



EFFECT OF WORK MOTIVATION AND TRAINING ON EMPLOYEE PERFORMANCE WITH COMPETENCE AS INTERVENING VARIABLE AT PT. INDONESIA AIRASIA HUB INTERNATIONAL AIRPORT I GUSTI NGURAH RAI BALI

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ABSTRACT

This study aims to determine and examine the effect of Work Motivation and Training on Employee Competence and Performance. The method used in this study is a quantitative method. Research data obtained from questionnaires that have been distributed to all employees in the PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai Bali, totaling 71 people. Data was measured using a Likert scale and analyzed using Partial Least Square (PLS). The findings of this research work motivation and training have a positive and significant effect on employee competence and performance. Competence can mediate the effect of training on employee performance. This finding can be interpreted that competence can be determined by work motivation as well as the role of good training in an organization. Finding This study provides advice and input to companies related to efforts to improve employee performance.
Keywords: work motivation, training, competence, employee performance.

I. INTRODUCTION

The air transportation industry in Indonesia is getting livelier with the presence of the airline PT. Indonesia AirAsia which is a low cost airline based in Jakarta, Indonesia. PT. Indonesia AirAsia is a company engaged in air transportation services, namely: any activity using an aircraft to transport passengers, cargo, and post for one or more trips from one airport to another or several airports, both domestic and international. The airline serves scheduled domestic and international flights. Indonesia AirAsia is a license from the airline AirAsia International, the low cost airline of Malaysia. The airline PT. Indonesia Air Asia, who was present, used the concept of a low cost carrier. Low Cost Carrier is a flight at an affordable

price without paper ticket fees and without any complementary food during the flight. Air Asia entered Indonesia in 2004 by cooperating with airline Awair (Air Wagon International). On December 1, 2005, Awair changed its name to PT. Indonesia Air Asia and relaunched on December 8, 2004 as a low-cost airline and uses the same concept as the Air Asia Group.

By implementing the LCC (low cost carrier) system, it does not mean that Indonesia AirAsia puts aside service or flight safety, but continues to advance services in accordance with Minister of Transportation Regulation NO 185 of 2015 concerning (Standards of economy class passenger service for domestic scheduled commercial air transportation) and security in accordance with Regulations. Minister of Transportation NO 31 of 2013 concerning (National Security Program) and RI Law NO. 1 of 2009 concerning Aviation. To improve service and security, it is necessary to manage human resources properly. The management of human resources in question is that the company must be able to unite the perspectives of employees and company leaders in order to achieve company goals. The achievement of company goals is closely related to the quality of employee performance, Employees who have good performance will certainly make a very large contribution to the company. This requires every company leader to be able to improve performance in various ways. There are aspects of employee performance appraisal, namely the work achieved in the work unit. One of the employee performance appraisals conducted by PT. Indonesia AirAsia is with the achievement of On Time Performance (OTP).

Employee performance greatly affects the success of an organization, seeing the importance of employees in an organization. This is in accordance with the opinion of Fahmi (2012:226), performance is the result obtained by an organization, whether the organization is profit-oriented and non-profit-oriented, which is produced over a period of time. Good performance can be seen from the results obtained, in accordance with organizational standards. One of the efforts to improve employee performance can be done with policies and the application of directions from a reliable and highly motivated and directed leader. The policy of each organization or agency in providing rules to achieve its goals is different.

According to Mangkunegara (2013) in Mulyadi (2015:63), performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). Then the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. But actually performance has a broader meaning, not only the results of work, but including how the work process takes place. Mathis and Jackson (2006:113) also suggest performance as a function of the interaction between ability or ability and motivation and opportunity.

Employees are the most important organizational assets that must be owned by the company and are highly considered by management. But on the other hand, it will be a potential problem if it cannot be managed properly. Employees who are not managed properly will result in a decrease in company performance results. There are several ways that a company can do to create adequate human resources and have good performance, namely with work motivation and training to improve employee competence. Work motivation is something or something that encourages someone to do something. individual motivation can arise from within the individual (internal motivation) and can also arise from outside the individual (external motivation) and both have an influence on the behavior of employees to continue to develop and improve self-competence. Motivation can also make a significant contribution in improving service quality. Like Maslow's theory of motivation is like a cone, humans will be motivated if the needs that are the goal of life are well met, ranging from physiological needs to self-actualization needs.

