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A Mediation Model of Intrinsic Work Motivation and Job Satisfaction To Develop Aircraft Technician Performance

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Abstract: The purpose of this study is to analyze the influence of training programs on technician intrinsic motivation, the influence of training programs on technician performance, intrinsic motivation is a mediating variable between training programs on technician performance, the influence of training programs on technician job satisfaction, and job satisfaction is a mediating variable between training programs on the performance of aircraft technicians of PT GMF AeroAsia Tbk. The target population in this study is 3061 Aircraft Technicians who work in Base Maintenance and Line Maintenance of PT GMF AeroAsia Tbk in the working areas of Jakarta, Medan, Surabaya, Denpasar, and Makassar. The sample size was 210 respondents. Sampling applied probability sampling techniques, using a survey method with questionnaire instruments. The data was processed and analyzed using SPSS software. The results of the study showed a positive and significant influence of the training program on the intrinsic motivation of technicians, there was a positive and significant influence of the training program on the performance of technicians, intrinsic motivation was a mediating variable between the training program on the performance of technicians, there was a positive and significance influence the training program on the job satisfaction of technicians and the job satisfaction was a mediating variable between the training program on the performance of PT Aircraft Technicians GMF AeroAsia Tbk. Based on the results of the determination test, the contribution of the influence was prevented on work performance by 69.1%.

Keywords: Training Programs, Intrinsic Motivation, Job Satisfaction, Technician Performance

INTRODUCTION

The aviation industry is included in the service sector. The aviation industry is growing very rapidly, as evidenced by the increase in the number of passengers and flights, especially in Indonesia over the past 10 years. However, at the beginning of 2020, there was a spread of the virus and WHO set the Covid-19 virus pandemic period until now. This condition greatly affects the health aspects and economic growth on a global scale, where the aviation industry

is one of the industries that is severely affected due to restrictions on passenger movement. This then led to a decrease in the number of aircraft passengers from 2020 to 2021. The development of the number of aircraft passengers from 2019 to 2021 Soekarno - Hatta Airport, there has been a decrease in the number of passengers from 2019 which was 19,265,062 people to 7,945,377 people in 2021 for domestic or domestic flights. Meanwhile, for international flights in 2019 from 7,898,824 people to 612,230 people in 2021. From the histogram mentioned above, it can be concluded that there is a decrease in the number of aircraft passengers by 59% for domestic flights and as much as 92% for international flights. There is a significant decrease in the number of flights, so aircraft maintenance workshops (Maintenance Repair & Overhaul – MRO) must also make adjustments to their operations.

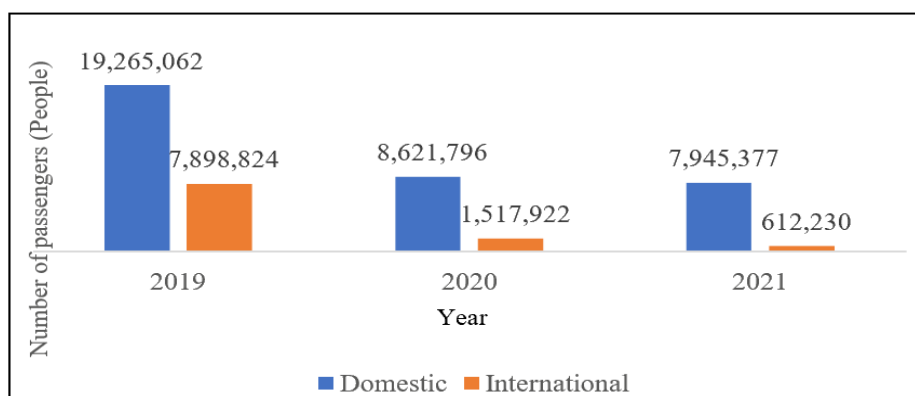


Figure 1. Development of The Number of Airplane Passengers in 2019 - 2021 at Soekarno - Hatta International Airport

