
**THE INFLUENCE OF TRAINING AND DEVELOPMENT, TALENT
MANAGEMENT, REWARDS, AND APPRECIATION IN IMPROVING
EMPLOYEE PERFORMANCE AT AIRNAV INDONESIA DENPASAR BRANCH,
BALI**

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Abstract

This study aims to see the influence of training and development, talent management, rewards and appreciation in improving employee performance at Airnav Indonesia Denpasar Branch, Bali. This study uses a quantitative approach, using regression analysis to see how these variables relate. The results show that training and development do not have a positive effect on employee performance, talent management provides an important contribution in ensuring that employees with the best potential are placed in the right positions, rewards and appreciation have a significant effect on increasing employee motivation and job satisfaction and training and development, talent management, and rewards and appreciation simultaneously have a direct influence on employee performance.

Keywords: Training and Development, Talent Management, Rewards and Appreciation, Employee Performance

INTRODUCTION

Employee Performance plays a crucial role in supporting the operational effectiveness and efficiency of a company or business entity. Suboptimal employee performance is reflected in the need to improve human resource (HR) governance through the implementation of clear job descriptions, Standard Operating Procedures (SOP), and Key Performance Indicators (KPI). This condition indicates a mismatch between workload and the expected performance outcomes. Leadership at the management level needs to be more assertive in enforcing governance principles based on Good Corporate Governance (GCG), including the implementation of an Internal Control System (SPI) to minimize potential fraud and enhance operational efficiency. Employee performance is one of the main benchmarks used to assess an organization. How employees carry out tasks related to their work, position, or role within the organization reflects their performance and can be observed directly. Various factors also influence employee performance.

According to Kusriyanto (1991) in Mangkunegara (2012:9), employee performance is defined as a comparison between the results achieved and the participation of labor per unit of time (usually per hour). Similarly, Nengsih et al. (2023) define performance as the overall ability of an individual to work in such a way that optimal work objectives and targets are achieved with relatively smaller sacrifices compared to the results obtained. Performance appraisal can be conducted by comparing employees' work results with established job standards. If the results meet or exceed these standards, the employee's performance can be categorized as good. Conversely, if the results fall below the required standards, the employee's performance is considered poor or low. Rivai (2015, p.12) explains that performance or work achievement is the level of success achieved by an individual over a certain period in carrying out tasks compared with predetermined standards, targets, or agreed-upon performance benchmarks.

According to Mangkunegara (2014), the dimensions and indicators used to measure employee performance include:

1. Work Quality – how well an employee performs assigned tasks. This dimension is measured through neatness, accuracy, and work results.
2. Work Quantity – the amount of work completed by an employee within a certain period, often seen from work speed. Indicators include speed and ability.
3. Responsibility – the employee's awareness of their obligation to complete assigned tasks. Indicators include work results and decision-making.
4. Cooperation – the willingness of employees to collaborate vertically and horizontally with others both inside and outside the workplace to achieve better results. Indicators include teamwork relationships and cohesiveness.
5. Initiative – the willingness of employees to take action or solve problems without waiting for instructions from superiors.

From these dimensions, it can be concluded that employee performance indicators include work quality, work quantity, responsibility, cooperation, and initiative. Meanwhile, according to Robbins (2016), performance indicators are tools used to measure the level of employee performance achievement, including work quality, quantity, timeliness, effectiveness, and independence.

Currently, several issues related to employee performance exist, such as training programs that are not fully based on Training Need Analysis (TNA), unclear career paths for some

technical employees, and talent management systems that are not optimally integrated. These conditions may result in decreased work motivation, low engagement, increased potential turnover, and insufficient reward and appreciation systems. In line with current conditions, some employees have never participated in training programs aligned with their competencies. As a result, employees lacking the required competencies cannot perform tasks according to their job descriptions. For example, in the Air Traffic Controller (ATC) unit, employees who do not possess Radar competency cannot perform duties in the APP Radar (Approach Radar) section and are only allowed to work in the tower control unit.

In terms of talent management, career development at Airnav Indonesia has not been fully optimal. Field conditions show that several employees who have worked for approximately six years have not experienced any promotion in job levels. For instance, in the technical unit, employees at job level 13 are still not positioned as supervisors, indicating that career paths within the unit remain unclear. Additionally, the reward and appreciation system is still limited. Rewards are not entirely based on individual performance, and differences in perception between employee contributions and compensation, along with insufficient non-financial appreciation, may result in stagnant performance and reduced employee loyalty. For example, employees who are active in organizational activities or recognized as exemplary employees have not always received adequate individual appreciation from the company.

