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## Determination of Employee Managerial Performance at Ground Handling Company

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**Abstract:** This study aims to explore the influence of motivation, resilience, and work-life balance on employee managerial performance in ground-handling companies. Utilizing a mixed-method research approach, quantitative data will be gathered through surveys, while qualitative insights will be obtained via semi-structured interviews. Statistical and thematic analyses will be conducted to understand the impact of these variables. Despite their perceived importance, our research suggests that the effects of motivation, resilience, and work-life balance on managerial performance may be less significant than assumed. Further investigation is required to comprehend the complex interplay of factors contributing to effective managerial performance in organizational contexts.

**Keyword:** Employee Managerial Performance, Motivation, Resilience, Work-Life Balance

### INTRODUCTION

In the bustling industry of ground handling, where efficiency, safety, and customer satisfaction are paramount, employee managerial performance plays a pivotal role in ensuring operational excellence. Ground handling companies are responsible for a myriad of tasks, including aircraft loading, baggage handling, and passenger assistance, all of which require a high level of coordination and professionalism (Ziehe and Helfen, 2021). To achieve optimal performance in such a demanding environment, understanding the factors that influence employee managerial performance becomes imperative (Ugoani, 2019). Among these factors, motivation, resilience, and work-life balance emerge as key determinants. This study seeks to explore how these variables interrelate and their collective impact on enhancing employee managerial performance within ground handling companies (Moshoeu, 2017).

The Phenomena in Ground handling companies frequently grapple with issues such as operational inefficiencies, service delays, and employee turnover, all of which can be attributed, at least in part, to suboptimal managerial performance (Keke and Susanto, 2019);(Liao *et al.*, 2022). High turnover rates, in particular, pose a significant challenge, as they disrupt workflow, increase recruitment costs, and compromise service quality (Li *et al.*, 2017). Moreover, the demanding nature of ground handling work can take a toll on employees' mental and physical health, leading to absenteeism, reduced productivity, and safety concerns

(Stanislavov and Ivanov, 2014). Addressing these phenomena necessitates a deeper understanding of the underlying factors that shape employee managerial performance.

Motivation serves as a catalyst for employee engagement and commitment in ground handling roles (Susanto, Sawitri and Suroso, 2023). Motivated employees are more likely to demonstrate initiative, dedication, and enthusiasm in executing their tasks, thereby contributing to smoother operations and higher service quality (Ababneh, 2021). Resilience is equally essential in the context of ground handling, as employees often encounter stressful situations, unexpected challenges, and time-sensitive demands (Uday and Marais, 2015). Resilient individuals possess the ability to adapt to changing circumstances, maintain composure under pressure, and bounce back from setbacks, ensuring continuity and reliability in service delivery (Sommer, Howell and Hadley, 2016). Work-life balance is also critical, particularly in an industry characterized by irregular schedules, long hours, and high-pressure environments (Primadi Candra Susanto *et al.*, 2023). Employees who can effectively balance their professional responsibilities with personal pursuits are more likely to experience job satisfaction, reduced burnout, and increased overall well-being, consequently enhancing their managerial performance (LaFaver *et al.*, 2018).

Gap in the research is Despite the acknowledged importance of motivation, resilience, and work-life balance in enhancing employee performance, there remains a notable gap in research specifically tailored to the context of ground handling companies. Existing studies often focus on general organizational settings or specific industries, overlooking the unique challenges and dynamics inherent to ground handling operations (Bryson, Crosby and Stone, 2015). By filling this gap, this study aims to provide valuable insights that can inform targeted interventions and strategies tailored to the distinct needs of ground handling companies (Huynh *et al.*, 2018). Moreover, few studies have explored the synergistic effects of motivation, resilience, and work-life balance on employee managerial performance within this context, presenting an opportunity for novel inquiry and discovery (Kim *et al.*, 2017).

This study offers novelty in its tailored focus on ground handling companies, a sector characterized by its fast-paced, high-stakes environment. By examining the interplay between motivation, resilience, and work-life balance specifically within this context, we aim to uncover nuanced insights that can inform practices and policies aimed at enhancing employee managerial performance. Additionally, by adopting a holistic approach that considers multiple variables simultaneously, this research seeks to provide a comprehensive understanding of the factors shaping performance outcomes in ground handling roles. Through its novelty and specificity, this study contributes to advancing knowledge in both the fields of aviation management and organizational psychology, offering practical implications for improving operational efficiency, employee well-being, and overall performance within ground handling companies.

