



DOI: <https://doi.org/10.38035/dijms.v6i2.2479>
<https://creativecommons.org/licenses/by/4.0/>

Determinants of Passenger Service Quality and Avsec Job Satisfaction: Analysis of Compensation, Organizational Commitment and Career Path

Zaini Ahmad¹, Muhammad Fikri², Juliatier Simarmata³, Primadi Candra Susanto⁴

¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. zaini.avsec@gmail.com

²Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. muhammadfikriap2@gmail.com

³Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. juliaters@gmail.com

⁴Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. primstrisakti@gmail.com

Corresponding Author: zaini.avsec@gmail.com

Abstract: The article on determinants of passenger service quality and Avsec job satisfaction: compensation analysis, organizational commitment and career path is a scientific literature review article within the scope of human resource management science. This article aims to create a hypothesis regarding the relationship between factors, which can then be used for further research in the field of human resource management. Descriptive qualitative research methodology was used in this research. The data used in this research comes from previous research which is still relevant to the current investigation. Data was collected from leading academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sprott journals. The findings of this research are as follows: 1) Compensation influences the quality of passenger service; 2) Organizational commitment influences the quality of passenger service; 3) Career level influences the quality of passenger service; 4) Compensation influences Avsec job satisfaction; 5) Organizational commitment influences Avsec job satisfaction; 6) Career level influences Avsec job satisfaction; and 7) The quality of passenger service influences Avsec job satisfaction.

Keyword: Avsec Job Satisfaction, Passenger Service Quality, Compensation, Organizational Commitment, Career Path

INTRODUCTION

The aviation industry is an important sector since it directly impacts passenger safety and comfort. Good service quality is a critical aspect in sustaining an airline's reputation and customer loyalty. On the other hand, work satisfaction among aviation security officers (Avsec) is vital because they have a significant responsibility for preserving aviation security and safety. As a result, an examination of the determinants of passenger service quality and Avsec work satisfaction is necessary to investigate the relationship between these aspects and understand how they influence one another.

Compensation is one issue that can have an impact on passenger service quality and Avsec work happiness. Compensation, including bonuses, incentives, salaries, and wages, can motivate aviation security officers to deliver better service to passengers. Fair and transparent compensation can boost Avsec job satisfaction by offering appropriate appreciation for completed tasks. Aside from that, competitive compensation can boost officer motivation and performance, thereby improving the quality of passenger service. Furthermore, organizational dedication has a significant impact on the quality of passenger service and Avsec worker satisfaction. When aviation security professionals feel engaged and supported by the organization's goals and values, they are more motivated to offer excellent service to passengers. Organizational commitment fosters a strong relationship between officers and the firm, which can lead to higher service quality and job satisfaction. Furthermore, open communication and management assistance are examples of organizational dedication that can help keep Avsec employees satisfied.

Finally, career level can have an impact on the quality of passenger service and Avsec job happiness. The chance of job advancement, recognition, and awards might motivate aviation security officers to enhance their performance. When officers believe there are prospects for advancement and development in their careers, they are more involved in their work and strive for better outcomes. Aside from that, networks and relationships formed through professional routes can assist officers carry out their tasks more effectively, hence improving the quality of passenger service.

In the framework of this research, it is critical to understand how these three components interact and influence one another. For example, fair compensation can boost Avsec job satisfaction, which can improve passenger service quality. Similarly, strong organizational commitment can shape officers' perceptions of compensation and inspire them to perform well. Furthermore, a clear and sustainable career path can boost job satisfaction and improve customer service by providing aviation security officers with a long-term vision of growth and development within the organization. Thus, analyzing the Determinants of Passenger Service Quality and Avsec Job Satisfaction is critical for understanding the factors that influence service quality and job satisfaction in the aviation business. Airlines can identify areas for improvement and implement more effective strategies to improve service quality and security officer job satisfaction by better understanding the relationship between compensation, organizational commitment, and career path. flight. This is expected to improve the passenger experience while maintaining overall levels of safety and satisfaction in the aviation industry.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does compensation affect the quality of passenger service?; 2) Does organizational commitment influence the quality of passenger service?; 3) Does career level influence the quality of passenger service?; 4) Does compensation affect Avsec job satisfaction?; 5) Does organizational commitment influence Avsec job satisfaction?; 6) Does career level influence Avsec job satisfaction?; and 7) Does the quality of passenger service affect Avsec job satisfaction?.