Human resources are an important element in every company or institution; Therefore, this needs to be controlled efficiently and systematically to ensure alignment between the desires of personnel and the demands of the company to achieve goals and objectives. This is how to keep the company alive, safe, and growing because technicians and engineers are trained by the Indonesian aviation authority regulations (Civil Aviation Safety Regulation - CASR). GMF is a well-established MRO company, formerly known as PT. Garuda Maintenance Facility AeroAsia Tbk has several leading international approvals and certifications from the Directorate of Airworthiness and Aircraft Operations (DKPPU), Federal Aviation and Administration (FAA), and European Aviation Safety Agency (EASA) for aircraft fleet maintenance work, and from 25 other countries. As a company engaged in aircraft maintenance services, aircraft technicians who have an Aircraft Maintenance Engineer License (AMEL) by the regulatory requirements that have been regulated by the Directorate of Airworthiness and Aircraft Operations (DKPPU) which is contained in the Civil Aviation Safety Regulation (CASR Part 65) in Indonesia, and the European Union Aviation Safety Agency (EASA - Part 66) in the international world which of course is One of the important assets of the company that must be maintained and developed.

Based on the results of observations and interviews with 30 aircraft technician respondents conducted by the author, it was found that there were still aircraft technicians whose performance was not by the employee performance category standards that had been set by the company, including the completion of several aircraft maintenance projects being handed over late to customers, Complaints from customers regarding the performance of several technicians which was not optimal and several technicians still found errors in their work. To improve the performance of Aircraft Technicians, continuous improvement needs to be carried out, including continuous training programs to increase their capabilities. According to (Yusuf & Maliki, 2020), a training program is a learning process that involves

the acquisition of skills and attitudes to improve employee performance. According to (Hasibuan, 2018), development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job or position through education and training programs. Aircraft technicians need to get an optimal training program in carrying out their daily work, especially since aircraft technology is always being updated. In the Civil Aviation Safety Regulations (CASR) 65 or Civil Aviation Safety Regulations Part 65 concerning Licensing of Aircraft Maintenance Engineers or Certification of Aircraft Maintenance Experts issued by the Minister of Transportation of the Republic of Indonesia, there is a training or certification program that must be undertaken and possessed by an aircraft maintenance technician.

Research findings (Nur Ash Shidiq & Azizah, 2019) revealed that the results showed a positive relationship between training and motivation in PKP-PK employees of PT Angkasa Pura II Persero. As a result, this training program increases employee morale, which leads to increased knowledge, skills, and attitudes that are important in contributing to the achievement of organizational goals. Research (Yusuf & Maliki, 2020) found that training programs and work motivation have a positive and meaningful influence on the performance of employees of PT TD Automotive Compressor Indonesia. The training program generates motivation from within oneself and enthusiasm to improve performance and devotion to the organization.

The results of field observations show that the training program is still not optimal as evidenced by the number of training realizations below the plan. This indicates that there are still many aircraft technicians who have not participated in implementing and getting opportunities in training programs that have been designed by the company, which of course can be indicated to be the cause that there are still aircraft technicians who do not have the attitude, knowledge and skills at the expected competency level. Furthermore, there are still some Aircraft Technicians who feel that the training program in the company is not optimal and there are still many employees who feel not so enthusiastic about working because they still do not receive maximum support and motivation from superiors (direct supervisors) in carrying out their daily work. Another factor that affects employee performance is job satisfaction. According to (Sinambela, 2018), good performance leads to good work performance, and employees will get higher economic, sociological, and psychological rewards. If the rewards received are deemed appropriate, it will lead to greater satisfaction because employees feel the rewards received are by the performance produced.

Research conducted by (Gumi et al., 2019) shows that job satisfaction has a large and beneficial effect on employee ability (performance). Employee dissatisfaction can have an impact on the desire of employees not to try their best to complete their duties (Nurdiansyah et al., 2020). A high level of employee satisfaction will generate positive feelings towards their work, and vice versa (Hasibuan, 2018) employee job satisfaction is the key to driving employee morale, discipline, and performance in supporting the achievement of company goals.

