

THE IMPACT OF TRAINING ON EMPLOYEE AT BATAM AERO TECHNIC

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Abstract

This study examines the impact of training on employee performance at Batam Aero Technic, a company in the aviation industry that prioritizes safety. It addresses a gap in previous research that has largely overlooked the influence of training in high-risk aviation sectors. The primary focus is on how training enhances employee performance, motivation, and economic conditions. Utilizing a qualitative approach, the research employs purposive sampling to select respondents based on their relevance and experience related to training. Data was collected through in-depth interviews, observations, and literature reviews. The findings indicate that training improves both technical and managerial competencies. New employees better understand work procedures, while experienced staff update their skills. Training also boosts motivation and work enthusiasm; however, some employees feel that their workload has increased without economic incentives such as salary increases or bonuses, which could affect their motivation and loyalty. This study recommends that the company balance workloads and provide economic incentives to maintain loyalty and reduce turnover.

Keywords: Training, Employee Performance, Work Motivation, Economic Conditions, Aviation Industry.

Introduction

The service sector plays a pivotal role in the economy, primarily by offering services that enhance societal mobility, such as transportation. Air transportation garners particular attention among the various sought-after services due to its ability to connect different locations swiftly, leading to a consistent rise in utilization. As the aviation industry expands, airlines are seizing new business opportunities, notably in the Maintenance Repair Overhaul (MRO) sector. PT. Batam Aero Technic (BAT), an offshoot of the Lion Air Group's business expansion, stands out in this field. BAT provides aircraft engine maintenance and repair services for airlines within the Lion Air Group, with its vision to be a "World Class MRO" and mission focused on "Maintaining Airworthiness of Our Product with Excellent Quality and Placing Safety As First Priority" to deliver exceptional service.

Achieving these vision and mission mandates a comprehensive understanding of the complex interplay between various factors. Research by Lee and Tan (2020) highlights that employee training, job satisfaction, and organizational commitment significantly influence employee performance, warranting severe consideration. Employee performance is crucial to organizational effectiveness, directly impacting productivity, innovation, and profitability (Siswanto, 2024). Organizations recognizing the importance of high-performing workforce development invest substantially in employee training, equipping them with the necessary skills (Colombo et al., 2008). Previous studies also indicate a significant correlation between employee training and performance enhancement (Baldwin et al., 2019). Garcia et al. (2018) affirm that investment in training and job satisfaction positively influences employee performance.

Globally, employee training is acknowledged as a strategic tool for organizational growth, productivity, and sustainability in developing and retaining valuable employees. According to Yimam (2022), training is a learning experience to create relatively permanent changes in an individual's skills, knowledge, attitudes, or social behavior. Afsana et al. (2015) also emphasize that training is a process to enhance an individual's skills, knowledge, exposure, and abilities. Thus, improving employee skills and knowledge is essential for effective performance in current and future tasks. Well-trained employees can help organizations achieve their goals (Dagnew et al., 2023). However, without adequate training, employee potential may not be fully optimized. This underscores the importance of developing employee skills and knowledge through appropriate methods to enhance efficiency, aiding BAT in achieving its vision of becoming a world-class MRO.

While numerous studies have explored the impact of training on employee performance, few have specifically examined the influence of training on aviation sector employees who work in high-risk environments prone to accidents. The aviation industry continually updates safety standards to minimize

accidents, necessitating that employees consistently update their knowledge and skills to comply with the latest regulations and procedures. Effective training is crucial here, as it reduces the risk of human errors like work-related mistakes and incidents, which are the primary causes of aviation accidents. Therefore, a research gap needs to be addressed regarding how training can directly affect employee performance in the aviation industry, particularly in enhancing operational safety and accident prevention.

This study aims to evaluate the impact of training on employee performance empirically. Through this research, insights are expected to provide insights regarding human resource management about training and organizational policies to enhance employee performance and create sustainable competitive advantages in the aviation industry to helpfully fulfil the ever-evolving demands and standards of aviation, ensuring employees work following the latest regulations and reducing the risk of human error in aviation operations.

Literature Review

A. Training

According to Afroz (2018), training and development are strategic tools for organizations to enhance employee performance. That's are involves employees' abilities, knowledge, and skills, thereby boosting long-term performance (Achakzai et al., 2024). Training involves structured organizational efforts to assist employees in acquiring job-relevant knowledge, skills, abilities, and behaviors, which are expected to be applied in the workplace (Noe & Hollenbeck, 2019). Anitha and Kumar (2016) emphasize that employees are an organization's primary asset, and investing in them is essential for organizational success. Experts hold varied perspectives on training. Abu Daqar & Constantinovits (2021) describe it as fundamental human resource development for organizations, while Ibrahim et al. (2017) regard it as a vital tool for achieving optimal performance. Armstrong (2020) views training as a means to equip employees with the necessary skills to compete and succeed.