METHOD

Literature Examination In preparing the article, methodologies such as systematic literature review (SLR) and library research were used. The methods underwent qualitative evaluation, and their accessibility was verified through scientific web sources including Mendeley and Google Scholar. A systematic literature review (SLR) is a rigorous and methodical process that involves identifying, assessing, and examining all related research literature with the goal of answering a specific research question. When conducting qualitative analysis, it is important to apply the literature review consistently according to methodological assumptions. Investigative in nature, qualitative analysis is carried out primarily for this reason, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Result

The following are the research findings, considering the problem's context and formulation:

Avsec Job Satisfaction

Aviation Security job satisfaction refers to the amount of job satisfaction or satisfaction experienced by aviation security personnel while performing their security and safety duties in the aviation environment. This term encompasses AVSEC employees' favorable opinions of different aspects of their work, such as the work environment, working conditions, work equipment, organizational support, career chances, sense of accomplishment, and contribution to aviation safety. AVSEC job happiness can be influenced by elements such as acknowledgment for accomplishments, management support, career growth chances, organizational communication, and opportunity to cooperate with coworkers. Understanding and maintaining AVSEC job satisfaction is an important aspect of human resource management in aviation security, as it can help enhance personnel performance and effectiveness in defending overall aviation safety (Takaselumang et al., 2022).

The indicators or dimensions contained in Avsec job satisfaction include: 1) Involvement and Leadership: Describes AVSEC personnel's level of involvement and motivation in doing their jobs, as well as the leadership qualities displayed by their superiors or coworkers in guiding and supporting them; 2) Problem Response: Refers to an organization's or management's capacity to respond swiftly and effectively to problems or concerns raised by AVSEC workers, as well as to address such problems fairly and on time; and 3) Policies and Procedures: Shows AVSEC personnel's understanding and compliance with appropriate operational policies and procedures, as well as the clarity and consistency of these policies in supporting the execution of aviation security duties (Sulistiyono & Olivia, 2015).

Avsec job satisfaction variables have been studied by previous researchers, including: (Sulistiyono & Olivia, 2015), (Widagdo, 2019a), (Takaselumang et al., 2022), (Hartono et al., 2020), (Susanto et al., 2021), (Susanto et al., 2020).

Quality of Passenger Service

Passenger service quality refers to a passenger's level of satisfaction with various areas of the service given by an airline or airport during their flight. This definition encompasses passengers' positive opinions of different parts of service, such as the check-in procedure and baggage pickup, as well as on-board service, airport facility availability, and contacts with service personnel. The quality of passenger service is critical in the aviation sector since it affects the travel experience and perception of the airline or airport. Passengers who are pleased with the service they receive are more inclined to recommend an airline or airport to others. Passengers who are disappointed with their service, on the other hand, run the danger of losing customers and harming the company's brand (Sihombing et al., 2022).

The indicators or dimensions contained in the quality of passenger service are as follows: 1) Safety and Security: Describes the effectiveness of security measures adopted by airlines and airports to ensure passenger safety, such as screening and surveillance protocols; 2) Responsiveness to Needs and Complaints: Measures how fast and effectively airlines and airports respond to passenger needs and complaints, as well as their ability to address problems satisfactorily; and 3) Information and Communication Quality: The clarity and accuracy of information provided to passengers on flight schedules, changes, and procedures, as well as the ability of airlines and airports to communicate successfully with passengers (Susanto & Jumawan, 2022).

Variables of passenger service quality have been studied by previous researchers, including: (Sihombing et al., 2022), (Susanto & Jumawan, 2022), (Sihombing et al., 2022),

(Susanto & Keke, 2020), (Sipone, 2024), (Harahap et al., 2020), (Siahaan et al., 2023), (Zu et al., 2024), (Alanazi et al., 2024), (Choi et al., 2024).

Compensation

Compensation refers to payments or reimbursements made to persons or parties in exchange for their time, effort, or losses. This term encompasses a variety of kinds of reimbursement, such as money, products or services, and other advantages given to individuals in exchange for their contributions or to compensate for losses or damages suffered. In general, compensation refers to salaries or payments paid to employees in exchange for the time and energy they devote to carrying out their job responsibilities. However, the concept of compensation does not only refer to salaries or earnings. It also covers numerous types of perks, such as health insurance, retirement plans, paid time off, performance bonuses, incentives, and other non-monetary remuneration provided by businesses to their employees. Thus, compensation plays a vital role in ensuring balance and justice in the interaction between individuals or parties who make contributions or suffer losses, and parties or organizations who provide compensation or compensation for these contributions or losses. Good and fair pay management is essential for ensuring that the individuals or parties involved feel valued and treated fairly, as well as retaining motivation and engagement (Setyawan & Prayudista, 2023).