According to Sutrisno (2009), factors influencing employee performance include knowledge, attitude, ability, experience, and role perception. Meanwhile, Masram (2017) states that factors influencing performance include effectiveness and efficiency, authority, discipline, and initiative. Employee performance is highly important for Airnav Indonesia in supporting the improvement of competence and professionalism of human resources through training and development programs. As an aviation navigation service provider that directly contributes to national aviation safety and efficiency, Airnav Indonesia requires human resources who possess strong technical abilities, accuracy, and responsibility in carrying out their tasks. Therefore, employee training and development programs should be designed based on accurate and measurable performance data, rather than assumptions or general needs. Through employee performance analysis, Airnav Indonesia management can identify competency gaps between expected standards and actual employee abilities. These data then serve as the basis for determining appropriate training types, target participants, and effective development methods. In addition, inadequate HR management may also result in employee turnover, which refers to the rate of employee replacement within a certain period, either voluntarily or involuntarily, and replaced by new employees. Causes of turnover include low job satisfaction, limited career development opportunities, inappropriate compensation or rewards, high workload or job stress, and insufficient training and managerial support. High turnover rates may disrupt operational stability and the quality of air navigation services. Therefore, training and development efforts, effective talent management, and fair reward and appreciation systems are essential to improve employee retention.

Competition among companies in the era of globalization has become increasingly intense, requiring human resources to continuously develop themselves proactively. Human resources must become lifelong learners, individuals who are willing to learn and work hard with enthusiasm so that their human potential can develop optimally. Essentially, human resources are one of the most important resources required by organizations because they

actively influence organizational operations and decision-making processes. Effective decision-making reflects an individual's performance and ability to analyze problems within their work scope and position. Professional human resource management is expected to encourage employees to work productively. This professional management should begin early, starting from recruitment, selection, classification, placement based on competencies and skills, and career development. Human resource management fundamentally concerns how organizations utilize human resources effectively and efficiently so that they can provide optimal contributions toward achieving organizational goals. Although recruitment, selection, and testing processes may have been conducted properly, human beings possess thoughts, feelings, and motivations that may influence their contributions to organizational goals. Even employees who have worked for a long time in a company may experience a decline in their contribution at certain times. Suboptimal employee contributions can be caused by internal factors, such as personal motivation, attitudes, and creativity, as well as external factors, such as the organizational work environment, leadership support, relationships with colleagues, availability of work equipment, and working conditions.

Airnav Indonesia Denpasar Branch is responsible for managing air navigation services at Ngurah Rai Airport, Bali, particularly maintaining the safety and management of Bali's airspace. The organization aims to become a trusted partner, reflecting its commitment to delivering the best possible services to all stakeholders and maintaining high levels of trust in the services provided by Airnav Indonesia Denpasar Branch. With such a broad operational area and a total workforce consisting of 209 employees across units such as ATC (Air Traffic Controller), AIS (Aeronautical Information System), and CNS (Communication, Navigation & Surveillance), effective human resource management is crucial. Based on employee personnel data at Airnav Indonesia Denpasar Branch, employee performance has not yet reached optimal levels. This condition is evidenced by the limited number of training programs conducted in both operational and technical units, suboptimal talent management, and insufficient reward and appreciation systems provided by the company to its employees. These issues are suspected to influence the overall performance standards of employees at Airnav Indonesia Denpasar Branch.

REVIEW OF LITERATURE

A study conducted by Yuniarsih et al. (2023) entitled "*The Implementation of Human Capital Management in Improving Human Resource Quality toward Company Performance.*" The results show that the success of a company or organization actually lies in its human capital, not merely in business activities or perspectives. Companies should focus on their organization as a unit containing unique knowledge and skills. This uniqueness must be recognized because of the crucial role of quality human resources in company activities. Therefore, companies should manage human resources effectively, as the key to success lies in individuals who possess knowledge and can adapt to technological developments both now and in the future. Similarity: Both studies examine Human Capital Management indicators in relation to employee performance. Difference: This study uses a descriptive qualitative method. Qualitative research aims to holistically understand phenomena experienced by research subjects, including behavior, perceptions, motivations, and actions, presented descriptively in the form of words and language within a natural context using various natural methods.

A study conducted by Saputra et al. (2020) entitled “*The Effect of Talent Management, Human Resource Planning, and HR Audit on Employee Performance.*” The findings show that employee performance is one of the most important aspects in an organization because it contributes significantly to overall organizational performance. Therefore, employee performance should receive greater attention. The objective of the research was to analyze the effect of talent management, HR planning, and HR audit on employee performance. Similarity: Both studies examine talent management in relation to employee performance and use quantitative research methods designed to analyze its effect. Difference: This study uses HR planning and HR audit as independent variables, whereas the present study focuses on training and development, talent management, and reward and appreciation as independent variables affecting employee performance.