The purpose of this study is to investigate how motivation, resilience, and work-life balance impact employee managerial performance in ground handling companies, aiming to identify factors influencing performance, explore their relationships, and provide insights for improving operational efficiency and employee well-being.

### **Motivation on Employee Managerial Performance**

Motivation is the psychological process that drives individuals to pursue goals, engage in activities, and persist in the face of challenges. It is influenced by various factors, including personal values, needs, and rewards (Cook and Artino Jr, 2016). Motivation is essential for achieving personal and professional success, as it helps individuals stay focused, engaged, and committed to their goals (Buzza and Dol, 2015). Articles from previous research that support this variable state The substantial impact of managerial supervision and employee motivation on employee performance variables is evident. This hypothesis's significance is demonstrated

through the F-test. When the F-count surpasses the F-table value, it indicates that the independent variables significantly influence the dependent variable (Susmadiana, Lian and Puspita, 2021).

According to (Widodo, 2021) says Work motivation influences managerial performance; Leadership style impacts managerial performance; and Work experience affects managerial performance. Besides these three exogenous variables influencing the endogenous variable of managerial performance, numerous other factors, such as education, commitment, and communication variables, also play a role (Susanto, Hidayat and Widyastuti, 2023). The transactional leadership style, transformational leadership style, and motivation had a positive impact on the managerial performance of the village government (Susanto, Agusinta and Setyawati, 2023). However, motivation was unable to act as a mediator in the relationship between leadership style and managerial performance (Tahar and Abdillah, 2021). Then the hypothesis offered as follows:

H<sub>1</sub>: There is a positive and significant influence between Motivation and Employee Managerial Performance

### **Resilience on Employee Managerial Performance**

Resilience is the ability to adapt and recover from adversity, stress, and challenging situations. It is a dynamic process that involves a combination of personal, social, and environmental factors (Southwick and Charney, 2018). Resilient individuals are able to bounce back from setbacks, maintain a positive outlook, and continue to pursue their goals despite obstacles (Chen, 2016). Previous research relating to this variable stated. Relating to the variables in this study, the relationship between variables from the results of previous research states employees with higher levels of resilience are more adept at managing disruptions and sustaining their performance, consequently yielding enhanced organizational outcomes on the whole (Brown and Greenbaum, 2017);(Susanto, Hidayat and Widyastuti, 2023)

Other results studies also state The study suggested that leaders who are more resilient are better able to navigate disruptions and maintain performance, leading to improved employee morale, increased productivity, and better overall organizational performance (Luthans, Youssef and Avolio, 2015). So the hypothesis that exists from this variable is:

H<sub>2</sub>: There is a positive and significant influence between Resilience and Employee Managerial Performance

### **Work-Life Balance on Employee Managerial Performance**

Work-life balance (WLB) refers to the ability of individuals to balance their personal and professional lives effectively. It is a broad concept that includes prioritizing between work (career and ambition) and life (family, leisure, and spiritual development) (Mendis and Weerakkody, 2014). WLB is the degree to which individuals are able to satisfy their important personal needs while employed in the firm. In a healthy work-life balance, an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business, and society (Roslik, 2018);(Primadi Candra Susanto *et al.*, 2023).

Study results that support the variables in this study state that maintaining a balance between work and personal life correlates positively and significantly with job performance overall. This research is crucial for enhancing our empirical understanding of the association between work-life balance and job performance (Banu and Sundharavadivel, 2019). Other study findings the substantial influence of work-life balance on employee performance (Preena, 2021);(Susanto, Parmenas and Tannady, 2023). The hypotheses offered in this study are:

H<sub>3</sub>: There is a positive and significant influence between Work-Life Balance and Employee Managerial Performance

## METHOD

The study will employ a mixed-method research approach. Quantitative data will be gathered through surveys distributed to employees in ground handling companies. The surveys will include validated scales to measure motivation, resilience, work-life balance, and managerial performance. Statistical analysis, such as regression analysis, will be conducted to examine the relationships between these variables and their predictive power on managerial performance. Qualitative data will be collected through semi-structured interviews with managers and employees.