The indicators or dimensions contained in compensation are as follows: 1) Bonuses & Incentives: A type of additional remuneration given to employees as a reward for particular achievements or performance, which might take the shape of performance bonuses, annual bonuses, sales incentives, or other incentives designed to encourage motivation and improved performance; 2) Salary and Wages: The amount of money paid to employees as compensation for work completed, either in the form of a monthly salary, hourly wages, or other forms of payment as specified in the employment agreement; and 3) Fairness and Transparency: Refers to fairness in the compensation system, which occurs when employees believe their compensation is fair and proportionate with their contributions and performance, as well as transparency in the compensation decision-making process (Budiyono et al., 2022).

Compensation variables have been studied by previous researchers, including: (Setyawan & Prayudista, 2023), (PUTRA, 2018), (Zulkifli et al., 2022), (Budiyono et al., 2022), (Susanto, 2022).

Organizational Commitment

Organizational commitment refers to an individual's loyalty, engagement, and allegiance to the organization for which they work. This concept comprises an individual's willingness to contribute maximally, identification with the organization's values and goals, and a strong desire to remain and grow in the workplace. Understanding and controlling organizational commitment is critical in human resource management to ensure the organization's overall performance and success. This includes developing a healthy company culture, fostering a supportive work environment, offering professional development opportunities, and recognizing individual efforts and accomplishments. Organizations can build a work environment that allows workers to develop and contribute to their full potential, thereby supporting the attainment of strategic goals and long-term success (Sitanggang et al., 2022).

The indicators or dimensions contained in organizational commitment are as follows: 1) Trust in Leadership: The level of trust and confidence that employees have in the organization's management and leadership, including trust in the leadership's decisions and direction; 2) Commitment to Organizational Goals: Indicates an employee's willingness to devote and actively contribute to attaining the organization's goals and mission, as well as focusing on the company's long-term success; and 3) Communication and Transparency: Describes the amount to which a company communicates openly and clearly with employees about organizational

goals, policies, and developments, as well as providing opportunities for employee participation in decision-making (Mahaputra, 2021).

Organizational commitment variables have been studied by previous researchers, including: (Bahaudin, 2020), (Sitanggang et al., 2022), (Mahaputra, 2021), (Susanto, Agusinta, & Setyawati, 2023),

Career path

A career ladder is a set of interrelated and multilevel roles or job duties within an organization or industry that allow an individual to advance in rank, experience, and compensation over time and with work experience. This definition encompasses opportunities for individuals to advance in rank, move to a higher position, or improve their skills and knowledge in order to fulfill their career objectives. Overall, career paths are a critical system in human resource management that allows individuals to reach their full potential and businesses to achieve their strategic objectives. Organizations can foster employee growth and development by providing clear career routes and ample development opportunities, resulting in advantages for all parties involved (Sumardi et al., 2022).

The indicators or dimensions contained in career levels are as follows: 1) Development possibilities: Showcases the availability of possibilities to improve the skills, knowledge, and competencies required to advance in a field, such as training, certifications, or new experiences; 2) Acknowledgment and Awards: Refers to types of reward and acknowledgment for individual accomplishments and contributions to the organization, such as promotions, bonuses, or other incentives that foster motivation and dedication; and 3) Networking and Connections: Discusses the significance of developing relationships and networking with key individuals and leaders within an organization or industry to enhance career development and advancement prospects (Pratiwi & Sriathi, 2017).

Career path variables have been studied by previous researchers, including: (Bahri & Chairatun Nisa, 2017), (Sumardi et al., 2022), (Pratiwi & Sriathi, 2017), (Susanto, Sawitri, & Suroso, 2023), (Susanto, Sawitri, & Susita, 2023),

Previous Research

Based on the problem formulation and research results above, previous research was determined as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Setyawan & Prayudista, 2023)	Providing compensation influences passenger service satisfaction	The effect of providing compensation on passenger service satisfaction	The object of the research was carried out on the Lion Air airline	H1
2.	(Bahaudin, 2020)	Organizational commitment, job satisfaction and organizational culture influence the quality of passenger service at PT KAI	Organizational commitment influences the quality of passenger service	Organizational culture influences the quality of passenger service	H2
3.	(Syahputra & Tanjung, 2020)	Competency, training and career level influence the quality of passenger service and employee performance	The influence of career level on the quality of passenger service	The influence of competency and training on employee performance	H3
4.	(PUTRA, 2018)	Leadership style, organizational culture and	The effect of compensation on	The influence of leadership style and organizational	H4

