there is a positive influence of organizational culture on workplace relationship.

The positively to the employee's performance. This contribution is a company's effort to improve employee's performance by implementing the behavior of employees of organization members. This is in line with research conducted by, Podsakof,et.al (2000), Jung Joo & Hong Soonkwan (2008), Darto (2014), Asiedu,et.al (2014) which states that; There is a positive relationship between organizational membership behavior and employee performance. The results of another study conducted by Harwiki (2016) there is positip6 pact of servant leadership on organizational culture,organizational commitment, employee behavior of member organizations on employee performance.

Based on the above, the development of hypothesis in this study are as follows;

- H1: Training and development, self efficacy, organizational culture and employee behavior of member organizations influence the performance of employees of ground handling service companies simultaneously.
- H2: Training and development affect the performance of ground handling service company employees
- H3: Self efficacy affects the performance of ground handling service company employees
- H4: Organizational culture affects the performance of ground handling service company employees
- H5: Behavior of employees of member of organization influence to performance of ground handling service company employee

RESEARCH METHODS

This study examines deeper variables of research to be studied, ie employee performance that is influenced by training and development, self efficacy, organizational culture and employee behavior of members of the organization hence this research is descriptive verifikatif.

Population

Population is a complete collection of all elements including; Score, person, size, and others. Observation unit in this research is employees at ground handling service company that operates at hub airport in Java Island area.

Sample

The sample size is determined by taking into account the analytical techniques used in the hypothesis test using the structural equation model (Structural Equation Modeling). Kelloway (1998), states the sample size for the structural equation model (SEM) of at least 5. Determination of the number of samples in this study refers to Kelloway (1998), which is the number of samples as many as 239 employees of ground handling service companies at hub airports in the region of Java Island. The number of samples will be spread proportionally and the determination of contemporary samples will be drawn at random based on the percentage of passenger data at Soekarno Hatta Hub Airport Jakarta and Juanda Surabaya.

Measurement

Measure the research variables, those are the exogenous variables (training and development, self efficacy, organizational culture and organizational citizen behavior) and endogenous variables (employee performance) by distributing questionnaires. The respondents' attitude to the questions posed by using the five-scale measurement with ordinal data types.

Techniques of Data Collection

Complete data collection of employees' perceptions along with their complete and ongoing phenomenon is conducted through survey activities. The data required are primary and secondary data, both types of data will be collected through the following techniques:

Secondary Data

Is a data collection technique that is done by studying and understanding the literature books that have a relationship with the problem under study to obtain materials that serve as the theoretical foundation in preparing this research. The data will be processed, analyzed and processed further with the basic theories that have been studied so that from the data can be drawn a conclusion.

zÅQuestionnaire

Data collection techniques conducted make a list of questions to obtain primary data addressed to the respondent. Each answer to each question is compiled in an answer format in the form of an assessment based on an ordinal scale with five levels of assessment (Likert), where the most negative judgment is rated 1 which is the smallest score and the highest score 5 score. Measurement of variables Done by way of filing questionnaires to the respondents, both for independent variables as well as for its dependent variable. Questionnaires or questionnaires are prepared by observing / applying the Likert Scale, ie the scale used to measure the attitudes, opinions, and perceptions of a person or group of people about the research variables.

Validity and Reliability

Testing the validity of the measurement model is done to determine the relationship between the indicator with the construct. Whether the indicator can shape the construct or not, the answer can be seen through the standardized factor loading (standard factor load). Validity test is done by using confirmatory factor analysis (hereinafter referred to as CFA) aiming to confirm the most dominant factors in a variable group.

Testing the validity of the measurement model in this study refers to the loading factor values obtained from standardized regression weight compared to the cut of value. Instruments are said to be valid if loading factor values > 0.5 (Igbaria et al., 1997).

To measure the validity in the CFA model, in the first order measurement model, the standardized loading factors of the observed variable (indicator) to the latent variable (factor) > 0.50 is said that the observed variable is valid. While in second order measurement model, standardized loading factors latent variable (factor) to latent variable is higher (construct) > 0,50 said that factor is valid.