Table 1. Results of the 2011 - 2019 Employee Effectiveness Survey

Description	2011	2013	2015	2017	2019
Employee Effectiveness Index	75,76%	74,70%	71%	74,50%	67,50%

Source: processed data - *Annual Report* PT. GMF AeroAsia 2020

Table 1 of the Employee Effectiveness Survey results illustrates the value of employee satisfaction and engagement there was a decrease in the level of satisfaction in 2017 of 74.5% while the 2019 survey results were 67.5% below the 80% target. Then it is still not optimal job satisfaction for Aircraft Technicians who are placed in the Base Maintenance service. The problems of leadership support, rewards, training programs, and promotion opportunities are

factors that still do not meet employee expectations. The above description can be interpreted as an implication that the decline in job satisfaction levels will have a direct impact on worker performance. In connection with the background of these problems and phenomena, it is very important to study the training program, intrinsic motivation, and job satisfaction on the performance of aircraft technicians of PT GMF AeroAsia Tbk and whether intrinsic motivation and job satisfaction are intervening variables between the training program and the performance of aircraft technicians of PT GMF AeroAsia Tbk.

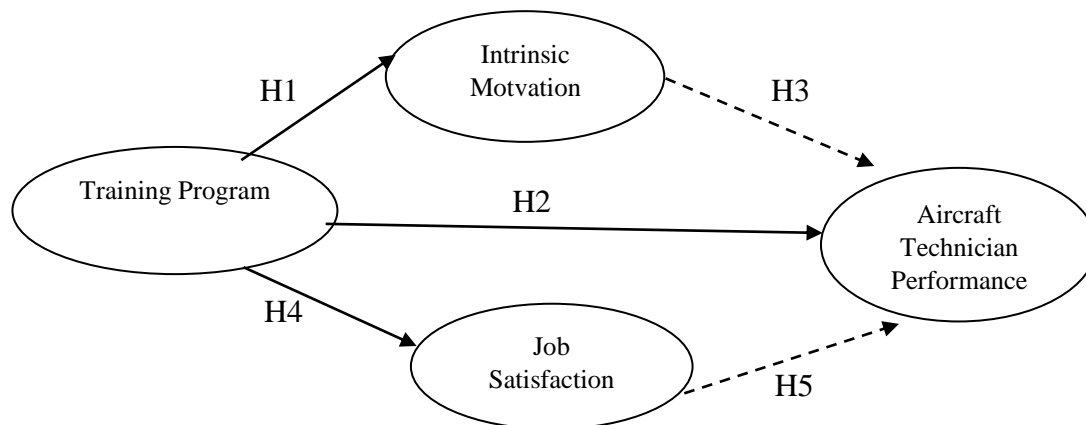


Figure 2. Research Conceptual

H1: There is an influence of the training program on the intrinsic motivation of PT GMF AeroAsia Tbk Aircraft Technicians.

H2: There is an influence of the training program on the performance of PT GMF AeroAsia Tbk Aircraft Technicians

H3: Intrinsic motivation is a mediating variable between training programs and the performance of PT GMF AeroAsia Tbk Aircraft Technicians

H4: There is an influence of the training program on the job satisfaction of PT GMF AeroAsia Tbk Aircraft Technicians

H5: Job satisfaction is a mediating variable between training programs and the performance of PT GMF AeroAsia Tbk Aircraft Technicians

METHODE

This research method uses quantitative methods with descriptive and verification approaches. To analyze the relationship and influence between variables, this research uses multiple linear regression analysis to analyze whether the variables intrinsic motivation and job satisfaction are mediating variables between the training program and the performance of PT GMF AeroAsia Tbk Aircraft Technicians using the Sobel Test calculation with a link; <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>. The target population in this study was 3061 Aircraft Technicians who worked at Base Maintenance and Line Maintenance of PT GMF AeroAsia Tbk in the Jakarta working area (2868 people), and outstation branch offices (OSA) Medan (26 people), Surabaya (55 people), Denpasar (68 people) and Makassar (44 people). The sample size is calculated based on (Hair et al., 2014), namely the number of indicators x 10. This study has 21 indicators, so the minimum sample size is 21 indicators x 10 = 210 respondents. Sampling applied a probability sampling technique with proportional sampling from five work areas for PT GMF AeroAsia Tbk Aircraft Technicians, namely Soekarno - Hatta International Airport, Jakarta City, Kualanamu International Airport, Medan, Juanda International Airport, Surabaya, I