The achievement of goals by the Company is closely related to the quality of the performance of its employees, because a high level of competition will spur each company to

be able to maintain its survival by paying attention to aspects of human resources. So human resources can be seen as a determining factor because it is in the hands of humans that all innovations will be realized in an effort to realize the company's goals. The development of airlines in this era of globalization is a matter of concern. The problem that is often faced by an airline company is the low quality of human resources. The problems that can be identified are The performance of PT. Indonesia Airasia employees is still not optimal. The On Time Performance (OTP) target has not been achieved in accordance with table 1.1 still fluctuating between targets and achievements, in addition to the results of interviews with leaders and employees where there is a lack of awareness of individual employees in adding insight and knowledge about regulations in the aviation sector, there is a workload that increases significantly during certain conditions such as irregularity and force majeure events (Bad weather, volcano erupting) and has an impact on several aspects of work that have the potential to be carried out not in accordance with SOP (Standard operating procedure) in carrying out company activities, Lack of speed in decision making when irregularities occur in flight operations.

Motivation is one aspect that is very important to move one's creativity and ability to do a job. This is because motivation has a big role in improving employee performance. Employees will be motivated in their performance if both physical and psychological needs can be met. This is also in accordance with the results of several studies which show that motivation affects the competence and performance of employees Subari and Riady (2015), Satria and Kuswara (2013), Hasmayati (2011), Kiruja and Mukuru (2013), Srikaningsih and Setyadi (2015).), Primajaya (2012), Winarno and Perdana (2015), According to Hasibuan (2003:219) defines motivation as providing a driving force that creates one's work enthusiasm, so that they want to work together, work effectively and integrated with all its efforts to achieve satisfaction. The author conducted this study because several research gaps were found in the results of previous studies where research conducted by Rantesalu et al (2016) and Dhermawan et al (2012) showed different results, namely work motivation had a negative and insignificant effect on employee performance. This is a gap that needs to be further proven whether employees' work motivation can improve their performance. The author conducted this study because several research gaps were found in the results of previous studies where research conducted by Rantesalu et al (2016) and Dhermawan et al (2012) showed different results, namely work motivation had a negative and insignificant effect on employee performance. This is a gap that needs to be further proven whether employees' work motivation can improve their performance. The author conducted this study because several research gaps were found in the results of previous studies where research conducted by Rantesalu et al (2016) and Dhermawan et al (2012) showed different results, namely work motivation had a negative and insignificant effect on employee performance. This is a gap that needs to be further proven whether employees' work motivation can improve their performance.

Related to the above phenomenon, in addition to work motivation, training plays a very important role as a supporting tool in improving employee performance. Training can build human resources (HR) towards the era of globalization which is full of challenges as well as educational materials in the learning process to acquire and improve skills which include physical skills, intellectual skills, social skills, and others in a relatively short time by using method that prioritizes practice over theory. The training in question is a short-term educational process that uses systematic and organized procedures. Training is limited to the skills and knowledge of employees while working in the company. Training can provide opportunities for employees to develop skills and abilities at work and to increase knowledge. Manpower is one of the important factors that must be considered in terms of training by the company in order to achieve the goals of the company or organization. According to Sikula quoted by Mangkunegara (2013: 44) suggests that training (training) is "a short-term educational process

that uses systematic and organized procedures, non-managerial employees learn technical knowledge and skills for limited purposes.

Research on the effect of training on employee competence also shows inconsistencies. Research by Naweed and Ambrosetti (2015), shows that trainees who have been mentored have an impact on improving their learning and lack of mentoring is a way to explain an industry problem. Voegtlin et al (2015), showed that the training carried out by the company had an effect on the empowerment of its employees. Similar results were stated by Merwe and Sloman (2014), that the training conducted for trainees had a significant impact on competence and benefits for the organization. Meanwhile, this research contradicts the research conducted by Wisastra and Sagala (2016) where the results of data processing show that the training variable simultaneously has a significant effect on employee competence, but partially does not have a significant effect on employee competence. The variables that do not have a significant effect are the variables of training materials and training participants.

Therefore, in this study the theme of employee performance will be raised. Work motivation, training and competence at PT. Indonesia AirAsia's hub I Gusti Ngurah Rai International Airport – Bali are factors that are thought to have an influence on employee performance. So it needs to be researched in order to know the level of significance on employee performance in the organization. The title of this research is the Influence of Work Motivation and Training on Employee Performance with Competence as an Intervening Variable at PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.

II. LITERATURE REVIEW

Theoretical basis

There are five theories used in this research, namely Two factor theory, Abraham Maslow's Motivation Theory, Maclelland's Theory and Human Resource Management (HRM) theory and Goal Setting Theory. The theory underlies the variables of this research, namely work motivation, training, competence and employee performance. The explanation of each theory is as follows.

1. *Two Factor Theory*

The first theory that underlies this research is the Two Factor Theory. Two Factor Theory from Herzberg Theory explains that job satisfaction and dissatisfaction are two contradictory principles, but these two opposing entities are caused by different aspects of work called satisfies (motivators) and dissatisfies (hygiene factors). Robin (2020:112) satisfies are the principle things needed as a form of satisfaction including interesting jobs/requires challenges, opportunities for achievement, rewards and promotions. Meanwhile, dissatisfies (hygiene factors) are the elements that cause dissatisfaction, such as salary/wages, supervision, interpersonal relationships, working conditions and status.

