

## ANTACEDENTS OF EMPLOYEE PERFORMANCE PT. ANGKASA PURA II SILANGIT AIRPORT

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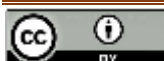
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*Abstract: Human Resources (HR) are an important asset for every organization, including PT. Angkasa Pura II Silangit Airport, North Sumatra Province. Effective HR management through good leadership and proper training is essential to achieve organizational goals. This study aims to analyze the effect of leadership style and job training on employee performance at PT. Angkasa Pura II Silangit Airport, North Sumatra Province. Data were obtained through a questionnaire filled out by 64 respondents in July 2024, with a response rate of 100%. The results showed that timely job training and participatory leadership styles had a positive and significant impact on employee performance. Ticket sales data showed fluctuations from year to year, which was consistent with the lack of training and leadership style. A study of respondents showed that employee performance can be improved through the opportunity provided by leadership to convey input and complaints. Training that is relevant to operational needs and technological developments has been shown to improve employee competence and productivity. The conclusion of this study is that structured job training and good leadership style significantly improve employee performance at PT. Angkasa Pura II Silangit Airport, North Sumatra Province. Recommendations from this study include the importance of effective communication between management and employees and the development of ongoing training programs to maintain employee competence and motivation. It is hoped that the implementation of these strategies will optimize the overall performance of the organization.*

*Keywords: Job Training, Leadership Style, Employee Performance.*

**Abstrak:** Sumber Daya Manusia (SDM) merupakan aset penting bagi setiap organisasi, termasuk PT. Angkasa Pura II Bandara Silangit, Provinsi Sumatera Utara. Manajemen SDM yang efektif melalui kepemimpinan yang baik dan pelatihan yang tepat adalah hal penting untuk mencapai tujuan organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan pelatihan kerja terhadap kinerja pegawai di PT. Angkasa Pura II Bandara Silangit, Provinsi Sumatera Utara. Data diperoleh melalui kuesioner yang diisi oleh 64 responden pada bulan Juli 2024, dengan tingkat respons 100%. Hasil penelitian menunjukkan bahwa gaya pelatihan kerja dan kepemimpinan partisipatif yang tepat waktu memiliki dampak positif dan signifikan terhadap kinerja pegawai. Data penjualan tiket menunjukkan fluktuasi dari tahun ke tahun, yang konsisten dengan kurangnya pelatihan dan gaya kepemimpinan. Sebuah penelitian terhadap responden menunjukkan bahwa kinerja pegawai dapat ditingkatkan melalui kesempatan yang diberikan oleh kepemimpinan untuk menyampaikan masukan dan keluhan. Pelatihan yang relevan dengan kebutuhan operasional dan perkembangan teknologi terbukti meningkatkan kompetensi dan produktivitas pegawai. Kesimpulan dari studi ini adalah bahwa pelatihan kerja yang terstruktur dan gaya kepemimpinan yang baik secara signifikan meningkatkan kinerja pegawai di PT. Angkasa Pura II Bandara Silangit, Provinsi Sumatera Utara. Rekomendasi dari penelitian ini meliputi pentingnya komunikasi efektif antara manajemen dan pegawai serta pengembangan program pelatihan berkelanjutan untuk menjaga kompetensi dan motivasi pegawai. Diharapkan bahwa penerapan strategi ini akan mengoptimalkan kinerja keseluruhan organisasi.

**Kata Kunci:** Pelatihan Kerja, Gaya Kepemimpinan, Kinerja Pegawai.



## PENDAHULUAN

Human resources are a very important asset for a business because they are the main driver of an organization or business (Ammirato et al., 2023). Therefore, humans are a very important element and must be managed well to increase the effectiveness and efficiency of an organization or company. Mismanagement of human resources can affect the achievement of company goals, organizational performance, profitability, and the continuity of the company's business. To minimize these failures, companies need Human Resource Management (HRM) to handle the use of all human resources in the company to achieve the specified goals (Apascaritei & Elvira, 2022).