A study conducted by Shinta & Ertien (2021) entitled “*Competency-Based Human Resource Training and Development.*” The study found that human resources play a decisive role in determining the success of organizational performance. Human resource development aims to facilitate the achievement of organizational goals because qualified human resources are capable of performing their duties effectively. Similarity: Both studies examine training and development as factors influencing employee performance. Difference: This study focuses on extra-role behavior of employees (PT. Pembangunan Jawa-Bali) as the dependent variable, while the present study focuses directly on employee performance.

A study conducted by Suryani et al. (2022) entitled “*Systematic Literature Review (SLR): Human Resource Training and Development.*” The study found that training aims to improve short-term competencies, while development aims to enhance human resource capabilities in preparation for greater responsibilities in the future. Training and development programs must have clear objectives and use methods suited to organizational needs. Similarity: Both studies examine human resource training and development. Difference: This study uses a literature review method, analyzing scientific articles in the field of HR management.

RESEARCH METHOD

The study to be conducted is a quantitative descriptive research. The method used in this research is a survey method using questionnaires. The analytical technique applied in this study is multiple linear regression analysis. This analysis aims to determine the relationship between the dependent and independent variables, where the study involves more than one independent variable (Sugiyono, 2018). The independent variables in this research are training and development (X_1), talent management (X_2), and rewards and appreciation (X_3). The dependent variable that becomes the main focus of the study is employee performance (Y).

The research respondents will be selected using a total sampling technique. This technique involves selecting respondents from the entire population. Respondents refer to a subset of the population that meets specific criteria and quantities (Sugiyono, 2018). The total number of respondents in this study is 209 employees at the Airnav Indonesia Denpasar Branch Office. The sample is determined using a purposive sampling technique, which is the selection of samples based on certain criteria, including employees with a minimum of 1 year of work experience, employees who have participated in at least one training program in the

past year, and employees who are actively involved in the company’s performance appraisal system.

Research Hypothesis

- H1: Training and Development have a positive effect on employee performance at the Airnav Indonesia Denpasar Branch Office.
- H2: Talent Management has a positive effect on employee performance at the Airnav Indonesia Denpasar Branch Office.
- H3: Rewards and Appreciation have a positive effect on employee performance at the Airnav Indonesia Denpasar Branch Office.
- H4: Training and Development, Talent Management, and Rewards and Appreciation simultaneously influence employee performance at the Airnav Indonesia Denpasar Branch Office.

Research Model

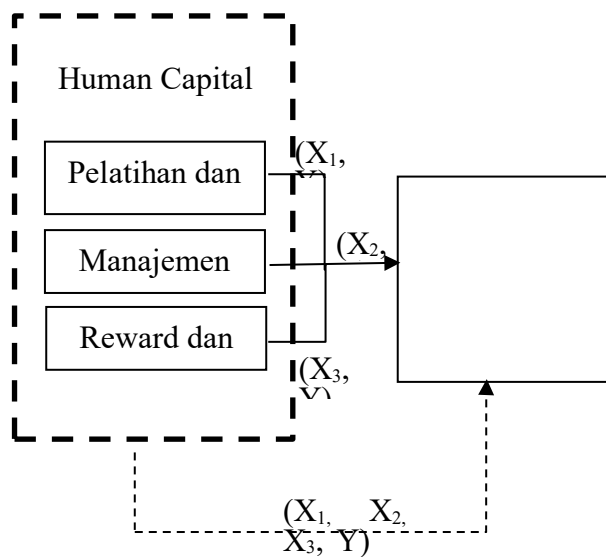


Figure 1. Research Model

RESULTS AND DISCUSSION

The following are the research results obtained from the analysis using SPSS, namely:

Table 1.
Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.386	1.144		-1.212	.228
	Training and Development X1	.068	.049	.051	1.400	.164
	Talent Management X2	.696	.073	.541	9.492	.001

	Reward and Appreciation X3	.550	.073	.433	7.586	.001
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a. Dependent Variable: Employee Performance_Y

Source: Data processed (2026)

Table 2.
Partial t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.386	1.144		-1.212	.228
	Training and Development X1	.068	.049	.051	1.400	.164
	Talent Management X2	.696	.073	.541	9.492	.001
	Reward and Appreciation X3	.550	.073	.433	7.586	.001

a. Dependent Variable: Employee Performance_Y

Source: Data processed (2026)

Table 3.
Simultanous f-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	549.437	3	183.146	45.596	.000 ^b
	Residual	53.083	127	.418		
	Total	962.656	130			

a. Dependent Variable: EMPLOYEE PERFORMANCE_Y

b. Predictors: (Constant), REWARD AND APPRECIATION_X3, TALENT MANAGEMENT_X2, TRAINING AND DEVELOPMENT_X1

Source: Data processed (2026)

T Test

The results of the data analysis indicate that the Reward and Appreciation (X3) variable partially has a significant effect on Employee Performance (Y). This is demonstrated by the t-value of 7.586, which is greater than the t-table value (approximately 1.978 with 127 degrees of freedom at a 5% significance level). In addition, the significance value (Sig.) of 0.001 is also smaller than 0.05. Thus, H_0 is rejected and H_1 is accepted, meaning that rewards and appreciation have a positive and significant effect on employee performance. The regression coefficient value of 0.550 indicates that every one-unit increase in rewards and appreciation will increase employee performance by 0.550 units, assuming other variables remain constant. These results indicate that work motivation is one of the key factors that needs to be considered in efforts to improve employee productivity and work effectiveness at the Airnav Indonesia Denpasar Branch Office.