These interviews will provide deeper insights into the experiences, challenges, and perceptions related to motivation, resilience, and work-life balance in the context of ground handling. Thematic analysis will be employed to identify recurring patterns and themes. The data from both quantitative and qualitative methods will be triangulated to provide a comprehensive understanding of the research topic. Ethical considerations will be addressed, and confidentiality of participants will be ensured. Analysis data help by software SPSS 26 after questioner from ground handling company back. Research Framework in this research:

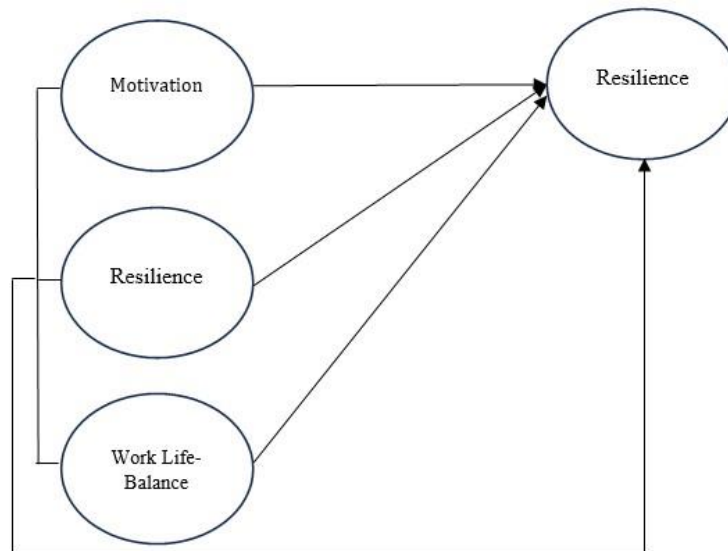


Figure 1. Research Framework

## RESULTS AND DISCUSSION

The duration of the study lasted for two months, during which questionnaires relating to indicators and statements similar to independent and dependent variables were disseminated. A total of 42 were collected from employees from the statements distributed. This research uses quantitative methods with a descriptive analytical approach. Data analysis was performed using SPSS 26 to quantitatively test the relationship between these variables.

### Linearity Test

The autocorrelation test refers to a statistical analysis utilized to identify the presence of correlation patterns between the values of a variable with itself over a specific time interval. In the context of time series, autocorrelation assesses whether there is a linear relationship between current values and previous values within a time series sequence (Gujarati, 2022). Below are the autocorrelation results:

Table 1. Autocorelation Test  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155 <sup>a</sup>	.024	-.053	2.014

a. Predictors: (Constant), Work Life Balance, Resilience, Motivation

Source: Processed Data SPSS 25, 2024

Correlation between variables in the model. The R value obtained is 0.155, which indicates a weak positive correlation between variables in the model. However, a low R Square value of 0.024 indicates that only about 2.4% of the variability in the data can be explained by the model. In addition, a negative Adjusted R Square value (-0.053) indicates that the model may not be suitable for the observed data. This can indicate that the model cannot provide an adequate explanation for the variability in the data. The relatively high Std. Error of the Estimate (2,014) also indicates that the accuracy of predictions from the model is relatively low. Therefore, the results of autocorrelation suggest that there are necessary expansions or adjustments in the model to improve the fit and accuracy of its predictions.

### Descriptive Statistics

The subsequent test to be presented is the Descriptive Statistics using SPSS 26, yielding results as shown below:

**Table 2. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	44	32	49	42.80	3.107
Resilience	44	35	47	42.00	3.065
Work Life Balance	44	15	25	21.70	2.226
Employee Performance Managerial	42	18	25	21.95	1.962
Valid N (listwise)	42				

Source: Processed Data SPSS 25, 2024

The results of the descriptive statistics show the characteristics of the four variables observed in this study. For the Motivation variable, the average recorded was 42.80, with a range of values between 32 to 49. The standard deviation (std. deviation) is 3.107, which indicates the degree of variation or dispersion of data around the mean. The Resilience variable shows an average of 42.00, with a range of values between 35 to 47. A standard deviation of 3.065, indicating data variation similar to the Motivation variable.