In improving the quality of human resources, the role of a leader is to influence and guide to achieve common goals (Jerab & Mabrouk, 2023). Employees of an organization are one of the main resources of the organization that in essence cannot be replaced by any other resource. Because no matter how good an organization is, all its facilities and equipment will be in vain if its employees are unable to manage, use, and maintain them (Siraj et al., 2022).

As a company's human resources, employees are valuable assets to achieve the goals that have been set. In general, the ability of employees to complete their tasks cannot be separated from the beliefs, behavior, and leadership style of managers in a company. The success of an educational institution in achieving its goals is an example of an efficient organization. Employees are expected to be able to give their best performance at all times. Employees are also required to continue to improve the quality of their services, which is why vocational training is very important. Professional training provided by the company to keep up with demand and technological advances and contribute to the progress and success of the organization.

To measure how well employees perform in achieving company goals, there are metrics to measure employee performance. This includes the leadership style of managers in the company and the quality of employees through professional training. Leadership is a person's ability to persuade others to be able to carry out their main tasks and orders optimally. According to Erri et al., (2021) leadership style is the way a leader acts or how a leader influences his members to achieve certain goals. Therefore, a leader must coordinate the work of his subordinates together to achieve the best results for the organization. To improve personnel performance, a good management style is needed to maximize the results achieved with basic human skills with the division of labor and responsibilities that form cooperation in the organization.

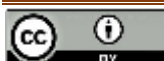
Achieving the desired goals requires good cooperation between leaders and employees. One of them is a good communication process. Communication in a company, especially between leaders and employees, if done well and intensively, will affect the attitude of employees towards carrying out their daily tasks so that it will have an impact on improving organizational performance. Conversely, if the communication process in the organization is not good, it can lead to an authoritarian attitude, especially if there is a prolonged dispute between leaders and employees. If this happens, it can have an impact on employee performance becoming less than optimal.

Usually efforts made to improve performance are by improving job training, motivation and competence. At the same time, employee performance can be improved if training is held on time and company management knows what to expect and when to recognize performance expectations. On-the-job training is a short-term training process that uses systematic and organized methods in which non-managerial employees learn conceptual and theoretical knowledge to achieve overall company goals. A well-implemented internship will benefit the organization. where providing job training can increase workforce productivity due to lack of skills, knowledge and work attitudes (Gunawan et al., 2022).

## LITERATURE REVIEW

### Employee Performance Definition

Performance is an activity carried out by an employee in his work in an organization or company according to his responsibilities (Mansur, et al., 2022). Furthermore (Harahap & Tirtayasa, 2020) stated that performance is the result of work and work behavior achieved in carrying out the tasks and responsibilities given during a certain period of time. Employee performance is the employee's work achievement both qualitatively and quantitatively in carrying out tasks according to the responsibilities given (Alamsyah & Panday, 2021). According to (Adianto & Sugiyanto, 2019), performance is the result



of human effort based on personality traits and skills based on their perception of their role in the workplace.

Then according to (Fachrezi & Khair, 2020), performance can be interpreted as the result of work carried out in a certain year. Employee performance is a measure that can be given by an organization for a certain period of time and can be controlled for its work performance. From the opinions of the researchers above, it can be concluded that performance is the result of work found in the quality and quantity of tasks given to employees to fulfill the goals, vision, mission and objectives of the organization or company.

#### **Definition of Leadership**

According to (Erri et al., 2021) leadership style is the way a leader behaves or how a leader influences his members to achieve certain goals. According to (Bwalya, 2023) leadership style is a set of characteristics used by leaders in influencing their subordinates to achieve organizational goals, or it can be said that leadership style is a pattern of behavior and strategies that are preferred and commonly carried out by leaders. According to (Farida & Fauzi, 2020) leadership style is the ability of a person or leader to influence the behavior of others according to their wishes in certain circumstances.

According to (Eduzor, 2024) said that the most effective leadership style varies according to employee readiness, sense of achievement, responsibility and skills, abilities and experience related to the task. Based on the above definition, it can be concluded that leadership style is a characteristic or behavior of a leader that is proven to motivate subordinates positively. The right management style is very necessary to create a conducive work environment and improve staff performance, so that high productivity is expected.

