PUBLISHING KSI
• ISSN 2720 - 9644 (print)
• ISSN 2721 - 0877 (online)
IJESSS
INTERNATIONAL JOURNAL OF ENVIRONMENTAL, SUSTAINABILITY AND SOCIAL SCIENCE
Indexed by : sinta 3 Crossref GARUDA Google scholar

THE EFFECT OF TRAINING AND COMPENSATION ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN AIRPORT GROUND HANDLING

Volume: 7
Number: 5
Page: 1313 - 1317

Article History:
Received: 2026-07-12
Revised: 2026-09-14
Accepted: 2026-10-28

Sartika Eka Putri[1]
[1]Master of Management Program, Universitas Islam Riau, Indonesia
Corresponding author: Sartika Eka Putri
E-mail: sartikaekaputri_pps@student.uir.ac.id

Abstract:
This study investigates the effects of training and compensation on employee performance, with organizational commitment as a mediating variable, at PT Gapura Angkasa, Sultan Syarif Kasim II International Airport, Pekanbaru. A quantitative census survey included all 117 contract employees. Data were collected using questionnaires and supporting company documents and analyzed through partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. The findings indicate significant positive relationships between training and performance (β = 0.487), compensation and performance (β = 0.103), training and organizational commitment (β = 0.356), compensation and organizational commitment (β = 0.583), and organizational commitment and performance (β = 0.546). Organizational commitment significantly mediated the relationships of training (β = 0.194) and compensation (β = 0.319) with performance. The model explained 75.6% of the variation in organizational commitment and 78.8% of the variation in employee performance. These findings highlight the importance of integrating competency development and fair compensation with initiatives that strengthen employees' organizational attachment in operationally demanding airport services.
Keywords: Training; Compensation; Organizational Commitment; Employee Performance; Ground Handling

INTRODUCTION

Human resources are central to organizational performance, particularly in aviation ground handling, where service quality depends on technical competence, coordination, timeliness, and compliance with operational safety procedures. Training can develop the capabilities required for consistent service delivery, while compensation may encourage employees to apply those capabilities and remain engaged with organizational goals. Organizational commitment provides a further mechanism through which human resource management practices may be associated with work outcomes.

PT Gapura Angkasa provides passenger, baggage, ramp, cargo, and related ground handling services at Sultan Syarif Kasim II International Airport in Pekanbaru. The organizational data reported in the underlying thesis identify 117 contract employees across operational and supporting units. The setting is relevant because coordination between functions and adherence to standard operating procedures are essential to service delivery. Human resource practices therefore need to support both competence and sustained organizational attachment.

The relationship between employee investments and performance can be interpreted through social exchange theory (Blau, 1964): employees who perceive organizational support may reciprocate through greater commitment and workplace contributions. Existing research has examined associations between training and performance (Hafeez & Akbar, 2015), compensation

This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

PUBLISHING OKSI
• ISSN 2720 - 9644 (print)
• ISSN 2721 - 0877 (online)
IJESSS
INTERNATIONAL JOURNAL OF ENVIRONMENTAL, SUSTAINABILITY AND SOCIAL SCIENCE
Indexed by : sinta 3 Crossref GARUDA Google scholar

and performance (Isvandiari & Fuadah, 2017), and organizational commitment and performance (Muis et al., 2018). However, an integrated examination of these practices through commitment in an airport ground handling context remains valuable.

This study investigates the direct relationships of training and compensation with employee performance and organizational commitment, and the mediating role of organizational commitment. The original thesis formulated seven individual direct and indirect path hypotheses and an overarching proposition involving both human resource practices. The contribution of this article is to present the empirical evidence in a concise and integrated model relevant to operational human resource management in the aviation service sector.

METHODS

The study used a quantitative survey design at PT Gapura Angkasa, Sultan Syarif Kasim II International Airport, Pekanbaru. The population comprised 117 active contract employees and the census approach included all 117 in the sample. Primary data were obtained through Likert-scale questionnaires measuring training (X1), compensation (X2), organizational commitment (Z), and employee performance (Y). Supporting secondary information was drawn from organizational records and relevant literature. The thesis also mentions interviews and documentation as supplementary collection techniques.