Work-Life Balance averages 21.70, ranging from 15 to 25. The recorded standard deviation was 2.226, indicating that the data tends to be more concentrated around the mean compared to the Motivation and Resilience variables. Meanwhile, for the Employee Managerial Performance variable, the average recorded was 21.95, with a range of values between 18 to 25. A standard deviation of 1.962, suggests that the data is likely to be more homogeneous and concentrated around the mean. Valid N (listwise) indicates the number of observations used in the analysis, which is 42.

### Correlations

To measure the correlation between two variables, we use the Pearson correlation coefficient. The Pearson correlation coefficient (often denoted by r) provides information about the strength and direction of the linear relationship between two variables. This coefficient can range from -1 to 1: If the value of r approaches 1, it indicates a strong positive linear relationship between the two variables, meaning that when one variable increases, the other variable tends to increase as well. If the value of r approaches -1, it indicates a strong negative linear relationship between the two variables, meaning that when one variable increases, the other variable tends to decrease. If the value approaches 0, it indicates that there is no

significant linear relationship between the two variables. Below is Table 4 presenting the correlation results:

**Table 3. Correlations Test**

		Motivation	Resilience	Work Life Balance	Employee Performance Managerial
Motivation	Pearson Correlation	1	.002	.082	-.103
	Sig. (2-tailed)		.987	.597	.515
	N	44	44	44	42
Resilience	Pearson Correlation	.002	1	.061	-.088
	Sig. (2-tailed)	.987		.692	.580
	N	44	44	44	42
Work Life Balance	Pearson Correlation	.082	.061	1	.063
	Sig. (2-tailed)	.597	.692		.692
	N	44	44	44	42
Employee Performance Managerial	Pearson Correlation	-.103	-.088	.063	1
	Sig. (2-tailed)	.515	.580	.692	
	N	42	42	42	42

Source: Processed Data SPSS 25, 2024

**The results of the above data state**

The correlation between Employee Performance Motivation and Managerial Performance is -0.103. This showed that there was a weak negative relationship between motivation and employee managerial performance, although it was not statistically significant (sig. = 0.515).

The correlation between Resilience and Employee Managerial Performance is -0.088. It also showed a weak negative relationship between resilience and employee managerial performance, although not statistically significant (sig. = 0.580). The correlation between Work-Life Balance and Employee Managerial Performance is 0.063. This showed a very weak positive relationship between work-life balance and employee managerial performance, but was not statistically significant (sig. = 0.692).

The correlation between Motivation and Resilience, Motivation and Work Life Balance, and Resilience and Work Life Balance are all very low, i.e. close to 0 and not statistically significant. Thus, from the results of this correlation test, there is no strong or statistically significant relationship between employee motivation, resilience, work-life balance, and managerial performance.

**Hypothesis Test  
Coefficient of Determinant**

**Table 4. Determinant Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155 <sup>a</sup>	.024	-.053	2.014

a. Predictors: (Constant), Work Life Balance, Resilience, Motivation

Source: Processed Data SPSS 25, 2024

From the results of the determinant coefficient hypothesis test, it can be seen that the model used has an R Square of 0.024. This suggests that approximately 2.4% of the variability

in employee managerial performance variables can be explained by a combination of the predictor variables used in the model, namely Work Life Balance, Resilience, and Motivation. A recorded Adjusted R Square of -0.053 indicates that the model may not match the observed data. This negative value indicates that the addition of predictors to the model does not provide a significant improvement in explaining variability in employee managerial performance. The Std. Error of the Estimate (Standard Deviation from the Estimate) of 2014 shows how accurate the model is in predicting the value of an employee's managerial performance. The lower the standard deviation value, the better the model is at predicting the value of an employee's managerial performance. However, this relatively high value suggests that the model may not provide very accurate estimates for the value of employees' managerial performance.

**F Test**

**Table 5. Anova Test**

Equation	Model Summary				Parameter Estimates		
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.011	.433	1	40	.515	25.308	-.078

The independent variable is Motivation.