2. *Abraham Maslow's Theory of Motivation*

This theory explains the level of the hierarchy of needs, where the fulfillment of these needs levels can make people motivated (Robbins and Juge, 2015: 128). This theory is divided into five levels, namely:

- a. Physiological needs, such as hunger, thirst, rest and sex.
- b. Safety needs, not only in the physical sense, but also mentally, psychologically and intellectually.
- c. The need for love (love needs)
- d. The need for self-esteem (esteem needs), which is generally reflected in various status symbols
- e. Self-actualization (self-actualization), in the sense of providing opportunities for a person to develop the potential contained within him so that it turns into real abilities.

3. *Maclelland's Theory*

According to Robins (2009:256) says that the theory focuses on three needs. Each of these needs affect each other. These are defined as follows:

- a. Need for achievement: The drive to exceed achieving standards, strive to succeed.
- b. Need for power: the need to make other individuals behave in such a way that they would not behave otherwise.
- c. Need for affiliation: the desire to establish a friendly and intimate interpersonal relationship.

4. Human Resources Management (Human Resources)

According to Ardana et al (2012:25), human resource management is the process of human resource utilization as human labor, so that all of its physical and psychological potentials function optimally to achieve goals. According to Mangkunegara (2011:2) Human Resource Management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals. So it can be concluded that human resource management is planning, organizing, coordinating, implementing, and supervising human resources (employees). The management is developed to the fullest within the scope to achieve organizational goals and employee individual development. HRM involves all management decisions and practices that have a direct impact or effect on all employees, or human resources working for a company or organization. The HRM element is a human being who is a workforce in the company. Thus, the focus studied by HRM is only issues related to human labor.

5. Goal Setting Theory

Locke and Latham (2013) suggest that goal setting to work towards a goal is the main source of work motivation. To understand work motivation and develop techniques to increase work motivation among workers. One way is to use theory about goal setting. Goal setting can work as a motivational process because goal setting can create discrepancies between current performance and expected performance. Goals are targets and objectives for future performance. That everyone will make calculations in setting goals. When a person has set a goal for himself, he will have motivation and try to achieve the goal he has made. These goals will affect their performance at work.

Research Hypothesis

- H1: Work motivation has a positive effect on the competence of employees of PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H2: Work motivation has a positive effect on the performance of employees of PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H3 : Training has a positive effect on the competence of employees of PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H4: Training has a positive effect on the performance of employees of PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H5: Competence has a positive effect on employee performance at PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H6: Competence is able to mediate work motivation on employee performance at PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.
- H7: Competence is able to mediate training on employee performance at PT. Indonesia AirAsia is the hub for Bali's I Gusti Ngurah Rai International Airport.

III. RESEARCH METHODS

This research was conducted at PT. Indonesia AirAsia is the hub of Bali's I Gusti Ngurah Rai International Airport. The variable approach used is work motivation, training, competence and employee performance. This study uses a survey method, namely obtaining a sample from the population by using a questionnaire as a means of collecting data from respondents.

The independent variables in this study consisted of the quality of work motivation (X1), training (X2) and competence (Y1), while the dependent variable was employee performance (Y2). Variable measurement is a qualification process in the form of an effort to include measurements on a material by using various limits and formulas. To be able to measure the variables in this study using a Likert scale. Likert scale is a scale used to measure responses from respondents regarding the object of research.

Data analysis technique

The results of this study were analyzed by Partial Least Square (PLS) which is a variant-based structural equation analysis (SEM) which can simultaneously test the test model as well as test the structural model. The measurement model is used to test the validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models). Furthermore, Ghozali (2014) explains that PLS is an analytical method that is soft modeling because it does not assume the data must be with a certain scale measurement, which means the number of samples is small (under 100 samples). There are several reasons why PLS is used in a study. In this study the reasons are: 1. PLS (Partial Least Square) is a data analysis method based on a sample that does not have to be large, namely the number of samples less than 100 that can be analyzed, and the distribution of residuals. This study uses the analysis of the PLS structural model with the help of using

IV. RESEARCH RESULTS AND DISCUSSION

Hypothesis Testing Results

Table 2
Direct Effect Hypothesis Testing Results

No	Relationship between Variables	Path Coefficient	T -Statistics	Information
1	Work Motivation (X1) Competence (Y1)	0.406	2.514	H1 Accepted
2	Work Motivation (X1) Employee Performance (Y2)	0.283	3.066	H3 accepted
3	Training (X2) Competence (Y1)	0.545	3.619	H2 accepted
4	Training (X2) Employee Performance (Y2)	0.311	2,931	H4 accepted
5	Competence (Y1) Employee Performance (Y2)	0.400	3.037	H5 accepted