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
		compensation influence Avsec job satisfaction	job satisfaction avsec	culture on Avsec job satisfaction	
5.	(Putra, 2022)	Organizational commitment influences avsec job satisfaction at PT Angkasa Pura II	The influence of organizational commitment on avsec job satisfaction	The research locus was carried out at PT Angkasa Pura II	H5
6.	(Afriadi, 2021)	Job promotion, compensation and career development influence work motivation and job satisfaction avsec	The influence of career development on avsec job satisfaction	The influence of job promotion and compensation on Avsec job satisfaction	H6
7.	(Takaselumang et al., 2022)	Passenger unit service quality on Avsec job satisfaction at Domine Eduard Osok Airport, Sorong City	The influence of service quality on Avsec job satisfaction	The research locus was carried out at Domine Eduard Osok Airport, Sorong City	H7

Discussion

On the basis of the aforementioned findings and prior research, the following research discussion is formulated:

1. The Effect of Compensation on Passenger Service Quality

The impact of remuneration on the quality of passenger service is crucial for airline and airport operations. Compensation issues such as bonuses and incentives, salaries and wages, and fairness and transparency all have an impact on staff motivation and performance, which in turn affects the quality of service delivered to passengers.

Bonuses and incentives are one type of remuneration that can encourage employees to provide their best work. Employees are more motivated to deliver excellent service to passengers when they are offered incentives such as performance bonuses or annual bonuses. They will strive to increase the quality of service in order to reach or even exceed the targets set for the incentive. Employees at the check-in counter or departure gate, for example, may strive to deliver more friendly and efficient service in order to achieve passenger waiting time targets. In addition, fair and competitive pay and wages might have an impact on service quality. Employees who believe they are being compensated based on their contributions and performance are more motivated and committed to giving superior service to passengers. A fair compensation can also assist reduce staff unhappiness and financial stress, increasing their attention and concentration on providing quality service to passengers.

Fairness and openness in the compensation system are also critical for sustaining employee morale and motivation. When employees believe that the remuneration structure is fair and transparent, they are more inclined to commit and contribute optimally. Fair distribution of bonuses and incentives, as well as clarity in performance evaluation criteria and wage determination, can all contribute to a healthy and supportive workplace environment. This positive reward can have a direct impact on the quality of passenger service in a variety of areas, including safety and security. Employees that are motivated and driven to deliver their best performance are more likely to adhere to established security and safety standards. They will be more committed to ensuring that every security inspection step and procedure is properly and totally completed, boosting passenger safety.

Employee motivation and well-being can have an impact on responsiveness to passenger complaints and requirements. Employees that are pleased with their pay tend to be more polite, cooperative, and sensitive to passenger requests and concerns. They will make every effort to handle issues swiftly and efficiently, as well as give passengers with the support or information

they require. Employees that feel respected and supported by the firm can also deliver better information and communication to passengers. Employees who are pleased with their pay are more likely to communicate clearly and efficiently with travelers, whether via airport announcements or in-person contacts. They will be more motivated to deliver accurate and useful information to travelers, enhancing their overall travel experience.

Thus, it is reasonable to conclude that staff compensation has a considerable impact on the quality of passenger service in the aviation business. Bonuses and incentives, salaries and wages, as well as fairness and transparency in the compensation system, can inspire staff to operate to the best of their abilities, affecting safety, responsiveness, and the quality of passenger communication. As a result, management must pay particular attention to their compensation strategy as part of their efforts to enhance the customer experience and strengthen the company's reputation.

Compensation influences the quality of passenger service, this is in line with research conducted by: (Setyawan & Prayudista, 2023), (Zainur Mundakir, 2018), (Setyawan & Prayudista, 2023).

2. The Influence of Organizational Commitment on Passenger Service Quality

The influence of organizational commitment, which includes trust in leadership, commitment to organizational goals, and open communication, has a substantial impact on the quality of passenger service in aviation. Organizational commitment represents an employee's attachment and loyalty to the organization they work for, and these variables have a significant impact on company culture and how staff interact with passengers. First, trust in leadership is a critical component of organizational commitment. Employees that have strong faith in their company's leadership are more motivated to attain common goals. In the aviation business, trust comprises the perception that management has a clear goal for reaching the highest levels of passenger safety and security. Employees who trust their bosses are more likely to follow set rules and processes, resulting in greater safety and security in aviation services.