The reliability test of measurement model in SEM is done by calculating construct reliability (CR) and variance extracted (VE) values from standardized loading factors and error variances. An instrument is said to have a good level of reliability if the value of $CR \geq 0.70$ and the value of $VE \geq 0.50$. The results of calculation reliability testing in this study, namely; Training and development variables $CR = 0.99$ and $VE = 0.95$; Self efficacy variables $CR = 0.89$ and $VE = 0.89$; Organizational culture variables $CR = 0.97$ and $VE = 0.85$; Organizational membership behavior variable $CR = 0.98$ and $VE = 0.90$; And employee performance $CR = 0.94$ and $VE = 0.94$. This indicates that all variables are valid and reliable.

RESEARCH RESULT

This section provides analysis results on the variables described above. In addition to descriptive statistics, multivariate analysis techniques are used in the data with the aim of verifying the results in relation to hypothesis testing.

In this study, questionnaires were distributed to 239 employees who became research respondents. After the tabulation of data there are 13 questionnaires that are not filled completely. Therefore there are only 226 questionnaires that can be included in data processing and further analyzed.

Goodness of Fit Statistics is an assessment of the overall value of the index that can serve as a guide to assess whether the model has been designed to be appropriate between theoretical-based research model with empirical research-based data. SEM does not have one of the best statistical tests to explain the predictive power of a model so that multiple index criteria are needed to assess model fit. The results of model matching that do not meet the requirements of model fit are Chi-Square (X2) and Sig. Probability, while other index has entered good criterion, that is; Standardized RMR = 0.026, RMSEA = 0.024, NFI = 0.91, NNFI = 0.91, CFI = 0.92, IFI = 0.92, RFI = 0.91 and PNFI = 0.90. This study uses 226 samples so that the unfavorable value of Chi-Square (X2) and Sig. Probability can still be considered valid because the other index criteria tested have qualified model match.

H1 Training and development, self efficacy, organizational culture and organizational membership behavior affect the performance of employees of ground handling services company simultaneously. The calculation results show that F arithmetic of 151.9375 > F table (2.412), then the research hypothesis is accepted and significant. This means that simultaneously training & development, self efficacy, organizational culture and organizational membership behavior have a significant effect on employee performance. Judging from the value of R-square of 0.44 means the performance of training & development, self efficacy, organizational culture and organizational membership behavior contributes 44% to employee performance and the remaining 56% by other factors outside the model.

H2 Training and development affect the performance of ground handling service company employees. The result of data processing shows that the estimation of path coefficient and statistical test is 0.15 with positive direction. That is, the higher the training and development will improve employee performance. This hypothesis is accepted, which is shown by a statistical t value of 2.171 > 1.96 (5% significance level) which means that the test results are significant. Training and development affects employee performance at ground handling service company at hub airport in Java Island area.

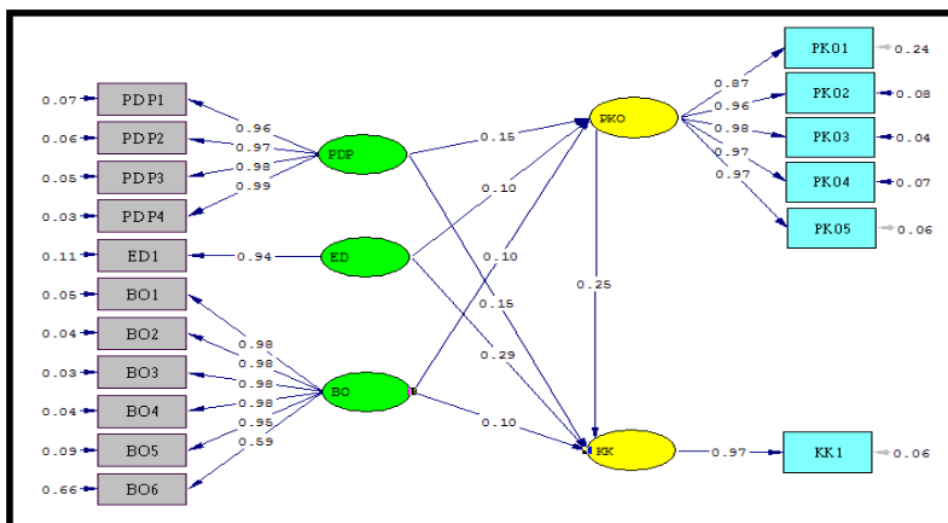
H3 Self-efficacy affects the performance of ground handling service company employees. The results of data processing shows that the estimation of path coefficient and statistical test can be seen the path coefficient of self efficacy variables on employee performance of 0.29 with a positive direction. That is, the higher self-efficacy will improve employee performance. This hypothesis is accepted, indicated by a statistical t value of 4.535 > 1.96 (5% significance level) which means that the test results