#### **Definition of Job Training**

Training is a series of activities aimed at improving a person's skills, knowledge, experience or attitude changes. The purpose of training is to improve mastery of various skills and techniques to perform specific, detailed and routine work (Arulsamy et al., 2023). According to (van Assen, 2021) training is the process of developing and equipping employees through improving skills, abilities, knowledge and behavior. Meanwhile, (Yimam, 2022) stated that this training is a systematic effort to collect information about organizational performance problems and improve performance gaps related to differences between actual and expected behavior.

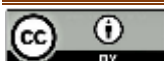
On-the-job training is part of training that involves a learning process in which skills are acquired and improved in a relatively short time outside the current education system, using methods that prioritize practice over theory (Khasanah et al., 2019). According to (Novie et al., 2023) training is defined as part of training that involves a learning process in which skills are acquired and improved outside the current education system in a relatively short period of time using methods that prioritize practice over theory. Job training is a process by which employees acquire certain skills that are useful for achieving the goals or objectives of a company or organization.

The training is specific, practical and direct, especially training related to the field of work, practical and immediate in the sense that the knowledge provided and trained can be implemented in the workplace. Based on several definitions above, it can be concluded that training is a series of processes that include actions (efforts) carried out intentionally to help employees by workers during a certain time unit and aims to improve participants' ability to work in a certain work area to increase the efficiency and productivity of the company.

### **RESEARCH METHODS**

According to Sujarweni (2018) the type of research uses a quantitative approach, namely systematic scientific research on parts and phenomena and their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to a phenomenon (Simanjuntak et al., 2023). The type of data in this study is quantitative data. In this study, the data used are primary data and secondary data. Primary data is data obtained directly from the results of observations, interviews and questionnaires (Simanjuntak et al., 2023).

This study uses primary data in the form of observations, interviews and questionnaires. In addition to using primary data, this study also uses secondary data. Secondary data used by the author



is library data obtained from research journals, reference books, and documentation from data collection at PT. Angkasa Pura II Silangit Airport, North Sumatra Province. In this study, the author uses reliability and validity tests to ensure that the data used is valid. Data is collected by compiling a list of questions that will be asked to respondents in the form of a questionnaire, then the data that has been collected will be processed using the SPSS program.

**RESULTS AND DISCUSSION**

**Data Quality Test**

**Validity Test**

This Validity Test is conducted to determine the validity of the questionnaire or survey. Validity here means that the questionnaire or survey used is able to measure what should be measured. A questionnaire can be said to be valid if a person's answer to the statement contained in the questionnaire or survey is consistent or stable over time. Validity testing can be done by comparing the calculated r value with the r table. The calculated r value is taken from the Statistical Product and Service Solution (SPSS) output.

**Table 1. Job Training Validity Test Results (X<sub>1</sub>)**

Indicator	r <sub>Count</sub>	r <sub>Table</sub>	Information
Statement 1	0.380	0.242	Valid
Statement 2	0.495	0.242	Valid
Statement 3	0.484	0.242	Valid
Statement 4	0.849	0.242	Valid
Statement 5	0.839	0.242	Valid
Statement 6	0.734	0.242	Valid
Statement 7	0.683	0.242	Valid
Statement 8	0.850	0.242	Valid
Statement 9	0.495	0.242	Valid
Statement 10	0.530	0.242	Valid

Source: Processed Primary Data, 2024

From table 1 above, it can be seen that the calculated r value of all tested statements contains 10 valid items or has a value greater than the r table in this study, which is declared valid.

**Table 2. Results of Leadership Style Validity Test (X<sub>2</sub>)**

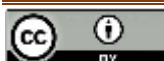
Indicator	r <sub>Count</sub>	r <sub>Table</sub>	Information
Statement 1	0.493	0.242	Valid
Statement 2	0.456	0.242	Valid
Statement 3	0.594	0.242	Valid
Statement 4	0.939	0.242	Valid
Statement 5	0.749	0.242	Valid
Statement 6	0.839	0.242	Valid
Statement 7	0.710	0.242	Valid
Statement 8	0.374	0.242	Valid

Source: Processed Primary Data, 2024

From table 2 above, it can be seen that the calculated r value of all the statements tested contains 8 items which are declared valid or have a value greater than the r table, so it can be concluded that 8 statement items from each table in this study are declared valid.