International Airport. Gusti Ngurah Rai Denpasar and Sultan Hasanuddin International Airport Makassar. Data was distributed using a survey method with a questionnaire instrument that had previously been tested for validity and reliability.

RESULTS AND DISCUSSION

Based on gender, the majority of respondents were men, 88%. Most of the 43% of participants in this study were individuals aged between 20 years – 30 years. If we look at the level of education, more than half (58%) of the respondents who participated were high school/vocational school graduates with the majority having worked for less than 5 years, namely 59%.

Table 1. Hasil Deskripsi Variabel Penelitian

No	Variable	Indicator	Mean	Explanation
1	Training Program	Job Needs Analysis	3.95	Keep it up
		Training materials	3.93	Keep it up
		Methods Used	3.92	Keep it up
		Participant Qualifications	3.96	Keep it up
		Instructor Qualifications	3.93	Keep it up
		Evaluation and Follow-up	3.80	Needs to be improved
		Mean	3.92	
2	Intrinsic Motivation	Ability	3.96	Keep it up
		Work-it-self	3.94	Needs to be improved
		Responsibility	3.99	Keep it up
		Achievement	3.97	Keep it up
		Advancement	3.94	Needs to be improved
		Mean	3.96	
3	Job Satisfaction	Opportunity to Advance	3.90	Keep it up
		Opportunity to Advance	3.84	Needs to be improved
		Job Intrinsic Factors	3.91	Keep it up
		Working Conditions	3.91	Keep it up
		Salaries and allowances	3.90	Keep it up
		Mean	3.89	
4	Technician Performance	Personal Factor	3.95	Keep it up
		Leadership Factor	3.92	Keep it up
		Team Factor	3.96	Keep it up
		System Factor	3.86	Needs to be improved
		Organizational Factor	3.91	Keep it up
		Mean	3.92	

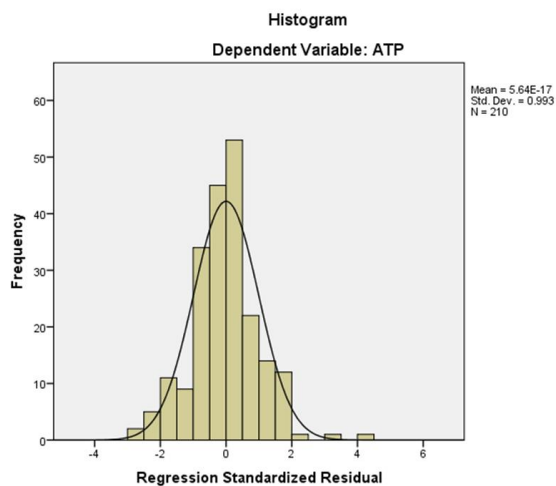
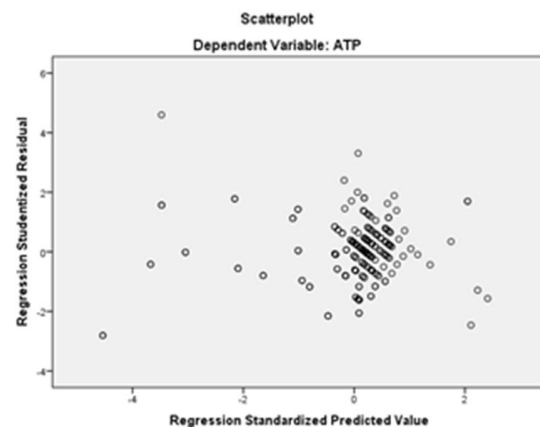
Source: data is processed (2024), n=210 Respondent