Source: 2022 data processing results

Mediation Variable Check

In the following examination, the mediating role of the Competency variable (Y1) on the indirect effect of Work Motivation (X1) and Training (X2) on Employee Performance (Y2) will be examined. The examination of the indirect effect in this study can be presented the results of the analysis in Table 2

Table 2
Recapitulation of Mediation Variable Test Results

Variable Relationship	SO	T-Stats	Hubs. Mediation
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Motivation (X1) > Competence (Y1) > Employee Performance (Y2)			
Path Coefficient Work Motivation (X1) > Employee Performance (Y2)	0.283 (Sig)	3.066 (Sig)	<i>Non. Mediation</i>
Indirect Effect Work Motivation (X1) > Competence (Y1) > Employee Performance (Y2)	0.162 (Non.Sig)	1.902 (Non.Sig)	
Training (X2) > Competence (Y1) > Employee Performance (Y2)			
Path Coefficient Training (X2) > Employee Performance (Y2)	0.311 (Sig)	2,931 (Sig)	<i>Partial Mediation</i>
Indirect Effect Training (X2) > Competence (Y1) > Employee Performance (Y2)	0.218 (Sig)	2.268 (Sig)	

Description: Significance (Sig) = T statistic > 1.96 at = 5%

Source: 2022 data processing results

Discussion of Research Results

The Effect of Work Motivation on Competence

Based on the results of the data statistically proves that the variable work motivation has a positive and significant effect on competence at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai - Bali, the resulting coefficient of influence is 0.406 (Positive), meaning that the stronger the work motivation, the higher the employee's competence. Strong work motivation where employees have the desire to work hard in doing work and have effective work motivation by working with colleagues and have the desire to do work and are oriented towards a clear career future. In carrying out promotions, the company expects the employees it promotes can develop more in the future. The promotion itself is usually a change in employee duties from one position or position to another higher position and the responsibilities given by the company are getting bigger so that employee competence will be higher in carrying out and completing tasks according to the targets to be achieved. For example, the standard of behavior of employees in choosing work methods that are considered more effective and efficient.

In addition, the attitude of work motivation given in this case is to provide opportunities for employees to express their opinions. Superiors can set up a discussion forum (briefing) or hold a one-on-one meeting to give them freedom of expression. and given direction in improving the quality, service and competence of employees, in the briefing superiors also provide opportunities for employees to provide inputs that can improve the quality of work. In addition, many employees have work motivation from the existing career paths in the company. Every employee in all companies really wants a position or promotion in line with the development of their potential, as well as better performance shown through good work performance and competence. With a clear career path, of course this will make employees more enthusiastic at work, because there is a clear work motivation. This will make employees more enthusiastic about their work to pursue promotion rewards which of course will have an impact on increasing their income.

The results of the study which stated that there was a positive relationship between work motivation and competence carried out by Khayatun & Retnaningdyastuti (2017) stated that there was a positive and significant effect of work motivation on the competence of elementary school teachers in the Sudirman Cluster of UPT Education and Culture Sragi Pekalongan Regency by 24.6% . In addition, research conducted by Walyono, Nugroho, & Sumiati. (2019) states that work motivation has a significant effect on employee competence and has a positive

coefficient of influence, meaning that the stronger the work motivation, the higher the employee's competence. Thus, competence includes the ability to relate something possessed by an individual to carry out the tasks or work assigned to employees. For example, the standard of behavior of employees in choosing work methods that are considered more effective and efficient as an indicator in conducting research on competence. Ideally, the ability arises because of work motivation.

The Effect of Work Motivation on Employee Performance

Based on the results of the data statistically proves that the variable work motivation has a positive and significant effect on employee performance. at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai - Bali the resulting coefficient of influence is 0.283 (Positive), meaning that the stronger the work motivation, the higher the employee's performance. Strong work motivation is indicated by the spirit to have the desire to work hard in doing work and the desire to do work so that the desired goals can be achieved. With good leadership, it can certainly motivate employees to carry out and complete their duties according to the targets to be achieved. In the end, the productivity of a company will depend on employee performance. The stronger the motivation of an employee to work, the better the performance will be and the longer the employee will stay in the company. In addition, the hope of being promoted to a higher position can also motivate employees to improve their performance and also as a form of appreciation for employees so that they can improve their performance it will also effectively encourage other employees to work harder.

