



The Influence of Motivation and Competence on Air Traffic Controller Employee Performance Through Career Development at Perum Lppnpi's Approach Control Unit Jakarta

Zonar Anjab Rabbani^{1*}, Suprpto Suprpto²

¹Mercubuana University, Jakarta, Indonesia, email: humas@mercubuana.ac.id

²Mercubuana University, Jakarta, Indonesia, email: humas@mercubuana.ac.id

*Corresponding Author: Zonar Anjab Rabbani¹

Abstract: This study aims to determine and analyze the direct and indirect effects of motivation and competency on employee performance with career development as an intervening variable. The population of this study were all employees on duty at the Approach Control Unit (APP) of Perum LPPNPI Jakarta Branch, with a total sample of 132 ATC personnel. Retrieval of research data using a questionnaire instrument that has been tested on the instrument. The data analysis method in this study used the Structural Equation Model - Partial Least Square (SEM-PLS). The results of this study suggest that motivation has a positive and significant direct effect on employee performance. Competence has a positive and significant direct effect on employee performance. Motivation has a positive and significant direct effect on career development. Motivation has a positive and significant effect on career development. Career development has no direct effect on employee performance. Also, motivation and competence have a positive and significant indirect effect on employee performance through career development.

Keywords: Motivation, Competence, Career Development, Employee Performance

INTRODUCTION

Developments in the field of transportation are growing rapidly in line with the development of aspects of human life. This is because transportation is needed to support human life both in the economic, social, and other fields. One of the developments in transportation that is highly felt is in the field of aviation because aviation is a mode of transportation that is currently considered the most comfortable, safe, fast, and efficient. This is evidenced by data on an increase in the number of aviation transportation users when the 2020 pandemic hit, there were 3.66 million people recorded in December 2020 and this is expected to continue to increase. (Nordiansyah, 2021)

Responding to this, the Indonesian government made various preparations and developments in all aspects. A number of strategies will be carried out by carrying out

structural transformation and digitalization (Bureau of Communication and Public Information, 2022). Collaboration with existing stakeholders is needed to jointly prepare for the possibilities that will occur by updating policies, regulations, and developing reliable aviation infrastructure and human resources for the smooth realization of the provision of air transportation services.

Human resources are the spearhead of determining the success of a company and are one of the very important factors that cannot even be separated from an organization. (Fauzi, 2021). This can be seen from the level of quality and success of the company that will go hand in hand. Good and well-formed human resources will assist the company in realizing its goals. Therefore, it is necessary to manage and develop human resources that are reliable and synergized in realizing the goals of a company.

The location of this research was conducted at the Jakarta LPPNPI Public Corporation which is located at Soekarno-Hatta International Airport. Soekarno – Hatta International Airport is the main airport serving flights to Jakarta, Indonesia (Angkasa Pura II, 2022). The airport, which began operating in 1985, is an airport that is a hub airport between various national and international regions. The following statement is in line with traffic movement data in 2021 which reached 261,212 domestic movements and 168,681 international movements (source: JATSC branch operational data recapitulation).

In providing services, human resources, namely air traffic controllers, must ensure and maintain the smooth, orderly, and safe flow of aircraft traffic in accordance with work standards or KPI (Key Performance Indicator) for each unit. one of the benchmarks for the realization of KPIs for ATC personnel is the achievement of punctual time or the level of airline achievement in terms of time according to the specified target. The KPI in question has a condition that there is a tolerance limit for departing aircraft which is at least 90% while for arriving aircraft it is at least 80%. There was a fulfillment of the flight's punctuality that was less than the specified target with the lowest punctually time DEP data obtained in May (59%), June (59%), November (59%), and December (59%) while the lowest On-Time Performance ARR was obtained in October (59%). From this phenomenon data, it can be indicated that there are problems that occur in fulfilling ATC performance.

The study entitled *The Effect of Competence and Career Development on Employee Performance at PT. Purnama Indonesia Sidoarjo* states that employee performance can be influenced by competence and career development, organizational commitment, job satisfaction and OSH (Bintari, 2018). According to research entitled *Analysis of Factors Affecting Employee Performance*, it says that employee performance can be influenced by factors of workability, motivation obtained, working conditions and work environment, and the compensation system (Akbar, 2018).