Khan et al. (2016) explains that training aids employees in adapting to new technologies, increasing efficiency and productivity. This view is supported by Anitha and Kumar (2016), who state that training enables employees to perform their tasks more effectively. However, as Abeeha and Bariha (2012) note, when designing a training program, it is crucial to consider the trainees, the training methods to be employed, and whether the primary objectives of the training have been met to ensure a significant impact on employee performance.

B. Importance of Training

Abu Daqar and Constantinovits (2021) discovered that modern organizations are making substantial investments in training programs. This trend fosters competition among companies to adopt best training practices to enhance their success and performance in the market (Abdel-gadir and Al Jahwari, 2020). Nevertheless, training should be an ongoing process, as rapid technological advancements can be a crucial factor in achieving success (Daudt, Archangelo & Duquette, 2017).

Training aids employees in decision-making, solving work-related problems more effectively, and fostering greater self-confidence and personal development. According to Motlokoa (2018), training can also help reduce work-related stress, manage conflicts, and increase job satisfaction and employee loyalty. Therefore, companies should prioritize employee training and development, as it significantly boosts profitability and provides intangible benefits to the organization.

C. Employee Performance

Employee performance refers to the achievement and completion of specific tasks set within an organization, measured against pre-planned goals and objectives (Aulia Safitri et al., 2019). Ocen et al. (2017) define performance as a combination of results and behaviors, where these behaviors stem from employee performance. Performance measurement typically encompasses several aspects, such as productivity, efficiency, effectiveness, quality, and profitability (Aidan, 2013; Armstrong, 2020). Managers often set high standards for individuals to measure employee performance, aiming to support the company's progress (Buchanan & Badham, 2020).

D. Impact of Training on Employee Performance

Selvarasu and Sastry (2014) emphasize that employee performance is significantly influenced by the strength of the relationship between employees and the company and its values. High employee engagement fosters greater focus and involvement in their work, resulting in improved performance (Gichohi, 2014). Amanda et al. (2013) emphasizes that training boosts employee engagement by promoting positive attitudes characterized by enthusiasm and dedication. Ultimately, this increases job satisfaction and commitment, as employees feel valued within the organization, enhancing overall performance (Ariani, 2013).

Further research indicates a connection between training and employee performance through various factors. Luo et al. (2021) found that training, supervisory guidance, job satisfaction, and task performance are interrelated. Hilton et al. (2016) explain that trained employees excel in risk management, negotiation, and decision-making compared to their untrained peers. Mahmud and Hilton (2019) support the idea that well-educated employees perform better than those with lower educational backgrounds. Thus, when companies prioritize employee training, it fosters greater job engagement, leading to improved workplace performance (Nawaz et al., 2014). Consequently, training plays a vital role in human resource management, significantly influencing employee performance (Landa, 2018).

This research was conducted at Batam Aero Technic, Hang Nadim International Airport in Batam, Riau Islands, Indonesia. Batam Aero Technic serves as the operational hub for a subsidiary of Lion Air Group, where various aircraft maintenance and servicing activities occur. The strategic location, combined with the researcher's status as an employee of the company, facilitates direct observation and interviews to study the impact of training on employee performance and aircraft maintenance processes. The research is planned to span four months, from August to November 2024.

This study employs a qualitative approach, aiming to gain in-depth insights into how training affects employee performance at Batam Aero Technic. This approach includes thoroughly conducted semi-structured interviews to explore employees' perceptions and experiences regarding the training they receive. Additionally, direct workplace observations will be made to note changes in work behavior, peer interactions, and the application of training content. Document analysis, including training histories, evaluation results, and performance records, will also be utilized to provide a comprehensive overview of the training's impact.

The target group for this research comprises all staff and management at Batam Aero Technic. Purposive sampling is the technique employed, where respondents are chosen based on criteria relevant to the research objectives. Sample selection is not random; it focuses on individuals capable of providing in-depth information. Selected respondents include new employees with less than one year of service, employees with more than three years of experience, and several key positions such as group leaders, managers, and management personnel. Approximately twenty respondents are expected to yield representative data for this study.

The qualitative analysis technique involves four main stages: data collection, data reduction, data presentation, and conclusion drawing. The first stage entails data collection through interviews, observations, and literature reviews highlighting aspects such as training methods, frequency, and their effects on motivation, performance, workload, and employee well-being. The second stage involves data reduction to filter relevant information. Subsequently, the reduced data will be presented in a structured format to facilitate the conclusion-drawing process. Conclusions will be drawn by analyzing emerging patterns within the data, verified through triangulation and member checking to ensure the validity of the research findings.