**Table 3. Employee Performance Validity Test Results (Y)**

Indicator	r <sub>Count</sub>	r <sub>Table</sub>	Information
Statement 1	0.749	0.242	Valid
Statement 2	0.890	0.242	Valid
Statement 3	0.838	0.242	Valid
Statement 4	0.859	0.242	Valid
Statement 5	0.790	0.242	Valid
Statement 6	0.708	0.242	Valid
Statement 7	0.859	0.242	Valid



Statement 8	0.940	0.242	Valid
Statement 9	0.810	0.242	Valid
Statement 10	0.849	0.242	Valid

Source: Processed Primary Data, 2024

From table 3 above, it can be seen that the calculated r value of all tested statements contains 10 valid items or has a value greater than the r table, which is 0.242 in this study it is declared valid.

**Reliability Test**

Reliability test is a reliability test used to determine how far a measuring instrument can be relied on. Reliability testing of all statement items in this study uses the Cronbach alpha method (Cronbach alpha coefficient). This method is used to find the reliability of an instrument whose score is a range of several values or is in the form of a scale. The basis for reliability testing is as follows:

1. If the Cronbach Alpha value is > 0.60, then the data to be tested is declared reliable.
2. If the Cronbach Alpha value is < 0.60, then the data to be tested is declared unreliable.

**Table 4. Results of Job Training Reliability Test (X<sub>1</sub>)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.902	10

Source: Processed Primary Data, 2024

The results of the reliability test can be seen in table 4. The Cronbach's Alpha value is 0.902. According to the criteria, this value is greater than 0.60, so the results of the distributed questionnaire have a good level of reliability, or in other words, the data from the distributed questionnaire can be trusted.

**Table 5. Results of Leadership Style Reliability Test (X<sub>2</sub>)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.863	8

Source: Processed Primary Data, 2024

The results of the reliability test can be seen in table 4 Reliability Statistic. The Cronbach's Alpha value is 0.863. According to the criteria, this value is greater than 0.60, so the results of the distributed questionnaire have a good level of reliability, or in other words, the data from the distributed questionnaire can be trusted.

**Table 6. Employee Performance Reliability Test Results (Y)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.880	10

Source: Processed Primary Data, 2024

The results of the reliability test can be seen in the output of the Reliability Statistic. The Cronbach's Alpha value was obtained at 0.880. According to the criteria, this value is greater than 0.60, so the results of the distributed questionnaire have a good level of reliability, or in other words, the data from the distributed questionnaire can be trusted.

**Classical Assumption Test**

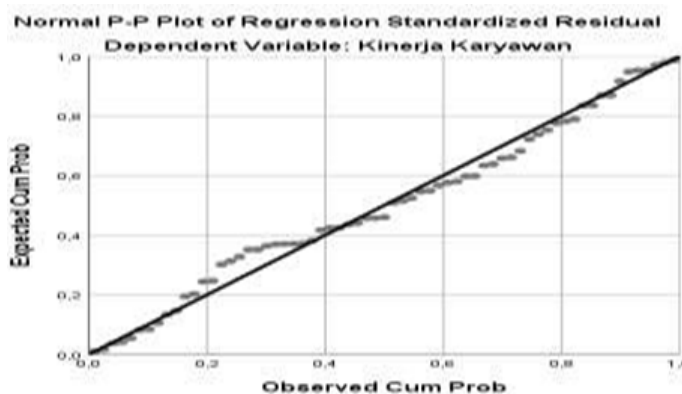
In this study, the following classical assumption tests were carried out:

**Normality Test**

The normality test is useful for testing whether in the regression model, the dependent variable and the independent variable have a normal distribution or not. The normality test in this study uses the distribution on the histogram graph with Normal P-P Plot and Kolmogorov-Smirnov. The following are the results of the normality test using the histogram graph using the SPSS application.