From the explanation above, it is explained that the leader in the company PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai - Bali has played its role in communicating, directing and providing guidance in motivating employees and knowing the obstacles in providing motivation and how to overcome problems that arise in providing motivation. The leader's strategy in improving employee performance in the company environment has a very important role where for employees or company leaders, because with high motivation, the work will be done with enthusiasm. So that the results or performance to be achieved will be optimal which will certainly support the achievement of the desired goals efficiently and effectively.

Motivation is related to satisfaction and performance, where satisfaction and performance can only be increased with high motivation, willingness and ability to carry out work tasks supported by facilities and a comfortable work environment. So the leadership strategy can improve employee performance, this is shown by employees always being disciplined, punctual at work, havingThe level of initiative while carrying out work tasks, especially in terms of handling problems that arise, work enthusiasm and a positive attitude in carrying out work assignments. Finally, employees are very enthusiastic about their performance so that the work situation is very supportive and can result in achieving good performance and has been awarded 10 times in a row as *the World's Best Low-Cost Airline award for 10 consecutive years* by SkyTrax.

According to (Rivai & Sagala, 2013) motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals, these attitudes and values are invisible which provide strength to encourage individuals to behave in achieving goals. The results of this study which state that there is a positive relationship between motivation and employee performance in accordance with the results of research revealed by Harahap & Tirtayasa, (2020) there is a relationship between motivation and employee performance. Where found a positive and significant influence between the motivation variable and the employee performance variable. In addition, research conducted by Izaak (2019). Against Employees At PT. Garuda Indonesia Sultan Hasanuddin Airport

Makassar stated that motivation has a positive and significant influence on improving employee performance at PT. Garuda Indonesia, Sultan Hasanuddin Airport, Makassar.

Effect of Training on Competence

Based on the results of the data statistically proves that the training variable has a positive and significant effect on employee competence. at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai - Bali the resulting coefficient of influence is 0.545 (Positive), meaning that the better the training provided by the company to employees, the higher the employee's competence. This can be seen from the results of the highest indicator value of training. The training method provided is in accordance with the subject and the training method is in accordance with the learning styles of the trainee. The training program is relevant and in line with the needs of the job, and the training is up to date and the instructor has the attitude and delivery skills that encourage people to learn so that employees can work according to the rules and procedures (SOP) so that work is more organized.

Training is very important for the development of company employees and has many benefits both for the employees themselves and for the company. Employees will increase their competence, knowledge, potential and skills, which will have positive implications for the company. Companies always need competent personnel in their fields to improve company services. so that proper employee training and coaching is an important thing that must be considered. Training as a medium to improve employee capabilities will also be an effective tool to improve company performance. In the current era of technological development, customer demands regarding the use of services are increasingly critical, especially the use of air transportation. In accordance with the company's vision to become the best low coast carrier flight service provider, PT. Indonesia AirAsia makes various efforts to produce Human Resources (HR) with superior performance and high competence to support the achievement of this vision.

With training, it can help employees make better decisions, improve their abilities in the field of work so that they can reduce stress and increase self-confidence. The additional information about the program obtained from the training can be used as a process of intellectual growth so that anxiety about facing changes in the future can be reduced. The methods in the training provided are divided into two, namely on the job training and off the job training. On the job training is more widely used than off the job training. This is because the on the job training method focuses more on increasing productivity quickly. This training requires a careful analysis of job performance where this training begins with an initial explanation of the job objectives, and show the steps for implementing the work. While the off the job training method is more likely to focus on long-term development and education where participants are conditioned to a particular problem, participants must be able to solve problems where participants seem to be directly involved.

This research also supports the research that has been done by researchers Wisastra et al (2016); Purnomo et al (2016). The results of the research by Wisastra & Sagala (2016) with the title The Effect of Training on Employee Competence at PT LEN Industri (Persero) Bandung, it was concluded that training simultaneously had a positive and significant effect on employee competence. Likewise with the research conducted by Purnomo & Mananda (2016) with the title The Effect of Education and Training on Competence and Its Impact on the Performance of Bali Tour Guides. The results of this study indicate that Education and Training has a positive and significant influence on Competence.

The Effect of Training on Employee Performance

Based on the results of the data statistically proves that the training variable has a positive and significant effect on employee performance. at PT. Indonesia AirAsia Hub

International Airport I Gusti Ngurah Rai – Bali the resulting coefficient of influence is 0.311 (Positive), meaning that the better the training provided, the higher the employee's performance. This can be seen from the content of training programs that are relevant and up to date so that employees will gain knowledge related to work assignments that will directly affect the quantity of work results and the level of initiative during carrying out work tasks, especially in terms of handling problems that arise.

The training provided to employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better in accordance with applicable SOPs (standard operating procedures), the training function here aims to improve the performance of the employees. In addition, training is also useful for preparing for promotion of workers to higher positions, namely supervisory or managerial levels. Employees are one of the most important assets in the company. For this reason, the training aims to make the company have employees who are experts in their fields and also to be able to compete with competitors.