Training was operationalized through indicators addressing skill development, relevance of materials, training delivery, and instructor competence. Compensation encompassed financial and non-financial rewards, including salary, incentives, benefits, occupational support, and recognition. Organizational commitment addressed employee attachment, intention to remain, loyalty, and responsibility to the organization. Employee performance covered quality, quantity, timeliness, and efficiency. These constructs were drawn from the measurement framework presented in the thesis.

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4. The measurement model was assessed through indicator loadings, average variance extracted (AVE), Cronbach's alpha, and composite reliability. The structural model was evaluated using coefficients of determination (R^2) and bootstrapped path coefficients for direct and specific indirect relationships. Following the thesis, p-values below 0.05 and t-statistics above 1.96 were treated as evidence of statistical significance (Hair et al., 2017). This observational survey design identifies associations rather than conclusively establishing causality.

RESULT AND DISCUSSION

Respondent profile and measurement model the research covered 117 employees working across the ground handling operation and administrative units. The measurement model met the criteria reported in the thesis: indicator loadings exceeded 0.70, construct AVE values exceeded 0.50, and the reliability indices exceeded 0.70. Table 1 presents the specific reliability and validity statistics transcribed from the original SmartPLS output.

Table 1. Construct Reliability and Convergent Validity

Construct	Cronbach's α	rho_a	rho_c	AVE
Employee performance (Y)	0.982	0.982	0.984	0.888
Organizational commitment (Z)	0.941	0.960	0.950	0.684
Compensation (X2)	0.893	0.918	0.916	0.580
Training (X1)	0.787	0.914	0.792	0.792

This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

PUBLISHING KSI
• ISSN 2720 - 9644 (print)
• ISSN 2721 - 0877 (online)
IJESSS
INTERNATIONAL JOURNAL OF ENVIRONMENTAL, SUSTAINABILITY AND SOCIAL SCIENCE
Indexed by : sinta 3 Crossref GARUDA Google scholar

Source: SmartPLS 4 output reproduced from Putri (2025).

The AVE values ranged from 0.580 to 0.888, supporting convergent validity according to the threshold adopted in the research (Fornell & Larcker, 1981). Cronbach's alpha and composite reliability likewise satisfied the criteria used in the original analysis. The present article does not add discriminant-validity or model-fit claims, as corresponding evidence was not reported in the extracted findings.

Explanatory power of the structural model

Table 2. Coefficients of Determination

Endogenous construct	R^2	Adjusted R^2
Organizational commitment (Z)	0.756	0.751
Employee performance (Y)	0.788	0.782

Source: SmartPLS 4 output reproduced from Putri (2025).

Training and compensation jointly accounted for 75.6% of the variance in organizational commitment, while the structural model with training, compensation, and commitment explained 78.8% of the variance in employee performance. These are substantial explanatory values within the studied sample; they should not be interpreted as percentages of causal effects.

Direct and indirect path relationships

Table 3. Bootstrapped Direct Effects

Hypothesized relationship	β	t-statistic	p-value
Training → Performance	0.487	5.328	<0.001
Compensation → Performance	0.103	4.321	0.002
Training → Commitment	0.356	4.447	<0.001
Compensation → Commitment	0.583	7.556	<0.001
Commitment → Performance	0.546	5.315	<0.001

Source: SmartPLS 4 output reproduced from Putri (2025).

Table 4. Specific Indirect Effects Through Organizational Commitment

Mediated relationship	β	t-statistic	p-value
Training → Commitment → Performance	0.194	3.873	<0.001
Compensation → Commitment → Performance	0.319	4.109	<0.001

Source: SmartPLS 4 output reproduced from Putri (2025).

Training was positively related to employee performance (β = 0.487) and organizational commitment (β = 0.356). In airport ground handling, competency development may support more consistent application of work procedures and help employees understand the importance of their role. The positive association with commitment also suggests that training opportunities may function as a signal of organizational investment in employees.