**Figure 1. Normal P-P Plot Graph**

Source: Processed Primary Data, 2024

In the P-P Plot image above, the distribution of points is seen around the normal line represented by the diagonal line in the Normal P-P Plot box. From the results of the analysis above, the resulting regression has met the requirements for normality, it can be said to be normal at first glance. In addition to using graphs, statistical tests can also be used to test data normality. The statistical test that can be used to test normality is the Kolmogorov-Smirnov statistical test. The results of the normality test based on the Kolmogorov-Smirnov test can be seen in Table 7 below:

**Table 7 Kolmogorov-Smirnov Test Results**

**One-Sample Kolmogorov-Smirnov Test**

Unstandardized Residual

N		64
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,63838490
Most Extreme Differences	Absolute	,064
	Positive	,048
	Negative	-,064
Test Statistic		,064
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

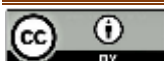
- 1) Test distribution is Normal.
- 2) Calculated from data.
- 3) Lilliefors Significance Correction.
- 4) This is a lower bound of the true significance.

Source: Processed Primary Data, 2024

In the Kolmogorov-Smirnov test method, if the significance value is  $> 0.05$  then the variable is normally distributed and vice versa if the significance is  $< 0.05$  then the variable is not normally distributed. From the results of table 7 it can be seen that the Asymp. Sig. (2-tailed) value is  $0.200 > 0.05$  this proves that the data is normally distributed. From the results of the normality test carried out, it can be seen that in the probability plot graph and the Kolmogorov-Smirnov table the data in this study are normally distributed. Thus, the regression model in this study meets the requirements in the classical assumption test, because it meets the normality test in terms of normally distributed data so that it can be continued in the next test.

**Multicollinearity Test**

Multicollinearity Test is useful for testing whether the regression model finds correlation between independent variables. The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value  $> 0.10$  and the VIF value  $< 10$ , then the data is free from multicollinearity symptoms.



**Tabel 8. Hasil Uji Multikolinieritas**

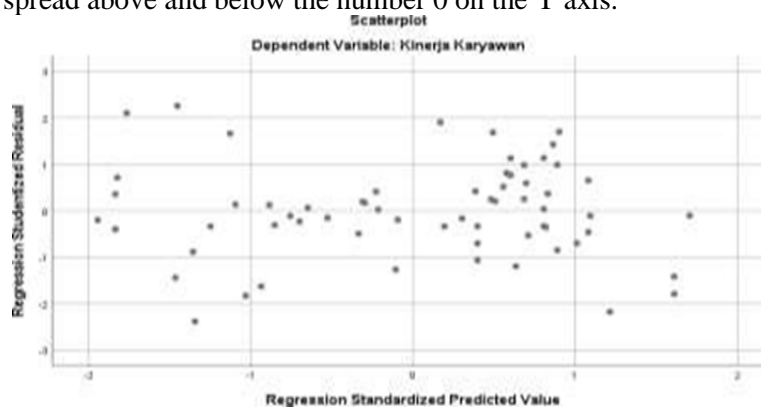
Independent Variable	Calculation		Information
	Tolerance	VIF	
Job Training	0.780	2.791	There is no multicollinearity
Leadership	0.780	2.791	There is no multicollinearity

Source: Processed Primary Data, 2024

Looking at the results in table 8, the results of the Tolerance value calculation show that there are no independent variables that have a Tolerance value of less than 0.10 and the Independent Factor (VIF) variable also shows something similar, namely that there is no VIF value from the independent variable that has a VIF value of more than 10. The results of the Tolerance and VIF value calculations can be concluded that there is no multicollinearity between the independent variables in the regression model.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test in the regression model whether there is inequality of variance from the residual of one observation to another observation. The way to find out whether heteroscedasticity occurs or not is by using the Scatter Plot between the predicted value of the dependent variable, namely ZPRED, and its residual SRESID. No heteroscedasticity is if there is no clear pattern, and the points are spread above and below the number 0 on the Y axis.



**Figure 2. Scatter Plot Graph**

Source: Processed Primary Data, 2024

Based on Figure 2 above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study does not experience heteroscedasticity.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to determine the extent of the influence of job training variables and leadership style on employee performance variables. Statistical calculations in this study are by using the help of the SPSS program and data processing results.