An overview of the research variables is shown in Table 1. Based on four variables consisting of 21 indicators. In the performance training program variable, it is known that the statement on the job needs analysis indicator has the highest score of 3.95 in the good range. In the intrinsic motivation variable, the resulting statement on the responsibility indicator has the highest score of 3.99 with a high range. In the job satisfaction variable, statements on the indicators of trust in leaders and job intrinsic factors each have the highest score of 3.91 with a satisfactory range. Furthermore, in the technician work performance variable, the leadership factor indicator statement is the indicator that has the highest score of 3.92 in the high range. Of the four variables studied, the variable with the highest score was the intrinsic motivation variable of 3.96 (high).

Based on the classical assumption analysis of the normality test presented in Table 2, the Monto Carlo value is $0.147 > 0.05$, and in Figure 3 it can be concluded that the data is normal so that the data can be continued for testing regression analysis. Based on Table 3, it can be seen from the results of the multicollinearity test, the VIF value is <10 , so the data between the research independent variables does not have a high correlation.

Table 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		210
Normal Parameters ^b	Mean	.0000000
	Std. Deviation	2.23997513
Most Extreme Differences	Absolute	.077
	Positive	.076
	Negative	-.077
Test Statistic		.077
Asymp. Sig. (2-tailed)		.004 ^c
Monte Carlo Sig. (2-tailed)	Sig.	.154 ^d
	95% Confidence Interval	Lower Bound
		Upper Bound
		.161


Figure 3. Histogram Result

Figure 4. Scatterplot Result
Table 3. Multicollinearity Test Results

		Tolerance	VIF
	(Constant)		
	TP	.278	3.594
	JS	.262	3.820
	IWM	.271	3.685

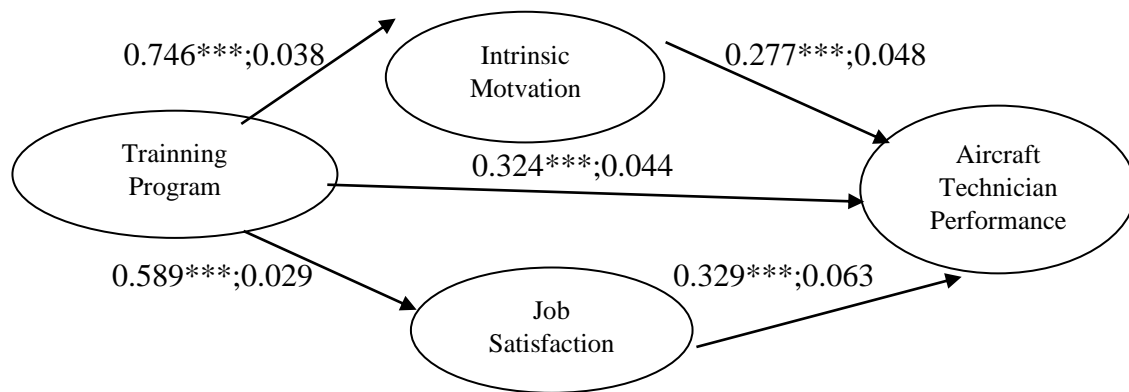


Figure 5. Path of Research Variables

Table 4. Regression Test Results of Training Programs on Technician Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.418	1.799		6.901	.000
	TP	.746	.038	.806	19.659	.000

a. Dependent Variable: IWM

Table 5. Regression Test Results of Training Programs and Intrinsic Motivation on Technician Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.903	1.378		7.914	.000
	TP	.324	.044	.485	7.328	.000
	IWM	.277	.048	.383	5.785	.000