Before determining the variables that affect the performance of ATC employees in the Approach Control Unit of the JATSC branch, the authors conducted unstructured interviews with the unit manager to select variables and adjusted them according to existing theory. The author found the suitability of 10 variables and can be used to find variables that affect employee performance, namely motivation, organizational culture, work environment, discipline, career development, competency, leadership, job satisfaction, compensation, and organizational commitment. The author distributed the questionnaire to 20 ATC personnel in the unit under study.

Previous research conducted by Mahardhika et al., entitled *The Influence of Work Motivation on Employee Performance (Employee Survey at PT. Axa Financial Indonesia Sales Office Malang)* said that motivation has a significant influence on employee performance. (Mahardhika, 2013). Meanwhile, research conducted by Kariyamin et al., entitled *The Influence of Motivation, Competence, and Work Environment on Employee Performance*, said that motivation partially has a negative but not significant effect on

employee performance variables. Based on the results of different studies, the authors are interested in re-examining by providing different variables (Kariyamin et al., 2020).

Looking at the phenomena, pre-research data, and pre-survey above, the authors concluded that there are problems that occur in the performance of ATC employees in the Approach Control Unit. Employee performance that is less than optimal is caused by various factors which include a lack of motivation from employees, underdeveloped competencies, and career paths in career development that are not appropriate. This is a compilation of a series of causes that are mutually sustainable. If this is overcome, there will be work effectiveness and productivity that encourages good employee performance because the company's performance is determined by the quality of its employees.

LITERATURE REVIEW

Wibowo explained that there are two main factors that influence motivation, namely the first factor of employees consisting of abilities, knowledge, character and characteristics, emotions, moods, beliefs, and values. The second factor of work includes the physical environment, assigned tasks, the organization's approach to superior recognition and recognition, supervision, guidance, and organizational culture. Thus the motivation of behavior is directly influenced by knowledge, abilities, and skills (Wibowo, 2016). Strengthened by research conducted by Dwiyanti et al. shows that work motivation has a positive effect on employee performance, indicating that work motivation has a positive effect on employee performance. From the explanation above, it can be formulated a hypothesis that motivation has a positive and significant direct effect on employee performance (Dwiyanti et al., 2019).

According to Suharsaputra who explained that the ability/competence factor can affect employee performance because, with high ability, employee performance will also be achieved. Conversely, if the ability of employees is low or not in accordance with their expertise, performance will not be achieved. From the explanation above, it can be formulated the hypothesis that competence has a positive and significant direct effect on employee performance (Suharsaputra, 2010).

In Silalahi's research, Human Resources is an important asset in achieving the goals of an organization because it can determine the success of an organization. Everyone who works for a company will have a number of expectations in return for the sacrifices or achievements they have given. One of them is the hope to reach a position/position that is higher or better than the previous position/position. Career development is an employee activity that helps employees plan their future careers at the company so that the company and the employee concerned can develop themselves to the fullest. Motivation is an impulse that arises in a person in an effort to meet his needs (Silalahi, 2019). From the explanation above, it can be formulated a hypothesis that motivation has a positive and significant direct effect on career development.

Busro explained that career development is a continuous process that is passed by each individual through personal efforts in order to achieve career planning goals that are adapted to organizational conditions. From the explanation above, it can be formulated the hypothesis that competence has a positive and significant direct effect on career development (Busro, 2018).

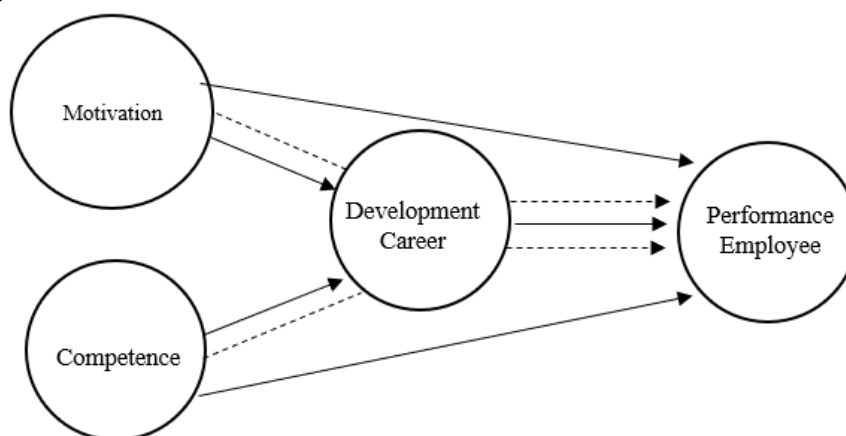
According to Busro, one of the career development factors is increasing work productivity. High work productivity is the dream of all employees. A good career can only be achieved by people who have good productivity. Thus, individuals who have low productivity are less likely to be given a greater mandate by the leadership (Busro, 2018). From the explanation above, a career development hypothesis can be developed that has a direct positive and significant effect on employee performance.