The multiple regression equation above is explained as follows:

1. The multiple regression equation above is known to have a constant of 5.638. The magnitude of the constant indicates that if the independent variables are assumed to be constant, then the dependent variable, namely Y, increases by 5.638 one unit.
2. The coefficient of variable  $X_1 = 0.637$  means that every 1% increase in  $X_1$  will cause an increase in Y of 0.637 one unit.
3. The coefficient of variable  $X_2 = 0.529$  means that every 1% increase in  $X_2$  will cause an increase in Y of 0.529 one unit.

**t-test (Partial Test)**

The t-statistic test shows how far the influence of one independent variable on the dependent variable. The t-test in this study was conducted by comparing the significance of t with  $\alpha$  of 0.05. From the results of the SPSS table 10 calculation above, it can be described for each variable as follows:

- 1. Job Training ( $X_1$ ) has a direct positive effect on Employee Performance (Y)**



To prove that job training ( $X_1$ ) has a direct effect on employee performance (Y) through the hypothesis tested are as follows:

$H_0$  is rejected = Partially job training does not have a direct effect on employee performance.

$H_1$  is accepted = Partially job training has a direct effect on employee performance.

With the following testing criteria:

$H_0$  is accepted if  $-t_{table} \leq t_{count} \leq t_{table}$

$H_0$  is rejected if  $-t_{count} < -t_{table}$  OR  $t_{count} > t_{table}$

Based on the results of the partial test for the job training variable,  $t_{count} = 5.891$  and  $t_{table} 1.99773$ ,  $t_{count} 5.891 > t_{table} 1.99773$  with a significance value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted. This shows that partially  $H_1$  states that there is a direct influence between job training and employee performance.

## 2. Leadership Style ( $X_2$ ) has a direct positive effect on Employee Performance (Y)

To prove that Leadership Style ( $X_2$ ) has a direct effect on Employee Performance (Y) through the hypothesis tested is as follows:  $H_0$  is rejected = Partially Leadership Style does not have a direct effect on Employee Performance.

$H_1$  is accepted = Partially Leadership Style has a direct effect on Employee Performance.

With the following testing criteria:

$H_0$  is accepted if  $-t_{table} \leq t_{count} \leq t_{table}$

$H_0$  is rejected if  $-t_{count} < -t_{table}$  OR  $t_{count} > t_{table}$

Based on the results of the partial test for the Leadership Style variable,  $t_{count}$  is obtained = 5.739 and  $t_{table} 1.99773$ ,  $t_{count} 5.739 > t_{table} 1.99773$  with a significance value of  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted. This shows that partially  $H_1$  states that there is a significant positive direct influence between Leadership Style and Employee Performance.

### F-test (Simultaneous Test)

The f test is used to meet the simultaneous or joint influence of independent variables of job training ( $X_1$ ) and leadership style ( $X_2$ ) on employee performance (Y). The f statistical test basically shows whether all independent variables included in the model have a joint influence on the dependent variable. From the results of simultaneous calculations in the table above, the calculated f value is 62.110 with a significance value of 0.000 and an f table value of 3.15. The calculated f value is greater than the f table value and the significance value  $< 0.05$ . Thus  $H_1$  is accepted, meaning that there is a significant influence between Job Training ( $X_1$ ) and Leadership Style ( $X_2$ ) simultaneously on Employee Performance (Y).

## CONCLUSION

Based on the test results that have been conducted on Leadership Style and Work Training on Employee Performance at PT. Angkasa Pura II Silangit Airport, North Sumatra Province, it can be explained through the following discussion:

### The Impact of Job Training on Employee Performance

Based on the test results and data analysis, the partial test calculation results showed a value of 5.891 and  $t_{table} 1.99773$ ,  $t_{count} 5.891 > t_{table} 1.99773$  with a significance value of  $0.000 < 0.05$ . Therefore, it can be said that the job training variable partially has a positive and significant effect on employee performance variables. However, from the results of initial observations conducted by researchers, it was found that employees working at PT. Angkasa Pura II Silangit Airport, North Sumatra Province, were still lacking in participating in job training programs.