Results and Discussion

A. Implementation of Training

This section discusses the training implementation conducted by Batam Aero Technic to enhance employee performance. It covers training methods, the relevance of training materials, training frequency, available facilities, and challenges faced.

1. Training Methods

Batam Aero Technic employs several essential training methods, including classroom training, practical training, and online learning. Classroom training resembles formal education, aiming to provide a theoretical understanding of procedures, work standards, and the latest regulations in accordance with aviation standards. Practical training allows participants to apply theoretical knowledge directly in a real work environment under the guidance of a supervisor. Online learning is conducted via meeting applications such as Zoom and e-learning platforms.

At the end of the training sessions, a computer-based exam is administered in a designated room, with varying passing standards for each training program. Additionally, relevant vendors or manufacturers organize advanced or specialized training to provide the latest information on specific training not included in routine programs.

Respondents reported that practical training is considered the most effective method as it directly relates to the technical tasks performed by mechanics at Batam Aero Technic. Through direct

supervision, mechanics can learn technical skills profoundly and observe the application of safety standards and work efficiency firsthand. However, in practice, classroom training is still the most frequently utilized method.

2. Relevance of Training Materials

The training materials at Batam Aero Technic are designed to be highly relevant to the ongoing training programs, particularly those related to aircraft maintenance. These materials are structured to meet the company's operational and technical needs, covering various aspects from technical skills to knowledge of flight safety, adhering to strict aviation industry standards.

According to respondents, most training materials align well with job requirements, especially for mechanics involved in aircraft maintenance. The relevance of this material is deemed crucial since Batam Aero Technic operates in the aircraft maintenance industry, which requires specialized technical knowledge that rapidly evolves with advancements in aviation technology. Therefore, instructors are expected to provide up-to-date information to training participants.

3. Training Frequency

Training at Batam Aero Technic occurs regularly, with structured and routine sessions held monthly. Approximately 50 training programs are conducted each month, covering the latest technological updates in the aviation industry and evolving safety procedures and regulations. Interview results indicate that such training is vital to ensure all employees have equal opportunities to develop their skills and stay current with the latest industry developments. However, some employees feel that critical topics related to workplace safety should be addressed more frequently.

4. Training Facilities

Respondents have deemed the facilities provided during training at Batam Aero Technic adequate. The company offers comfortable classrooms and access to online training modules. These facilities are designed to support an optimal learning experience, allowing employees to understand the training materials presented comprehensively.

5. Challenges or Concerns

Interview findings reveal that many respondents are reluctant to participate in advanced or specialized training due to binding agreements. These agreements require employees to commit to not resigning for a specified period, typically ranging from 2 to 15 years, depending on the training costs incurred. Employees must reimburse some of the training expenses incurred if they choose to resign before this period expires.

B. Influence of Training on Different Employee Experience Levels

Training at Batam Aero Technic impacts employees differently based on their experience levels. Seasoned employees who possess extensive knowledge and skills in aircraft maintenance benefit from training as it refreshes and deepens their existing understanding while also updating their skills to align with the latest procedures and regulations. Training that emphasizes developing soft skills such as management, leadership, and handling complex technical issues is often deemed more relevant for these experienced employees, who likely have already mastered the fundamental skills required for aircraft maintenance.

In contrast, training at Batam Aero Technic is crucial in developing new employees, allowing them to acclimate quickly to their roles. In this context, training accelerates the adjustment process for new hires and helps bridge the experience gap between them and their more seasoned colleagues. The influence of training on new employees is particularly evident in enhancing their technical competencies. New hires who participate in training exhibit significant improvements in basic skills, understanding of work procedures, and preparedness for operational challenges, thereby laying a solid foundation for their growth and advancement within the organization.

Consequently, Batam Aero Technic must provide effective and adaptive training programs that cater to the varying needs of both experienced and new employees, aligning with their respective levels of experience.

C. Impact of Training on Employee Motivation and Work Enthusiasm

Training significantly impacts employee motivation and enthusiasm at Batam Aero Technic. Employees who feel engaged in training activities tend to exhibit higher levels of enthusiasm. They feel more valued and motivated when given the opportunity to learn and grow.

Based on interviews with respondents who have participated in training programs, most employees reported increased motivation following their training experiences. They expressed greater confidence in performing their tasks, particularly after acquiring new skills relevant to their roles. This training also fosters a competitive spirit among employees, encouraging continuous learning and efforts to enhance their competencies, which ultimately positively affects overall productivity within the company. This aligns with the views of Lee and Raschke (2016), who noted that motivated employees demonstrate better organizational performance.