The results of this study are in accordance with the research conducted by Dianantari, Yuesti, Sudja & Latupeirissa. (2019). What was done to employees at PDAM Tirta Mangutama, Badung Regency, showed that the training had a significant positive effect on the performance of PDAM Tirta Mangutama employees, Badung Regency. In addition, research conducted by Kartikasari & Djastuti (2017) regarding the relationship between training and employee performance found that the training variable (X1) had a positive and significant effect on the employee performance variable. This can be seen from the t-test of 2,309 with a significance value of $0.024 < 0.05$.

Effect of Competence on employee performance

Based on the statistical results of the research hypothesis, it has been proven that competence has a positive and significant effect on employee performance. This means that the higher the competence possessed by employees, the higher the performance of employees at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai Bali. On the other hand, the lower the competency possessed by the employee, the lower the employee's performance will be. This means that when employees have high competence, it will certainly increase employee productivity and improve employee performance so that they will make a good contribution to company performance, employees will be more proficient in carrying out and completing work assignments.

Competence is proven to be able to improve the performance of employees at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai Bali. Where employees have awareness in the cognitive field, for example employees know how to identify problems, and do good learning in accordance with the needs that exist in the company, related to cognitive and affective understanding possessed by individuals, namely employees in carrying out learning must have a good understanding about the characteristics and working conditions effectively and efficiently, Concerning something owned by individuals to carry out the tasks or work assigned to employees. For example, the standard of behavior of employees in choosing work methods that are considered more effective and efficient.

Employees who have high competence they can contribute directly in increasing the company's superiority in its industry. The competence of an employee plays a close role in showing how effectively he performs his duties. Therefore, of course there are various kinds of benefits in hiring someone who has high competence. The importance of employee competence in the company is seen as being able to support improving employee performance and contributing to determining the company's future. In relation to employee competence, there needs to be an effort to further maximize the results achieved

The results of the study indicate that employee competence, which will significantly predict someone can work well, must be measurable and specific or standardized. Competence

based on this is a basic characteristic of a person that indicates how to think, behave, and act and draw conclusions that can be carried out and maintained by a person at a certain time. From these basic characteristics, it appears that the purpose of determining the level of competence or competency standards is to determine the expected level of performance and categorize the level as high or below average.

The results of this study are in accordance with the research conducted by Ataunur & Ariyanto. (2016) shows that there is a relationship between competence and employee performance. Research conducted at PT. Adaro Energy Tbk. The Business Review shows that competence has a significant positive effect on performance. The degree of closeness of the relationship between competence and performance is strong. From the results of this study obtained information that employees have high competence, which consists of the dimensions of the characteristics of motives, traits, self-concept, knowledge, and skills, will be able to improve employee performance. According to research conducted by Sulantara, Mareni, Sapta, & Suryani. (2020) shows that The results of statistical data analysis show that competence has a positive and significant effect on employee performance (path coefficient of 0.296 with a statistical value of 4.693) so that the analysis of this research model shows that good competence will lead to good employee performance.

The Effect of Work Motivation on Employee Performance Mediated by Competence.

Based on the results of the study using the Smart PLS calculation. 3. The results showed that there was a significant effect for the direct effect relationship for the motivation variable on employee performance with a t-statistic value of 3.006 greater than 1.96. However, the indirect effect or the indirect relationship, namely competence as a mediation for the relationship between work motivation and employee performance, did not have a significant effect, namely the t-statistic value of less than 1.96. For this reason, the mediation position can be said to be a non-mediation variable. The simple explanation is that competence is said to be non-mediation because when it is connected indirectly, it does not have an effect, but when work motivation affects performance without mediation, it does. This means that the role of competence does not really determine the relationship of motivation to employee performance at PT. Indonesia Airasia is the hub for I Gusti Ngurah Rai International Airport, Bali.

Although there are several studies that say that the relationship between motivation and performance through competence has an effect (Sujati, 2017; Noel et al, 2018; Naftalli et al. 202; Ayman et al. 2018; Heri (2017). However, there are also researchers who have found that the effect of motivation on performance through competence as a mediating role has no effect. This finding can also strengthen this result that the effect of motivation on employee performance through competence has no effect. First, research conducted by Hendiawan (2020) using path analysis that motivation has a direct relationship with teacher performance and motivation has an indirect relationship with teacher performance through competency intervention. The indirect effect is smaller than the direct effect, so it is said that competence does not intervene in motivation on teacher performance so that motivation is more effective in directly influencing teacher performance than through competence (Hendiawan, 2020).

