

Effect of Training on Competence Case: Flight Attendant Garuda Indonesia Training Center

Rhienta Aprisella dan Ratri Wahyuningtyas

Universitas Telkom

Email: rhientaprisella@gmail.com, tasqratri3@gmail.com

Diterima: Januari 2020; Dipublikasikan : Juni 2020

ABSTRACT

The study was conducted at the Garuda Indonesia Training Center. The purpose of this study was to determine how the effect of training on competence in Garuda Indonesia Flight Attendant Training Center. The independent variable used is training and the dependent variable is competence. The research method is quantitative with a sample of 51 flight attendants. Data collection using a questionnaire and processed using simple linear regression analysis. Analysis of the data used is the classical assumption test, linear regression, and hypothesis testing. Based on the results of the data analysis test, it was found that the training had a positive and significant effect on the competency of Garuda Indonesia Training Center flight attendants at 67.9% while the remaining 32.1% was influenced by other causes not examined. Based on the conclusions, companies are expected to apply training methods that can provide opportunities for participants to argue and provide suggestions such as fishbowl and inter team conflict management.

Keywords: competence, training, Flight Attendant Garuda Indonesia Training Center

ABSTRAK

Penelitian dilakukan di Garuda Indonesia Training Center. Tujuan penelitian ini adalah untuk mengetahui bagaimana pengaruh pelatihan terhadap kompetensi pada *Flight Attendant* Garuda Indonesia Training Center. Variabel bebas yang digunakan adalah pelatihan dan variabel terikat adalah kompetensi. Metode penelitian adalah kuantitatif dengan sampel yang berjumlah 51 orang *flight attendant*. Pengumpulan data menggunakan kuesioner dan diolah menggunakan analisis regresi linear sederhana. Analisis data yang digunakan adalah uji asumsi klasik, regresi linear, dan uji hipotesis. Berdasarkan hasil uji analisis data didapatkan bahwa pelatihan berpengaruh secara positif dan signifikan terhadap kompetensi *flight attendant* Garuda Indonesia Training Center sebesar 67,9% sedangkan sisanya 32,1% dipengaruhi oleh sebab-sebab lain yang tidak diteliti. Berdasarkan kesimpulan, perusahaan diharapkan menerapkan metode pelatihan yang dapat memberikan kesempatan bagi peserta untuk berpendapat dan memberikan saran seperti *fishbowl* dan *interteam conflict management*.

Kata Kunci: kompetensi, pelatihan, Flight Attendant Garuda Indonesia Training Center

INTRODUCTION

Every company that has employees will certainly always maintain the competence of its employees so that it still has the performance as desired by the company. Employee competence is the main source of company excellence in carrying out its activities. Increased work competence of the employees will be followed by an increase in the performance of the employees themselves. When employees provide the high performances it will provide benefits for the company itself. Garuda Indonesia (PT Garuda Indonesia (Persero)) is an Indonesian national airline that has served more than 90 destinations worldwide and various exotic locations in Indonesia. Garuda Indonesia provides the best service by prioritizing Indonesia Hospitality to have a number of flights reaching 600 flights per day. Garuda Indonesia as the main brand has seven subsidiaries and two operational cooperation companies namely Sriwijaya Air and NAM Air. Garuda Indonesia has succeeded in gaining achievement as a five-star or 5-star airline since 2014 in the Skytrax version. Every stewardess, steward, and pilot who has a contract with Garuda Indonesia regularly conducts training to maintain their competence. Therefore, Garuda Indonesia has facilities for cabin crew namely Garuda Indonesia Training Center (GITC) located on Jalan Raya Duri Kosambi, Cengkareng, West Jakarta City. GITC provides training programs not only for its subsidiaries but also opens opportunities for third parties who want to work together. GITC has 34 classrooms, a crew lounge

cockpit, and a dormitory. Where the facility can be used by every crew who is conducting training. One of the most important parts of the world of aviation is flight attendants who are flight attendants and stewards who have been contracted with Garuda Indonesia. To maintain their expertise and competence, every flight attendant is required to conduct training every six months at GITC. The training conducted is called recurrent. Recurrent has run up to batch 555 for Garuda Indonesia flight attendants and stewards and is mandatory for every flight attendant. With the recurrent every six months, the flight attendant is expected to continue to master his ability to carry out his job description. Therefore, there needs to be a minimum value or passing grade that must be passed, if it does not meet the passing grade then it is no longer permitted to on the flight. The recurrent required for each flight attendant should affect the competency possessed, but this has never been proven whether or not influential. So from this background, the author intends to conduct research entitled "The Effect of Training on Garuda Indonesia Flight Attendant Competency (case study: Garuda Indonesia Training Center)."

LITERATURE REVIEW

Human Resources

According to Nawawi in Sulistiyani & Rosidah (2009: 11) human resources are important assets and cannot be replaced by other resources that function as capital in the organization, which can be realized as physical and non-physical potentials in realizing organizational goals.