a. Dependent Variable: ATP

To analyze whether the research hypothesis is accepted or rejected by comparing the t count and f count to whether it is greater than the t table at the error rate or alpha of 1.98 and to answer hypotheses H3 and H4 using the Sobel Test. Based on Table 3 of the regression test results, the influence of the training program on intrinsic motivation obtained a regression coefficient of 0.746 and a calculated t result of 19,659 > t table 1.98. Thus, it can be concluded that **H1 was accepted**, there is a positive and significant influence between the training program on the intrinsic motivation of PT GMF AeroAsia Tbk Aircraft Technicians. This research is in line with research conducted (Ntoumanis et al., 2017) (Gaesser et al., 2020) (Bustami et al., 2021). (Busro, 2018) The basic concept of training is an effort to prepare employees to act and act in response to the work problems they face. Trainees demonstrated higher self-confidence and intention to continue exercising post-program (Oman & McAuley, 1993). Training programs promote self-efficacy and personal control for motivation (McCombs, 1984).

Empirically, there is a positive and significant influence between intrinsic motivation on the performance of PT GMF AeroAsia Tbk Aircraft Technicians. This is proven by the results obtained by the calculated t value of 7.328 > t table 1.98 with a regression coefficient value of 0.324, **H2 was accepted**. The results of this research are in line with the results of research (Psoni, 2020) (Susila et al., 2020) (Bustami et al., 2021) (Wijaya & Adriyanto, 2022) training programs influence the desired skills and increase employee performance and

effectiveness work (Three Companies Operating in Greece. (M Haidoura, 2020), with research results showing that there is a direct influence of training & development programs on employee performance (The Case of Lebanese SMEs.). (Pabustan et al., 2021) with results, research shows that training and development programs influence employee performance in MRO. This means that training and development programs influence employee performance in MRO. Employee training programs are programs that are determined and managed by management and employees to increase specific knowledge and skills forming high attitudes, discipline, and motivation so that employees can have sufficient capacity and ability to carry out their duties and responsibilities well to produce optimal performance.

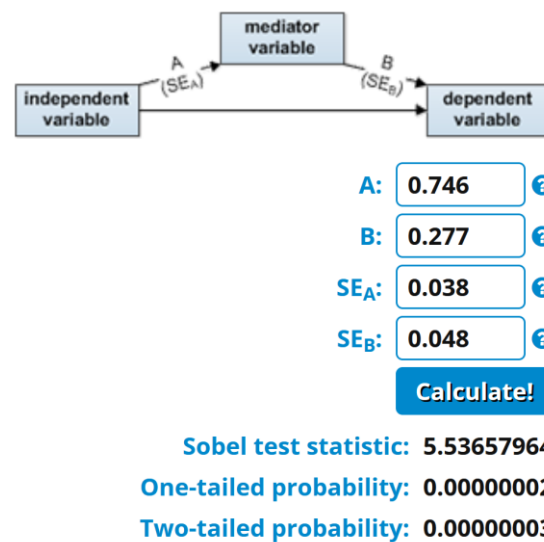


Figure 5. Result of Intrinsic Motivation Calculate Sobel Test

From the results of the Sobel test calculations, a value of $5.5365 > 1.98$ was produced, so **H3 was accepted** and it was proven that intrinsic motivation was a mediating variable between the training program and the performance of PT GMF AeroAsia Tbk Aircraft Technicians. This research is in line with research (Dysvik et al., 2010) (Susila et al., 2020) (Bustami et al., 2021). Trainees who are highly intrinsically motivated show better performance on the job. Training plays a big role in enabling employees to be more creative and motivated in helping the organization achieve its goals. Ansory and Indrasari (2018:179), job training is something that is needed by employees to provide motivation and encouragement from within the employee to work and have greater responsibility Handoko (2014:119) and to motivate himself to improve performance. (Ardina et al., 2022) Implications for training and motivation which are important for improving employee performance and the key role of increasing employee performance to become professionals. Training programs positively influence job satisfaction.