are significant. Self efficacy has an effect on employee performance at ground handling service company at hub airport in Java region.

H4 Organizational culture affects the performance of ground handling service company employees. The results of data processing shows that the estimation of path coefficient and statistical test can be seen the path coefficient of the organizational culture variable on employee performance of 0.10 with a positive direction. That is, the higher the organizational culture will improve employee performance. This hypothesis is accepted, which is shown by the statistical t value of 2.11 > 1.96 (5% significance level) which means that the test results are significant. Organizational culture affects employee performance at ground handling service company at hub airport in Java island area.

H5 Organizational membership behavior affects the performance of ground handling service company employees. The results of data processing shows that the estimation of path coefficient and statistical test can be seen the path coefficient of organizational membership variable to employee performance of 0.25 with a positive direction. That is, the higher the membership behavior of the organization will improve employee performance. The research hypothesis is accepted and significant, as indicated by the statistical t value of 3.743 > 1.96 (5% significance level) which means that the test results are significant. That is, the organizational membership behavior affects the performance of employees at ground handling services company at the airport hub in the region of Java.

Description of research results presented as follows.



This research has proved that training and development, self efficacy, culture and behavior of organization organization membership influence to employee performance. That is, the research model formed from the results of literature review and previous research is in accordance with the results of this study so as to improve the performance of ground handling services company at the hub airport in the Java Island to improve the implementation of training and development, self efficacy and organizational culture and conduct organizational membership behavior well. Self efficacy contributes the most at 0.29 in improving employee performance. That is, that employees prioritize self-efficacy formed by 9 indicators compared to training and development, organizational culture and organizational membership behavior.

Conclusion

Simultaneously, training and development, self efficacy, organizational culture and organizational membership behavior have a positive and significant impact on the performance of ground handling service company employees.

Training and development affect the employee's performance is positive and significant, that is, the higher the training and development will improve employee performance.

Self efficacy has a positive and significant impact on the performance of ground handling service company employees. That is, higher self-efficacy will improve employee performance.

Organizational culture has a positive and significant impact on the performance of ground handling service company employees. That is, higher the organizational culture will improve employee performance.

Organizational membership behavior has a positive and significant impact on the performance of ground handling service company employees. That is, the higher the membership behavior of the organization will improve employee performance

Suggestion

This research has several limitations so that it can be done further research to develop research model that is as follows: 1) employee performance is not only influenced by training and development, self efficacy, organizational culture and organizational membership behavior but also influenced by other factors so needs to be done Advanced research. Other factors, including; Job satisfaction, work environment, leadership style, effective organization and organizational commitment as exogenous variables. 2) Extending the study of unit analysis for ground handling services throughout Indonesia so as to contribute more broadly in studying employee performance in the ground handling services industry in Indonesia.

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Aswanti Setyawati ¹
*Doctoral Student of Management Department,
Faculty of Economics and Business, Padjadjaran University,
Bandung, Indonesia*
wanti61@yahoo.com

Dwi Kartini ¹
*Professor, Management Department,
Faculty of Economics & Business, Padjadjaran University,
Bandung, Indonesia*

Maman Kusnan Sulaeman
*Professor, Management Department, Faculty of Economics & Business,
Padjadjaran University, Bandung, Indonesia*

¹elyati
*Management Department, Faculty of Economics & Business,
Padjadjaran University, Bandung, Indonesia*

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