Training

Mangkuprawira & Hubeis in Hamali (2016: 62) states that training is a process of teaching certain knowledge and expertise and attitudes so that employees become more skilled and able to carry out their responsibilities better, in accordance with work standards.

According to Byars & Rue in Wardhana (2014: 102) revealed that the training dimension consists of:

1. Training Content, training materials are crucial in gaining success in the training process. The training material delivered must be in accordance with the job requirements. The company makes training materials that can be delivered by trainers and is easy for participants to understand according to their needs.
2. Training Methods, The training methods provided are appropriate for the subject and the training methods are in accordance with the learning styles of the trainees. This needs to get special attention from the company because with the training it can improve employee performance.
3. Training Instructor, The ability of the trainer has a very big influence in achieving training success. This requires that a trainer must have a variety of knowledge to be able to carry out their duties successfully (Bangun, 2012: 205).
4. Length of training, The tempo of time when delivering material must be in accordance with the abilities of the trainees. This needs to be considered because each participant has different abilities.
5. Training Facilities, The capacity of the training venue needs to be considered. This is because the training venue must be able to accommodate trainees. The training venue must be able to be controlled by the instructor.

Competence

Spencer and Spencer stated that competence is an underlying characteristic of an individual which is causally related to criterion-referenced as effective and superior performance in a job or situation. This means more or less as an underlying characteristic of a person and related to the effectiveness of individual work in their work.

Competency Characteristics according to Spencer and Spencer in Yuniarsih and Suwatno (2008: 23) there are five competency characteristics, namely:

1. Motives are things that someone thinks or wants consistently that cause action. Motive "drive, direct, and select" behavior leads to certain actions or goals and away from others.

2. Trait is a physical characteristic and consistent response to a situation or information.
3. The concept of self (self-concept) is included attitudes, values, or self-image someone.
4. Knowledge is information that is owned by someone for a particular field. Knowledge is a complex competency.
5. Skill is the ability to carry out a certain task both physically and mentally.

Conceptual Framework

Based on the background and literature review that has been presented previously, then the framework can be described as follows:

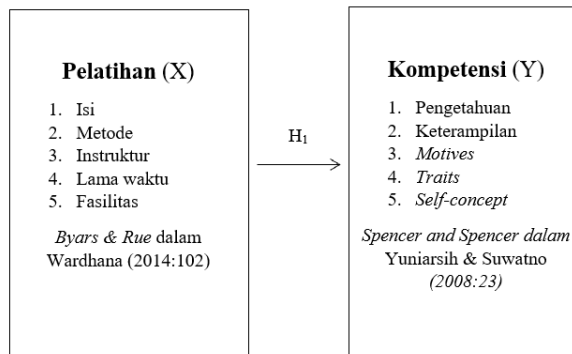


Figure 1. Conceptual Framework

METHODS

The variables used are training as an independent variable and competence as the dependent variable. In this study, the population used is all flight attendants and stewards who are then called flight attendants. the samples needed are flight attendants who are conducting training in a certain period, then the selected sample is flight attendants who are conducting training in the period 1-5 July 2019, namely recurrent regular JKT 80-81 and Requel Ex-Gravida CGK 1, amounting to 61 people.

RESULTS AND DISCUSSION

Validity and Reliability Test

The results of the validity test for all statements stated valid > R table 0.361 and the reliability for the three variables showed that each instrument on each variable was declared reliable because the cronbach's alpha number (alpha coefficient) was greater or equal to 0.70.

Classic Assumption Test

Test for normality

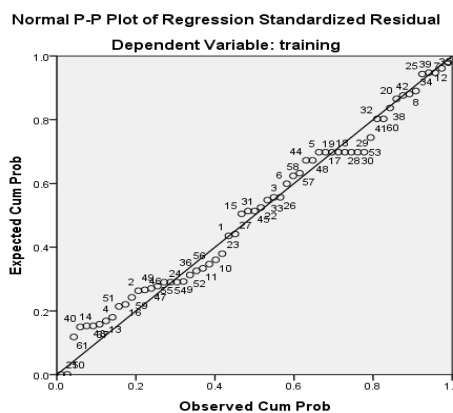


Figure 2. Normal P-P plot

By looking at the P-P plot, the point is around the diagonal line (tends to increase) which means that the data is normally distributed. The graphic image of the classical assumption of normality is included in the positive linear.

Multicollinearity Test

Table 1. Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Durbin-Watson	
				(Constant)	Kompetensi
1	1	1.994	1.000	.00	.00
	2	.006	18.732	1.00	1.00

Following the classical assumption test (multicollinearity) seen from the VIF and condition dimension index 2 in the table, it can be interpreted that there is no multicollinearity due to the VIF value (1,000 <10) and its condition index value (18,732 <30).