Career development of an employee needs to be carried out because an employee working in a company does not only want to get what he has today, but also expects changes, progress, and opportunities to be given to him to move to a higher and better level. (Kadarisman, 2017).

Furthermore, according to Busro, one of the career development factors is an increase in work productivity. High work productivity is the dream of all employees. A good career can only be achieved by people who have good productivity. Thus, individuals who have low productivity are less likely to be given a greater mandate by the leadership (Busro, 2018). From the explanation above, it can be formulated a hypothesis that motivation has a positive and significant indirect effect on employee performance through career development.

Busro explained that career development is a continuous process that is passed by each individual through personal efforts in order to realize the goals of career planning that are adapted to organizational conditions. (Busro, 2018). Furthermore, according to Busro, one of the career development factors is an increase in work productivity. High work productivity is the dream of all employees. A good career can only be achieved by people who have good productivity (Busro, 2018). Thus, individuals who have low productivity are less likely to be given a greater mandate by the leadership. From the explanation above, it can be formulated the hypothesis that competence has a positive and significant indirect effect on employee performance through career development.

In accordance with the explanation above, the conceptual framework formed in this study is described in Figure 1.



Source: Picture of Research
Figure 1. Conceptual framework

RESEARCH

This study uses a quantitative research approach. This study uses survey research. This study looks at the relationship of a variable so that there is a causal or causal relationship and in its application, there are independent variables (free) and dependent variables (tied). This study used data collection techniques with questionnaire techniques (questionnaire). The population used is all employees or ATC who work at the Approach Control Unit (APP) of 197 employees at the Jakarta LPPNPI Public Corporation. The research sample used was processed using the slovin formula and the results obtained were 132 ATC employees at the APP Pe-rum LPPNPI Jakarta unit. The data source used by the author is using primary data and secondary data to support the primary data. The primary data used is related to the dimensions of the questionnaire that has been formed from the variables of motivation (X1), competency (X2), career development (Y1), and employee performance (Y2) involving several respondents who have adjusted the number of samples from the study population. The scale used in this study is the Likert scale. In this study, instrument testing was used to test the validity and reliability. As for data processing, this study used the Structural Equation Modeling (SEM) technique.

RESULT AND DISCUSSION

Characteristics of Respondents

The characteristics of the respondents are summarized in Table 1. The table shows that there were 132 selected respondents. The respondents were grouped based on gender, age, educational background of the respondents, and the level of the respondent's position. In terms of gender, most of the respondents fell on male respondents as many as 83 respondents while 49 were female respondents. Perum LPPNPI Jakarta, the APP unit is dominated by men because this company is engaged in providing flight navigation services which in its operation require employees who are required to be always available in any situation. In addition, the shift work system for the unit's employees is dominated by men. However, as for respondents based on age, most respondents were aged between 26 years to 35 years and the fewest respondents were respondents aged 18 years to 25 years. This is because all employees working in the unit are employed, who still have the appropriate qualifications in the unit. In addition, the system of employee rotation, remuneration, promotion, and job rotation that occurs is a factor causing this domination. However, in the small-est age range, namely 18-25 years, there were 4 respondents due to the fact that there was no employee recruitment, especially in this unit according to the periodicity because the company was carrying out a moratorium which had an impact on employee recruitment.