Source: Processed Data SPSS 25, 2024

The F test (F-test) performed has an F value of 0.433, with df1 (degree of sorting freedom) of 1 and df2 (degree of error freedom) of 40. The significance value (Sig.) recorded at 0.515 indicates that there is no significant relationship between the independent variable and the dependent variable at a significance level of 0.05. That is, the regression model did not make a significant contribution in explaining variability in the dependent variable.

**T Test**

Partial testing is conducted to determine the individual influence of each independent variable on the dependent variable. Partial testing can be performed using the t-test statistic by comparing the t-value with the alpha value of 0.05 and also the computed t-value with the critical t-value. The basis for decision-making is as follows:

If Sig. < 0.05, or if positive when the computed t-value > critical t-value, and if negative when the computed t-value < negative critical t-value, then the independent variable has a partial effect on the dependent variable.

If Sig. > 0.05, or if positive when the computed t-value < critical t-value, and if negative when the computed t-value > negative critical t-value, then the independent variable does not have a partial effect on the dependent variable. Based on the t-test results presented in the above table, the following information is obtained:

**Table 5. T Test**

Model		Unstandardized		t	Sig.
		Coefficients	Standardized Coefficients		
	B	Std. Error	Beta		
1	(Constant)	26.351	7.006	3.761	.001
	Motivation	-.081	.121	-.108	.508
	Resilience	-.057	.101	-.091	.576
	Work Life Balance	.068	.140	.079	.628

a. Dependent Variable: Employee Performance Managerial

Source: Processed Data SPSS 25, 2024

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

$$Y = 26.251 - 0.081X_1 - 0.057 X_2 - 0.068 X_3$$

From the results of the coefficient analysis above, we can see the relative impact of each independent variable on the dependent variable (Employee Performance Managerial). Here is the analysis:

Constant:

The constant coefficient (B) is 26.351, which indicates the expected value of the dependent variable (Employee Performance Managerial) when all independent variables (Motivation, Resilience, and Work Life Balance) are zero. The value of t is 3.761, and the significance (Sig.) is 0.001, indicating that the **constant** has a significant influence on the dependent variable.

### **Motivation**

The Motivation Coefficient is -0.081, indicating that every one unit increase in motivation will result in a decrease of 0.081 units in Employee Performance Managerial. The standard error for the motivation coefficient is 0.121, indicating uncertainty in the estimation of the coefficient. The value of t is -0.669, and the significance (Sig.) is 0.508, which indicates that motivation has no significant effect on managerial employee performance at a 95% confidence level.

### **Resilience**

The Resilience Coefficient is -0.057, indicating that every one unit increase in resilience will result in a decrease of 0.057 units in Employee Performance Managerial. The value of t is -0.565, and the significance (Sig.) is 0.576, which indicates that Resilience does not have a significant effect on Employee Performance Managerial at a 95% confidence level.

### **Work Life Balance**

The Work-Life Balance coefficient is 0.068, indicating that every one-unit increase in work-life balance will result in an increase of 0.068 units in Employee Performance Managerial. The Standard Error for the Work Life Balance coefficient is 0.140. The value of t is 0.489, and the significance (Sig.) is 0.628, which indicates that Work Life Balance has no significant effect on Employee Performance Managerial at a 95% confidence level. Based on the results of the coefficient, the variables Motivation, Resilience, and Work Life Balance did not have a statistically significant influence on Employee Performance Managerial at a 95% confidence level.

### **Discussion**

Our sample, consisting of employees in managerial positions, motivation, resilience, and work-life balance had no significant effect on employee performance. These results may challenge conventional wisdom, as these factors are often considered important determinants of employee productivity and effectiveness. One possible explanation for these findings is the complexity of managerial roles. It is possible that other factors, such as leadership style, organizational culture, or task complexity, may have a more significant influence on managerial performance than individual-level factors such as motivation and resilience.

In addition, it is important to acknowledge the limitations of our study, including the relatively small sample size and the use of self-reported data, which can introduce bias and limit the generalizability of findings. Future research may overcome these limitations by using larger and more diverse samples, combining objective performance measures, and exploring additional variables that might affect managerial performance.



## CONCLUSION

Although motivation, resilience, and work-life balance are often considered critical factors for employee success, our research suggests that their impact on managerial performance may be less significant than previously assumed. More research is needed to better understand the complex interaction of factors that contribute to effective managerial performance in organizational settings.

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