Another research conducted by Raharjo (2014) that motivation has a direct effect on performance and competence not as an intervening variable but as an independent variable. It is precisely the motivation variable as an intervening variable. This finding can also be interpreted that competence is not a mediating variable and motivation has a direct influence on performance. The results of this study also found that the indicator on the motivation variable that has the highest t-statistic is the variable X1.4 (34,144) on task/target orientation of the eight variables that exist in work motivation. This indicates that employees have a clear orientation regarding the goals or tasks at PT. Indonesia Airasia Hub International Airport I

Gusti Ngurah Rai Bali, so this is what forms a good performance for employees though, competence does not exist though. Likewise, other variables also have t-statistics above 1.96, which means that all indicators that make up work motivation also have an effect.

Referring to the phenomenon that exists in PT. Indonesia Airasia hub International Airport I Gusti Ngurah Rai Bali that the company has provided good motivation to employees such as employees are given the opportunity to do hard work, open to employees in determining future orientation, always directed to achieve goals, always task oriented and goals, strive for progress, always open to determine colleagues and good at using time.

In motivating employees to improve employee performance, the company has indeed implemented several of the strategies above through briefings that are carried out daily to employees, program activities that can train employees' performance improvement, as well as inviting several outside speakers to provide an understanding of working well, being responsible. answer and persevere. From the explanation above, it can be seen that motivation is really improved so that without any competence, employee performance can be improved.

The results of this study are supported by Research conducted by Ataunur & Ariyanto. (2016) shows that there is a relationship between competence and employee performance. Research conducted at PT. Adaro Energy Tbk. The Business Review shows that competence has a significant positive effect on performance. The degree of closeness of the relationship between competence and performance is strong. From the results of this study obtained information that employees have high competence, which consists of the dimensions of the characteristics of motives, traits, self-concept, knowledge, and skills, will be able to improve employee performance. According to research conducted by Sulantara, Mareni, Sapta, & Syriac. (2020) shows that *The results of statistical data analysis show that competence has a positive and significant effect on employee performance (path coefficient of 0.296 with a statistical value of 4.693) so that the analysis of this research model shows that good competence will lead to good employee performance*

The Effect of Training on Employee Performance Mediated by Competence.

The seventh hypothesis in this study is related to the relationship of training variables to employee performance with competence mediation. This study found that the direct effect of training on performance and indirectly mediated by the competence variable had a significant effect. This is evidenced by the calculation results that the t-statistic value for a direct relationship is 2,931 which is greater than 1.96, as well as for an indirect relationship with the term indirect effect, it has a value of 2.268 which can also be interpreted as significant. It can be said that when the training variable increases, it will increase the performance variable, and the competence variable has a role in the increase.

Referring to the significant results for both types of direct relationship, it can be interpreted that the competency variable has a role as a partial mediation for the relationship between training and employee performance at PT. Indonesia Airasia Hub International Airport I Gusti Ngurah Rai Bali. Partial mediation can be interpreted as partial mediation, namely whether or not there is a mediating variable, the direct relationship will still have an effect. So that the position of the competence variable has a partially mediating role for the study in this research.

The research results have also been supported and in accordance with the theory carried out by the researchers. The competence variable mediates the relationship between training variables and employee performance (Laila, 2020; Heri, 2017; Pramono, 2022; Hendiawan, 2020). Employee training participation affects employee performance through employee competence (Laila, 2020). The results of Laila's discussion (2020) also emphasized that, post-training employee optimization needs to be improved by means that employees who have attended training must be obliged to share their newly acquired knowledge with colleagues so

that the results of the training can be followed up and implemented based on input from colleagues. When this view is juxtaposed with the phenomena in this study, then it is also one of the considerations used to improve employee performance at PT. Indonesia Airasia Hub International Airport I Gusti Ngurah Rai Bali. This can be tied to the Initiative indicator on the performance variable, which is one that is directed at improving performance by always taking the initiative to share training information with other colleagues. The value of the initiative t-statistic indicator is in the highest category compared to other indicators, namely the t-statistic value of 47,001. This can be tied to the Initiative indicator on the performance variable, which is one that is directed at improving performance by always taking the initiative to share training information with other colleagues. The value of the initiative t-statistic indicator is in the highest category compared to other indicators, namely the t-statistic value of 47,001. This can be tied to the Initiative indicator on the performance variable, which is one that is directed at improving performance by always taking the initiative to share training information with other colleagues. The value of the initiative t-statistic indicator is in the highest category compared to other indicators, namely the t-statistic value of 47,001.

The next researcher who supports this research is carried out by Heri (2017) who states that good employee training will directly have an impact on the formation of employee performance and also shape employee competencies and ultimately improve employee performance, where competence has a role as partial mediation. Similarly, research by Pramono, 2020 that the effect of training on employee performance through competence has a positive original sample with a t-statistic value of $2.45 > t\text{-table } 1.960$ with a p-value of $0.015 < sig \ 0.05$. These statistics can be interpreted that there is an indirect effect of training on employee performance through competence as an intervening variable, thus, competence can mediate the effect of training on improving the performance (Pramono, 2022).