Table 1. Characteristic of respondents

Characteristics	frequency	Percentages	Characteristics	frequency	Percentages
Gender			Position Level		
Man	83	62.9%	C1A	27	20.5%
Woman	49	37.1%	B4A	41	31.1%
			B3A	37	28.0%
			B2A	27	20.5%
Age			Educational background		
18-25	4	3.0%	S 1	10	7.6%
26-35	59	44.7%	D.IV	5	3.8%
36-45	50	37.9%	D.III	108	81.8%
>45	19	14.4%	D.II	9	6.8%

Source: Data of Research

For respondents based on position level, the highest number was dominated by employees with B4A positions 41 respondents. Meanwhile, the smallest number was C1A and B2A with 27 respondents. This is because the unit and position of the unit have qualifications with that level of position. Meanwhile, at the C1A position level, there were 27 respondents, which was due to the absence of qualifications that matched the position level to reach the position level higher. Then at the B2A position level with a number of respondents 27 is because there has not been an opportunity opened by the company to raise the position level. Overall, the discrepancy in the level of position in this unit, which is adjusted to various qualification factors, is due to the absence of a career advancement rotation at the company since the beginning of 2020, which was caused by the company making adjustments to budget plans as a result of the COVID-19 pandemic.

Research Instrument

Convergent validity testing has been carried out by looking at the value of the loading factor. The indicator will be said to be valid if the loading factor has a value above 0.7 and the average variance extracted (AVE) value has a value above 0.5(Wijaya, 2019). Table 2

shows that all construct indicators to produce a loading factor value of more than 0.7 and an AVE value of with hypothesis testing. The results of the SEM-PLS test in this study are in table 2.

Table 2. Construct indicators

Variable	Indicator	Loading Factor	Composite Reliability	AVE
Performance Employee (Y)	KA3	0.714	0.714	
	KB1	0.823	0.823	0.576
	KB2	0.726	0.726	
Motivation (X1)	MB1	0.796	0.796	
	MC1	0.725	0.725	0.64
	MC2	0.827	0.827	
Competency (X2)	JB1	0.718	0.718	
	JC1	0.714	0.714	0.566
	JC2	0.774	0.774	
Career Development (X3)	PA1	0.842	0.842	
	PA2	0.871	0.871	0.702
	PB1	0.822	0.822	

Source: Data of Research

Discriminant validity testing compares outer loading values with cross-loading. A construct will be significantly different from other constructs when the outer loading value of the construct is higher than the cross-loading value (Wijaya, 2019). Table 3 shows the comparison values between outer loading (bold) and greater than 0.5. It can be interpreted that as a whole it is valid and meets the provisions of convergent validity testing.

Table 3. Discriminant validity test

Indicator	Employee performance	Competence	Motivation	Career development	Value Description
KA3	0.714	0.568	0.459	0.413	Valid
KB1	0.823	0.659	0.511	0.448	Valid
KB2	0.726	0.622	0.354	0.427	Valid
MB1	0.606	0.64	0.796	0.442	Valid
MC1	0.603	0.703	0.725	0.556	Valid
MC2	0.614	0.606	0.827	0.539	Valid
JB1	0.542	0.718	0.698	0.486	Valid
JC1	0.541	0.714	0.648	0.464	Valid
JC2	0.641	0.774	0.626	0.469	Valid
PA1	0.568	0.611	0.572	0.842	Valid
PA2	0.565	0.61	0.567	0.871	Valid
PB1	0.575	0.603	0.589	0.822	Valid

Source: Data of Research

The respondent's data were combined and tested using the SEM-PLS (Structural Equation Model-Partial Least Squares) technique by the SmartPLS 3.2.9 application. SEM-PLS is divided into two testing models, namely the outer model and the inner model. The outer model defines how each indicator block relates to the latent variable. On the other hand,

for testing the Inner model describes the relationship between latent variables based on the research substantive theory. Furthermore, to test the decision on the hypothesis, the authors also proceed with hypothesis testing. The results of the SEM-PLS test in this study are in table 2.

Discriminant validity testing compares outer loading values with cross-loading. A construct will be significantly different from other constructs when the outer loading value of the construct is higher than the cross-loading value (Wijaya, 2019). Table 3 shows the comparison values between outer loading (bold) and cross-loading values.

Hypothesis test

Table 4 shows the results of hypothesis testing. The table describes whether the hypothesis is rejected or accepted. It can be seen that almost all of the hypotheses are accepted, but the career development variable has no effect on employee performance. The value of R-square is 0.652. This can illustrate that employee performance is influenced by all test variables of 65.2% to 34.8% influenced by other factors.