Heteroscedasticity Test

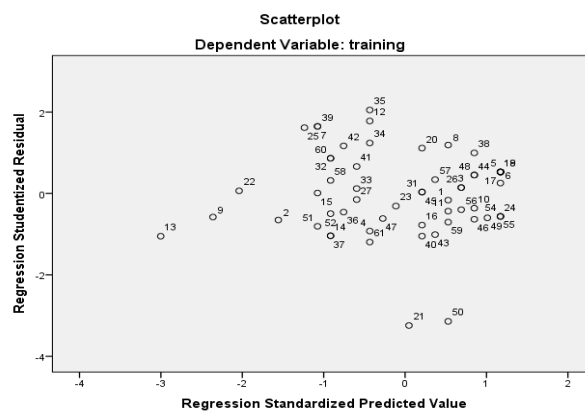


Figure 3. Scatterplot

By the Heteroscedasticity test seen from the Scatterplot graph, it can be concluded that there was no heteroscedasticity because the scattered data did not gather at a point.

Simple Linear Regression

Table 2. Coefficients

Model	Undstandardize d Coefficients		Standardize d Coefficients		95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Lower Boun d	Upper Boun d	Toleranc e	VIF
1 (constant)	.847	.321		2.641	.011	0.205	1.489		
kompetensi	.803	.072	.824	11.178	.000	.659	.947	1.000	1.000

This means that $Y = 0.847 + 0.803X + e$ can be used to calculate the amount of employee competency. Employee competency = 0.847 if there is no training and will increase by 0.803 for every 1 point of employee competence.

Coefficient of Determination

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824 ^a	.679	.674	.26665	1.998

The figure of R square is 0.679 (which is the square value of R). This R squared is called the coefficient of determination, meaning that 67.9% of employee competence is affected by training, while the remaining 32.1% influenced by other factors outside training. Research conducted by Ardiansyah (2014) states that training impacts on competence. Mokhtar and Susilo (2017) states that training impacts on competence. Wisatra and Sagala (2016) says that training impacts on competence.

CONCLUSION

From the research, it can be concluded that training has a positive and significant effect on employee competence of 67.9% while the remaining 32.1% is influenced by other causes not examined. therefore, the authors provide advice to companies, namely:

- a. The company maintains training methods, training materials, and training instructors because the variable results are very good.
- b. The majority of respondents think that the accommodations available to the training venue are still in adequate so companies are advised to provide accommodations that suit the needs of flight attendants.
- c. Companies should implement training methods that can provide opportunities for participants to think and give suggestions such as fishbowl and inter-team conflict management.
- d. Considering that the independent variables in this study are very important in influencing the competency of flight attendants, it is expected that the results of this study can be used as a reference for future researchers to develop this research by considering other variables which are other variables outside the variables not included in this study.

REFERENCES

- Ardiansyah, Al Musadieq, M., & Ruhana, I. (2014). Pengaruh pelatihan terhadap kompetensi dan kinerja (studi pada karyawan departemen research and development PT Gatra Mapan Malang). *Jurnal Administrasi Bisnis (JAB)*, 9, 1-8.
- Bangun, W. (2012). *Manajemen sumber daya manusia*. Jakarta: Erlangga.
- Byars, L. L., & Rue, L. W. (2006). *Human Resource Management*, 8. Irwin: MCGraw-Hill.
- Dessler, G. (1998). *Manajemen Sumber Daya Manusia*. Jakarta: PT Indeks.
- Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Khannda, V. K., & Gupta, R. (2013). Comparative study of the impact of competency-based training on "5" and TQM a case study. *International Journal of Quality & Reliability Management*, 238-259.
- Mangkunegara, A. P. (2006). *Perencanaan dan penegmbangan sumber daya manusia*. Bandung: PT Refika Aditama.
- Mokhtar, N. R., & Susilo, H. (2017). Pengaruh Pelatihan Terhadap Kompetensi (penelitian tentang pelatihan pada calon tenaga kerja indonesia di PT Tritama Bina Karya Malang). *Jurnal administrasi bisnis (JAB)*, 19-26.
- Rivai, V. (2004). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: PT RajaGrafindo Persada.
- Sudaryono. (2017). *Metodologi Penelitian*. Depok: PT RajaGrafindo Persada.
- Sulistiyani, A. T., & Rosidah. (2009). *Manajemen Sumber Daya Manusia: Konsep, Teori, dan Pengembangan dalam konteks Organisasi Publik*. Yogyakarta: Graha Ilmu.

-
- Tahir, N., Yousafzai, I. K., Jan, D., & Hasim, M. (2014). The impact of training and development on employees performance and productivity. A case study of united bank limited Peshawar city, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 86-98.
- Wardhana, A. (2014). *Manajemen Sumber Daya Manusia*. Bandung: PT Karyamanunggal Lithomas.
- Wisastra, P. I., & Sagala, E. J. (2016). Pengaruh Pelatihan terhadap Kompetensi Karyawan PT LEN Industri (persero) Bandung. *Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan*, 98-109.
- Yuniarsih, T., & Suwatno. (2008). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.