Table 6. Regression Test Results of Training Programs on Job Satisfaction

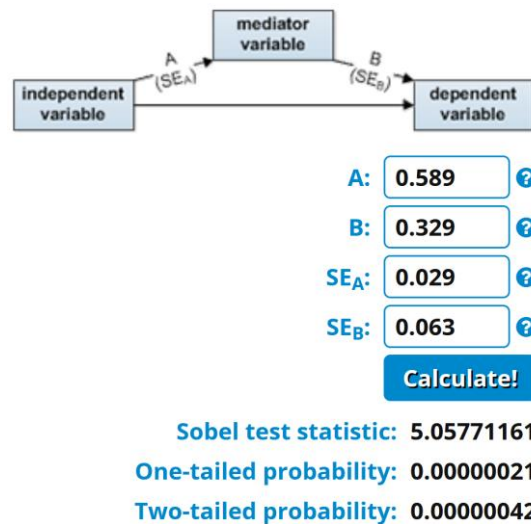
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	11.233	1.383	8.119	.000
	TP	.589	.029	.814	.208

a. Dependent Variable: JS

Table 7. Regression Test Results of Training Programs and Intrinsic Motivation on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.650	1.445		7.369	.000
	TP	.337	.046	.505	7.381	.000
	JS	.329	.063	.356	5.209	.000

a. Dependent Variable: ATP


Figure 6. Result of Job Satisfaction Calculate the Sobel Test

Based on the regression results, it was obtained that t calculated on the training program on job satisfaction was $20.208 > t$ table 1.98 with a regression coefficient of 0.589, **H4 was accepted**. So it is proven that there is a positive and significant influence between training programs on job satisfaction. This research is in line with research (Dima et al., 2022) (Diantari, 2023) that training programs positively influence job satisfaction. training programs encourage job satisfaction before improving job performance (Ali Khan et al., 2022).

Based on the results of the Sobel test calculation, whether job satisfaction is a mediating variable between the training program and technician performance, a value of $5.0577 > 1.98$ is obtained, so it is proven that job satisfaction mediates the training program on the performance of PT GMF AeroAsia Tbk Aircraft Technicians. Therefore **H5 was accepted**. Job satisfaction plays an important role as a mediating variable between training programs and employee performance (Mardinawaty et al., 2022) (Diantari, 2023). Research conducted (Wijaya & Adriyanto, 2022) provides results of job satisfaction anticipating the implementation of employee training to improve employee performance. (Ali Khan et al., 2022) stated the mediating role of job satisfaction which influences the impact of perceived organizational support on employee performance. (Gumi et al., 2019) job satisfaction has a large and beneficial influence on the ability (performance) of PT Baggage Service Department employees. Gapura Angkasa Denpasar Branch. Perceived job satisfaction is a reflection of how an employee feels about their job concerning the amount of reward they receive from the job and what they believe they should receive in return. Job satisfaction is an important issue that has proven to be beneficial for both employees and companies.

The results of the determination test show that the contribution of the influence of training program variables, intrinsic motivation, and job satisfaction can explain the

performance variables of PT GMF AeroAsia Tbk Aircraft Technicians. amounting to 69.1%, the remaining 30.9% was influenced by variables outside those studied.

Table 7. Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834	.695	.691	2.25623

a. Predictors: (Constant), IWM, TP, JS

b. Dependent Variable: ATP

CONCLUSION

From the results and discussion, it can be concluded that there is a positive and significant influence of the training program on the intrinsic motivation of PT GMF AeroAsia Tbk Aircraft Technicians. There is a positive and significant influence of the training program on the performance of PT GMF AeroAsia Tbk Aircraft Technicians. Intrinsic motivation is a mediating variable between the training program and the performance of PT GMF AeroAsia Tbk Aircraft Technicians. There is a positive and significant influence of the training program on the job satisfaction of PT GMF AeroAsia Tbk Aircraft Technicians. Job satisfaction is a mediating variable between training programs and the performance of PT GMF AeroAsia Tbk Aircraft Technicians.

The management implication that the author can suggest is to increase evaluation and follow-up on training programs. Intrinsic motivation that needs to be improved is work-it-self and advancement. In job satisfaction, what needs to be considered is trust in leadership. And the last thing that needs attention in work performance is the system factor. Based on the results of the determination test, the contribution of influence on work performance is 69.1%, so to be able to improve it, exogenous variables need to be added, for example, leadership style.

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