Table 4. Hypothesis testing

	Variable	Coefficient	T-Values	P Values	Information
H1	X1-Y	0.62	6,383	0	Accepted
H2	X2-Y	0.472	5.014	0	Accepted
H3	X3-Y	0.459	3,471	0.002	Accepted
H4	X1-X3	0.32	3,280	0.001	Accepted
H5	X2-X3	0.084	1,042	0.298	Accepted
H6	X1-X3-Y	0.48	5,987	0.004	Accepted
H7	X2-X3-Y	0.527	5,986	0.014	Accepted
R2		0.652			

Source: Data of Research

The Effect of Motivation on Employee Performance

Based on the results of calculations with tests that have been carried out by the author and supported by previous research, it can be concluded that the H1 hypothesis is accepted which means that the higher the motivation, the more it will affect employee performance.

The managerial implications that exist in the Jakarta Branch of Perum LPPNPI are related to motivation that directly affects employee performance due to the existence of a reward program system offered by the company that has been running as it should. This is evidenced by the running of the ATC service token appreciation program or what can be called the service period. This program aims to reward the dedication to service that has been carried out by ATC personnel. The form of the award given is adjusted to the time level or period of service, either in the form of a bonus or a plaque of merit. This award is usually carried out within a certain period of time with the hope that this award can increase motivation which has an impact on employee performance.

The Effect of Competence on Employee Performance

Based on the results of calculations with tests that have been carried out by the author and supported by previous research, it can be concluded that the H2 hypothesis is accepted. The results of the study show that competency has a positive and significant effect on employee performance, which means that one way to improve employee performance in a company is to increase the competency of each individual employee.

Managerial implications for the Jakarta Branch of Perum LPPNPI can be seen from several company programs that aim to improve the competence of existing ATC employees.

One of the training programs is that the company always opens opportunities for its employees to take part in competency training programs with the media of several short courses or classes, one of which is the area control radar (ACS) course which is regularly held. This course is conducted in addition to fulfilling vacant competencies in available units, it also functions to provide increased competency for each ATC employee who is assigned or transferred to that unit. Material and learning provided by the company either by cooperating with government education agencies or in this case the Human Resources Development Agency (BPSDM) of the Ministry of Transportation, International Education Agencies, and Regulators in this case the Ministry of Transportation of the air force, as well as from the internal company itself. By increasing competency through this program, it is expected that employees will have a sharper and broader knowledge in terms of dealing with problems that exist while on duty which have an impact on the process of providing flight navigation services or in this case employee performance.

The Effect of Motivation on Career Development

Based on empirical facts and supported by previous research, it can be concluded that hypothesis H3 is accepted. This means that the higher the motivation, the higher the career development.

Managerial implications related to motivation at the Jakarta Branch of Perum LPPNPI are shown by the existence of a promotion program that is routinely carried out and is widely open to every group. Job promotions or positions are carried out in accordance with existing company standards and have an impact on the career path of each person occupying the position. A career advancement system that is connected to promotion and is characterized by how high the leveling level or rank obtained from an employee will also affect the income or incentives obtained so that it can boost employees to compete in improving their careers.

The Effect of Competence on Career Development

Based on empirical facts and supported by previous research, it can be concluded that hypothesis H4 is accepted. This means that the higher the competence, the higher the career development.

Managerial implications related to competency at Perum LPPNPI are career enhancement or development programs that exist in this company, one of which refers to how high the level of competence an employee has. The system aims to maintain the quality of the company's operational performance by adjusting the assessment of positions based on their competencies. With this in mind, ATC personnel will also be competing to improve their careers through the competencies they have and indirectly it can be said that the company rewards the competencies possessed by its employees.

The Effect of Career Development on Employee Performance

Based on empirical facts and supported by previous research, it can be concluded that hypothesis H5 is rejected and H_0 is accepted. This can be interpreted that the higher one's career path will not affect the performance of good employees as well.

Managerial implications related to career development do not directly affect employee performance at the Jakarta Branch of Perum LPPNPI because education/competence improvement facilities are not regularly implemented for each employee. One of the reasons the competency improvement program was not implemented in accordance with the allotted time was due to the outbreak of the Covid-19 pandemic which had an impact on the company's revenue so that the company made expenditure efficiencies and resulted in an employee competency improvement program that had been planned previously. This can be seen from the results of discriminant validity testing using the cross-loading method with the

lowest question item, namely at PE1 "Companies provide education/competence enhancement facilities on a regular basis for each of their employees". Furthermore, the next reason is due to the existence of a seniority system or "bean sequence" which requires prioritizing senior employees who take part in competency training programs so that the planned training when new employees enter with the appropriate timeline is hampered or delayed.