D. Influence of Training on Employee Performance

Training clearly impacts employee performance improvement. At Batam Aero Technic, employees who participate in training demonstrate enhancements in work speed, job quality, and their ability to work independently and collaboratively. Additionally, training contributes to elevated safety standards as employees become more proficient in understanding and implementing stringent safety procedures in high-risk environments such as the aviation industry.

Data indicates a reduction in error rates and accident incidents following employee training. This evidence supports the notion that training not only boosts work efficiency but also safeguards operational integrity and company safety, thereby minimizing the risk of human error. Consequently, employee performance improves with increased training, establishing a positive and significant correlation between training and employee performance, as highlighted by Gichohi (2014).

E. Impact of Training on Workload

Training at Batam Aero Technic also influences employees' perceptions of their workload. Employees who participate in training tend to feel more capable of managing their assigned tasks. With enhanced knowledge and skills, they can complete their work more efficiently and with fewer errors, making the workload feel lighter, even if the volume of work remains the same or increases.

However, interviews with some respondents reveal that certain employees feel their workload has increased following training. For those who have undergone training, there is an added responsibility to implement what they have learned and to transfer knowledge to colleagues, particularly new hires. This additional responsibility is often perceived as a new burden.

Excessive workload can be a significant contributor to work-related stress. Such stress can have severe physical and psychological effects on employees, potentially diminishing their performance in executing tasks. This aligns with research indicating that work stress can lead to dissatisfaction that disrupts employee performance (Du et al., 2018; Hirokawa et al., 2016). Therefore, it is crucial to manage task distribution equitably to ensure that training does not result in an undue increase in workload for employees.

F. Impact of Training on Employees' Economic Conditions

While training at Batam Aero Technic primarily aims to enhance employee skills and performance, interview results and observations indicate that nearly all employees do not perceive any economic benefits, such as salary increases or bonuses. In many instances, the company does not link training outcomes to financial rewards; instead, it views training as part of the competency development necessary to meet job standards. Employees who undergo training are often seen as fulfilling basic job requirements rather than achievements deserving financial recognition.

From the employees' perspective, although training has helped them enhance their skills, the absence of financial incentives can lead to feelings of unfairness, mainly when they believe their improved competencies are not adequately rewarded. This situation may impact employee loyalty to the company and increase the likelihood of seeking job opportunities elsewhere that offer higher financial rewards for similar skills.

Research by Garbers (2014), Shaw (2015), Lee (2016), and Kim (2017), as cited by Mahmud et al. (2019), provides evidence that financial incentives or rewards, whether intrinsic or extrinsic, can positively motivate employees and ultimately help them achieve higher performance levels.

Conclusion and Suggestions

A. Conclusion

This study concludes that training at Batam Aero Technic significantly affects various aspects of employee performance. Training enhances work speed, quality, and compliance with safety standards while reducing errors and accident risks. New employees gain foundational knowledge and technical skills, whereas experienced staff update their expertise. Furthermore, training boosts motivation and work enthusiasm, as employees feel valued and see opportunities for growth. However, while training improves efficiency in managing workloads, some employees report feeling burdened by additional responsibilities. Lastly, the training does not lead directly to salary increases or bonuses, which may result in dissatisfaction and decreased employee loyalty to the company.

B. Suggestions

Based on the research findings, here are several suggestions that management at Batam Aero Technic might implement to maximize the benefits of training programs:

1. Link Training to Financial Incentives

Batam Aero Technic should reassess its compensation and incentive policies to better reward employees who enhance their skills through training. This could include salary increases, bonuses, or other forms of recognition. Such incentives may bolster employee loyalty and reduce turnover.

2. Increase Training Program Frequency

Although training sessions are conducted regularly, some employees feel specific topics need more frequent coverage. The company should increase the frequency of training on critical subjects, particularly those related to safety and aircraft maintenance.

3. Balance Workload

Batam Aero Technic should ensure a balanced distribution of tasks for employees who have undergone training to prevent them from feeling overwhelmed by additional responsibilities. Additional support and resources may be necessary to alleviate their workload.

4. Revise Training Policies

The company should continually enhance the effectiveness of its training programs by balancing the needs of both new and experienced employees. Moreover, increasing practical training opportunities, which have proven to be more effective, is essential, especially for technicians directly involved in aircraft maintenance.

5. Continuously Monitoring and Evaluation

Regular evaluations of the training programs should be conducted to ensure that the content, frequency, and methods remain relevant and up-to-date with operational needs. Additionally, feedback from employees regarding the training should be considered to allow the program to evolve and maximize its impact on performance.

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