Compensation was positively associated with performance (β = 0.103) and demonstrated a stronger estimated path to organizational commitment (β = 0.583). These findings are consistent with the view that perceived recognition and financial security may support employees' attachment to the organization. Since the operational environment involves shift work and safety responsibilities, remuneration and non-financial support are important considerations for human resource policy. The direct compensation-to-performance statistics should be checked against the

This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

PUBLISHING
• ISSN 2720 - 9644 (print)
• ISSN 2721 - 0877 (online)
IJESSS
INTERNATIONAL JOURNAL OF ENVIRONMENTAL, SUSTAINABILITY AND SOCIAL SCIENCE
Indexed by :

original SmartPLS output before submission because the displayed coefficient, standard deviation, and t-statistic in the thesis appear internally inconsistent.

Organizational commitment was positively associated with employee performance (β = 0.546). Commitment may help explain why employees remain attentive to operating procedures, coordinate across work units, and sustain service standards. In keeping with prior research on organizational commitment and performance (Meutia & Husada, 2019; Muis et al., 2018), the observed relationship underscores the importance of psychological attachment alongside individual competence.

Both specific indirect relationships were statistically significant: training through organizational commitment (β = 0.194, t = 3.873) and compensation through organizational commitment (β = 0.319, t = 4.109). As the corresponding direct relationships were also statistically significant in the reported output, the findings are consistent with partial statistical mediation. This supports an integrated interpretation in which training and compensation relate to performance both directly and through commitment. The results are site-specific and cross-sectional, so temporal or causal mediation cannot be assumed.

The practical implications are to provide job-relevant instructors and regularly review the quality of training; evaluate compensation policies for clarity and perceived fairness; and strengthen employee engagement through recognition, communication, and supportive supervision. The findings also suggest that technical training should be aligned with shift-specific performance objectives. These recommendations are grounded in the conclusions and suggestions presented in the source thesis.

CONCLUSION

The study found significant positive direct relationships of training, compensation, and organizational commitment with employee performance, as well as significant relationships of training and compensation with organizational commitment. Commitment also significantly mediated the two human resource practice–performance relationships. The model explained 75.6% of organizational commitment and 78.8% of employee performance among 117 employees of PT Gapura Angkasa at Sultan Syarif Kasim II International Airport. The results indicate that improving technical capabilities, maintaining fair compensation, and nurturing organizational commitment should be treated as complementary human resource priorities. Future research could extend the analysis to other aviation service units and examine organizational culture, job satisfaction, leadership, or longitudinal outcomes to strengthen generalizability and causal interpretation.

REFERENCES

Blau, P. M. (1964). Exchange and power in social life. Wiley.

Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error. Journal of Marketing Research, 18(3), 382–388. https://doi.org/10.2307/3150980

Hafeez, U., & Akbar, W. (2015). "Impact of Training on Employees Performance" (Evidence from Pharmaceutical Companies in Karachi, Pakistan). Business Management and Strategy, 6(1), 49. https://doi.org/10.5296/bms.v6i1.7804

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) (2nd (ed.)). Sage Publications Inc.

This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

PUBLISHING
• ISSN 2720 - 9644 (print)
• ISSN 2721 - 0877 (online)
IJESSS
INTERNATIONAL JOURNAL OF ENVIRONMENTAL, SUSTAINABILITY AND SOCIAL SCIENCE
Indexed by :

Isvandiari, A., & Fuadah, L. (2017). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Bagian Produksi PG. Meritjan Kediri. Jurnal Ilmiah Bisnis Dan Ekonomi Asia, 11(2), 1–8. https://doi.org/10.32812/jibeka.v11i2.54

Latan, H., & Ghozali, I. (2015). Partial Least Squares: Concepts, Techniques and Applications using SmartPLS 3.

Meutia, K. I., & Husada, C. (2019). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT, 4(1), 119–126. https://doi.org/10.36226/jrmb.v4i1.246

Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. Jesya (Jurnal Ekonomi & Ekonomi Syariah), 1(1), 9–25. https://doi.org/10.36778/jesya.v1i1.7

This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license