The Effect of Motivation on Employee Performance Through Career Development

Based on empirical facts and supported by previous research, it can be concluded that hypothesis H6 is accepted. This can be interpreted that higher motivation has a positive and significant effect on employee performance through career development.

The managerial implications that occur at the Jakarta Branch of Perum LPPNPI are the career development system that applies to this company. It can be said that an employee who has a high motivation to pursue a career path will improve their performance. This is evidenced by the career advancement program which provides equal opportunities and opportunities for every employee. With this in mind, the nature of the selection becomes more accurate and objective and right on target for the positions needed by the company. The positive impact that occurs is that every employee of the company, especially in that unit, has a race not to be trapped in a sense of security in a position so that rotation in a position becomes healthy and regular. Besides that,

The Effect of Competence on Employee Performance Through Career Development

Based on empirical facts and supported by previous research, it can be concluded that hypothesis H7 is accepted. This can be interpreted that higher competence has a positive and significant effect on employee performance through career development.

The managerial implications contained in the Jakarta Branch of Perum LPPNPI are career development which only focuses on the competencies possessed by ATC personnel who serve in accordance with the units placed and have a significant impact on career development, in this case, the Approach Control Unit (APP). In this unit, all ATC personnel must have a license or permit to conduct piloting in the APP unit. This becomes a competency requirement for the ATC in that unit. The impact is that every employee who may be outside the unit or wants to increase their career path by transferring to a higher unit, will race to improve the competencies they have.

CONCLUSION

In general, the hypotheses put forward are significantly supported or fulfilled, it's just that there is one hypothesis that is rejected, namely career development on employee performance. The various conclusions based on the hypothesis are as follows:

1. Motivation has a positive and significant direct effect on employee performance
2. Competence has a positive and significant direct effect on employee performance
3. Motivation has a positive and significant direct effect on career development
4. Competence has a positive and significant direct effect on career development
5. Career development has no direct effect on employee performance
6. Motivation has a positive and significant indirect effect on employee performance through career development
7. Competence has a positive and significant indirect effect on employee performance through career development

Perum LPPNPI Jakarta Branch has an award program offered by the company that has been running as it should. This is evidenced by the running of the ATC service token appreciation program or what can be called the service period. This program aims to reward

the dedication to service that has been carried out by ATC personnel. The form of the award given is adjusted to the time level or period of service, either in the form of a bonus or a plaque of merit. Furthermore, there are training programs that always open opportunities for employees to take part in competency training programs with the media of several courses or short classes, one of which is the area control radar (ACS) course which is regularly held.

There is a promotion program that is routinely carried out and is widely open to all circles. Job promotions or positions are carried out in accordance with existing company standards and have an impact on the career path of each person occupying the position. A career advancement system that is linked to promotion and is marked by how high the leveling level or rank an employee gets will also affect the income or incentives they get so that they can boost employees to compete to improve their careers.

The implementation of education/competency enhancement facilities on a regular basis for each employee is not implemented. One of the reasons the competency improvement program was not implemented in accordance with the allotted time was due to the outbreak of the Covid-19 pandemic which had an impact on the company's revenue so that the company made expenditure efficiencies and resulted in an employee competency improvement program that had been planned previously. A career advancement program that provides equal opportunities and opportunities for every employee. With this in mind, the nature of the selection becomes more accurate and objective and right on target for the positions needed by the company.

On the basis of the implications of the problem phenomena with the above test results, the researcher provides the following suggestions:

1. Provide updates on facilities that can facilitate employee work (AIDC & ATFM)
 2. Providing facilities for broad and regular competency improvement (scholarship system)
 3. Providing awards according to all competencies possessed (System of operational to structural mutations that are widely open by accommodating every information the company needs)
 4. Provide learning system updates or competency improvements that can be enjoyed by learning recipient objects in all conditions (radar remote or online system)
- The conclusion must be related to the title and purpose of the study. Don't make statements that are not adequately supported by your findings. Write down the improvements made in the field of industrial engineering or science in general. Don't make further discussions, repeat abstracts, or just list the results of the study. Don't use bullet points, use paragraph sentences instead.

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