F Test

The results of the data analysis show a calculated F value of 45.596 with a significance value (Sig.) of 0.000. This significance value is much smaller than the significance level of 0.05, and the calculated F is also much larger than the F table (2.68). Thus, H_0 is rejected, which means that the training and development variables (X1), talent management (X2), and rewards and awards (X3) simultaneously have a significant effect on employee performance (Y) at Airnav Indonesia Denpasar Bali Branch.

The Effect of Training and Development on Employee Performance

Based on the results of the partial regression test, the training and development variable does not have a positive and significant effect on employee performance at the Airnav Indonesia Denpasar Branch Office, Bali. This indicates that the implementation of training has not been able to provide a direct contribution to improving performance, so it is necessary to evaluate the relevance of the training materials, implementation methods, and their suitability with operational competency needs. This condition suggests that employee training and development may only be carried out to fulfill administrative obligations, particularly for employees in the personnel and general administration units. In contrast, employees with functional positions, based on field conditions, are expected to possess competencies obtained through several training and development programs to enhance their capabilities.

The Effect of Talent Management on Employee Performance

The results of the partial regression test show that the talent management variable has a positive and significant effect on employee performance at the Airnav Indonesia Denpasar Branch Office. Talent management is an important factor that directly contributes to employee work effectiveness and productivity. Talent refers to key employees who possess strong strategic thinking, the ability to inspire others, entrepreneurial instincts, functional skills, and the ability to produce results. Talent employees are individuals who contribute above average through high performance achievements or potential that influences both current and future organizational growth. This concept is not limited to certain levels but applies across all functions and employee groups. Talent management is based on the belief that talent distinguishes superior organizational cultures from ordinary ones and determines whether organizations achieve competitive advantage. Effective talent management is implemented across job levels and functions.

The Effect of Reward and Appreciation on Employee Performance

Based on the results of the partial regression test, the reward and appreciation variable shows a positive and significant effect on employee performance at the Airnav Indonesia Denpasar Branch Office. This reinforces the role of reward and appreciation as a significant internal driver influencing employee effort and behavior in achieving organizational goals. Employee reward and appreciation at Airnav Indonesia Denpasar are influenced by the fulfillment of several basic and psychological needs that form the main indicators in reward theory. In terms of physical needs, an adequate working environment, such as proper office space, availability of basic facilities, and reasonable working schedules, provides comfort for employees in performing their duties. Organizational success largely depends on the quality and performance of individuals within the organization. Increasing competition encourages companies to improve product and service quality, which requires organizations to enhance efficiency and effectiveness to maintain competitiveness.

The Simultaneous Effect of Training and Development, Talent Management, and Reward and Appreciation on Employee Performance

Based on the results of the partial t-test, the training and development variable does not significantly affect employee performance. However, the simultaneous regression test (F-test) shows that training and development, talent management, and reward and appreciation collectively have a positive and significant influence on employee performance. These findings indicate that variations in employee performance can be significantly explained by variations in these three independent variables. In other words, the regression model used in this research is valid and appropriate for explaining the observed phenomenon.

CONCLUSION

Training and development do not have a positive effect on employee performance. However, the training and development provided to employees are able to improve their knowledge, skills, and work attitudes at AirNav Indonesia Denpasar Branch in accordance with aviation safety standards and regulations. Continuous training programs that are based on operational needs support employee readiness in carrying out critical tasks, particularly in maintaining the safety and smooth operation of air navigation services. Talent management plays an important role in ensuring that employees with the best potential are placed in the right positions. Through a systematic process of identifying, developing, and retaining talent, AirNav Indonesia is able to maintain the sustainability of organizational performance, increase employee commitment, and effectively prepare leadership succession.

Rewards and recognition also have a significant influence on increasing employee motivation and job satisfaction. Providing fair, transparent, and performance-based rewards encourages employees to work more optimally, remain disciplined and responsible, and fosters a positive work culture at AirNav Indonesia Denpasar Branch. Overall, training and development, talent management, rewards, and recognition simultaneously have a direct influence on employee performance. Therefore, AirNav Indonesia, particularly the Denpasar Branch, needs to continuously integrate training and development programs, talent management practices, and reward and recognition systems as part of its human resource management strategy.

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