The research conducted by Pramono (2022) above has the same indicators, which use several indicators such as (1) instructors and training time on training variables; (2) using indicators of knowledge, understanding, ability, values, and attitude on the competence variable; (3) Adopt indicators of quantity of work, work discipline, cooperation, and initiative. Basically, the indicators on the three variables are needed in improving employee performance at PT. Indonesia Airasia Hub International Airport I Gusti Ngurah Rai Bali. This study and Pramono's (2022) research found that in establishing a significant relationship between training and performance through competence, these indicators are needed in improving employee performance at PT. Indonesia Airasia Hub International Airport I Gusti Ngurah Rai Bali. This study also strengthens the findings of Pramono, (2022) which states that training has an indirect relationship with teacher performance through competency intervention.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the analysis of the discussion of work motivation, training, competence and employee performance as previously described, this study can be concluded as follows:

1. Work motivation has a positive and significant effect on competence, thus the first hypothesis proposed is proven and can be accepted. This means that every increase in work motivation owned by employees and the motivation given by the leadership to employees will certainly increase the competence of employees at PT. Indonesia AirAsia is the hub for I Gusti Ngurah Rai Airport, Bali, and vice versa if the implementation of work motivation is low, it will reduce employee competence.
2. Work motivation has a positive and significant effect on employee performance, thus the second hypothesis proposed is proven and can be accepted. This shows that good work motivation must be supported by competence so that it can improve employee performance

at PT. Indonesia AirAsia is the hub of I Gusti Ngurah Rai Airport, Bali, and vice versa if the implementation of work motivation is low, it will reduce employee performance.

3. Training has a positive and significant effect on employee competence. Thus the third hypothesis proposed is proven and can be accepted. This shows This means that the better the training provided by the company to employees, the higher the employee's competence will be.
4. Training has a positive and significant effect on employee performance, thus the fourth hypothesis proposed is proven and can be accepted. This shows the meaning The better the training provided, the higher the employee's performance.
5. Competence has a positive and significant effect on employee performance, thus the fifth hypothesis proposed is proven and can be accepted. This shows the higher the competence possessed by employees, the better the performance of employees at PT. Indonesia AirAsia Hub International Airport I Gusti Ngurah Rai Bali.
6. Work Motivation has no significant effect on Employee Performance Mediated by Competence, thus the sixth hypothesis proposed is not proven and rejected. This shows that competence is said to be non-mediation because when it is connected indirectly, it does not have an effect, but when motivation on performance without mediation, it has an effect. This means that the role of competence does not really determine the relationship between work motivation and employee performance at PT. Indonesia Airasia is the hub for I Gusti Ngurah Rai International Airport, Bali.
7. Training has a significant effect on Employee Performance Mediated by Competence, thus the seventh hypothesis is proven and can be accepted. It can be said that when the training variable increases, it will increase the employee performance variable, and the competency variable has a role in the increase.

Recommendations

Based on the results of research conducted at PT. Indonesia AirAsia Hub I Gusti Ngurah Rai International Airport Some suggestions that can be submitted are as follows:

1. Associated with work motivation so that company leaders can provide encouragement to employees on an ongoing basis to improve employee orientation to goals so that employees are more focused on achieving or completing certain tasks to match what was planned. For example, by prioritizing tasks first by urgency, then by complexity and time commitment.
2. It is expected that the company will provide training to employees with the joint training method where participants are between departments and between hubs and are given training on problem solving and case study simulations by providing scenarios that occur in flight operations, so that with this method employees will further improve their competence in identifying problems or challenges, understanding data, analyzing information, recognizing assumptions and drawing conclusions so that employees will be trained in making decisions, accepting decisions and defending decisions which in the end can also improve employee performance.
3. The next researcher is expected to prove whether the competency variable is fixed or not able to be an intervening variable / link between work motivation and employee performance variables.
4. Related to the competence of company leaders so that Provide space opportunities for individuals who want to develop and express their potential, interests, talents, the need for knowledge that can support the field of work and prepare individuals to be responsible for different or larger tasks, this is important for employees who want to move up and update individual skills, abilities and knowledge in line with existing developments.
5. From the aspect of employee discipline, it is good but needs to be improved, leaders are advised to conduct intense counseling with all employees, either directly or in stages. This

counseling is intended to understand every difficulty experienced by employees at work. Starting from the lack of work skills, high work pressure, or even other factors that hinder employee performance. Leaders can help employees overcome the difficulties they experience, so that their discipline gradually increases.

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