This should really be a concern for the management of PT. Angkasa Pura II Silangit Airport, North Sumatra Province. Management should provide as many opportunities as possible for employees to participate in education and training (diklat), both Diklat held by PT. Angkasa Pura II Silangit Airport, North Sumatra Province. Because by participating in many Diklat, it is hoped that employees can master the field of work that is their responsibility, so that efficiency and effectiveness in carrying out tasks are realized, which in turn can improve their performance. In addition, by participating in many trainings, it is expected to produce quality employees, and be able to provide the best results in achieving the goals of PT. Angkasa Pura II Silangit Airport, North Sumatra Province.





Employees are expected to have adequate competence in working, in addition, employees are expected to master or understand the development of globalization. This is in line with research conducted by (Simbar et al., 2019) which found that leadership has a significant effect on employee performance. However, this study is not in line with that conducted by (Wicaksono, 2019) which stated that job training does not have a significant effect on employee performance.

### **The Influence of Leadership Style on Employee Performance**

Based on the test results and data analysis, the results of the partial test calculation showed a  $t$  count value = 5.739 and  $t_{table}$  1.99773,  $t_{count}$  5.739 >  $t_{table}$  1.99773 with a significance value of  $0.000 < 0.05$ . Therefore, it can be said that the leadership style variable has a partial effect on the employee performance variable. This explains that there is a democratic leadership style, namely openness to suggestions, criticisms and opinions from subordinates so that leaders are able to produce decisions that can improve the quality of employee work. One of the decisions taken by the leader is to provide freedom to work for employees, where this freedom to work can encourage employees to increase the quantity of performance produced which has an impact on the company.

In other words, employee performance will increase in line with improvements in leadership style at PT. Angkasa Pura II Silangit Airport, North Sumatra Province. This is in line with research conducted by Imelda Talahatu (Ekhsan et al., 2020) with the results of the Influence of Leadership Style on Employee Performance at PT Kimia Farma Trading and Distribution, Ambon Branch. In this condition, it illustrates that the better the leadership style in the company, the more it will affect the improvement of employee performance. However, this study is not in line with that conducted by Setiawan & Mujati, (2019) which stated that leadership style does not affect employee performance.

### **The Influence of Job Training and on Leadership Employee Performance**

Based on the results of the simultaneous test, the calculated  $f_{count}$  of 62.110 has been obtained, which is greater than 3.15 ( $f_{table}$ ), based on this value, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. From the results of the test, it can also be seen that the significance value is 0.000, which is less than 0.05. Based on these two things, it shows that together or simultaneously, the variables of job training and leadership have a significant effect on employee performance.

Knowing the factors that affect employee performance is very important, in order to evaluate what are the shortcomings and what is needed to improve employee performance, if the way of responding to employees is right, employee performance will be good and continue to increase. Such as using the right leadership style with the existing situation because each person has a different leadership style and the type of leadership style has advantages and disadvantages, but a good leader can certainly adjust to this.

Leaders must be able to embrace each of their subordinates to create solid cooperation, the attitude of leaders who are always role models for their subordinates, the policies that are implemented must be clear and understandable, and can direct their subordinates to work according to the standards set by the company. In addition, the training provided to employees must also be in accordance with the needs required and plan the training time well and provide solutions for employees if the training is not followed.

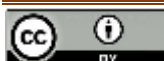
This training functions to increase knowledge and skills as well as improve the quality and quantity of the employees themselves. Because employees are the most important assets in the company. So that the company's goals can be achieved properly. This is in line with research conducted by (Marjaya & Pasaribu, 2019) namely leadership, motivation, and training simultaneously have a positive and significant effect on employee performance. Based on the research results and discussion, the following conclusions were obtained:

1. Job Training has a significant positive effect on Employee Performance of PT. Angkasa Pura II Silangit Airport, North Sumatra Province.
2. Leadership has a significant positive effect on Employee Performance of PT. Angkasa Pura II Silangit Airport, North Sumatra Province.
3. Job Training and Leadership simultaneously have a significant effect on Employee Performance of PT. Angkasa Pura II Silangit Airport, North Sumatra Province.

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