Second, committing to company goals gives employees clear and consistent direction. When employees feel connected to the company's goals and values, they will prioritize attaining common goals over individual interests. In the aviation sector, the primary purpose is to provide passengers with safe, efficient, and high-quality service. Employees that are devoted to this purpose are more likely to emphasize safety and security while also providing quick, high-quality service to passengers. Third, clear communication is critical in developing a healthy and open workplace culture. When management communicates information to employees honestly and clearly, it fosters an environment in which they feel heard and respected. In the aviation sector, open communication on policy changes, procedures, and safety issues enables employees to respond promptly and effectively. This can assist prevent or mitigate problems, hence improving safety and passenger satisfaction.

This organizational commitment has a direct impact on the quality of passenger service in a variety of areas, including safety and security. Employees who trust their leaders and are committed to the organization's aims are more likely to follow security and safety standards and respond more quickly to emergency circumstances or changes that may arise during a flight. This offers a safe and comfortable environment for travelers during their voyage. The level of organizational commitment can also have an impact on the response to passenger complaints and requests. Employees that are committed to the company's goals and values are more likely to respond swiftly and effectively to passenger complaints or requests. They will work to handle difficulties in a polite and fast manner, ultimately increasing passenger happiness and overall experience.

Employees who are very committed to the organization will deliver better information and communication to passengers. Employees that feel linked to the company will be more driven to communicate openly and efficiently with travelers, both through airport

announcements and in-person contacts. Passengers will be more satisfied and confident in the airline's services. Overall, the impact of organizational commitment, which includes trust in leadership, dedication to corporate goals, and open communication, is critical in increasing the quality of passenger service in the aviation business. This fosters an environment in which employees feel encouraged and appreciated, and are motivated to give their all in every engagement with passengers. As a result, firm management must prioritize and reinforce these characteristics in their organizational culture in order to improve passenger satisfaction and safety while also strengthening the company's overall reputation.

Organizational commitment influences the quality of passenger service, this is in line with research conducted by: (Bahaudin, 2020), (Sitanggang et al., 2022), (Mahaputra, 2021).

3. The Influence of Career Path on Passenger Service Quality

The impact of a career path, which includes opportunities for advancement, recognition, and awards, as well as networks and contacts, is significant in the aviation industry's passenger service quality. A career path is a crucial component that inspires staff to perform at their best, which improves the entire experience of travelers. First and foremost, the possibility of professional advancement has a significant impact on the quality of services given by employees. Employees who have opportunity to improve their skills and talents through training, education, or promotions are more motivated and dedicated to their jobs. In the aviation industry, professional growth may entail more training in aviation safety, customer communications, or conflict resolution, all of which lead to better passenger experience. Employees that feel supported in their professional development are better equipped to confront problems and deliver better service to passengers.

Second, praise and gratitude for good performance are essential motivators for personnel and improves passenger service quality. When employees feel recognized and valued for their contributions to the firm, they are more likely to continue delivering great performance. This acknowledgment might take the shape of formal prizes, such as the best employee award or a promotion, or it can be as simple as compliments or verbal gratitude from management. Employees who feel recognized are more passionate and motivated to servicing passengers, resulting in higher overall service quality.

Furthermore, the networks and connections that employees establish can have an impact on the quality of passenger service. Employees having wide networks inside a business or in the aviation industry can readily access the resources and information required to deliver superior service to passengers. They can also use their contacts to help passengers handle concerns or requests more quickly. Furthermore, a robust network enables employees to learn from the experiences and best practices of their colleagues, which can help them enhance their skills and expertise when servicing passengers.

This job path has a direct impact on the quality of passenger service in a variety of areas, including safety and security. Employees with clear career development prospects and strong networks are more qualified to perform aviation safety-related responsibilities. They are also more likely to respond quickly and efficiently to emergency circumstances or changes that may arise during the flight since they have the necessary information and assistance. Furthermore, personnel who are acknowledged and rewarded for their success are more likely to respond positively to passenger complaints or requests. They will work to handle issues as fast and effectively as possible, boosting passenger satisfaction. This award can also serve as motivation for staff to continue improving the quality of their services.

Employees with a strong network and good connections will also deliver higher-quality information and communication to passengers. Employees that have easy access to additional information or resources via their networks will be able to deliver more accurate and insightful responses to passengers' questions or requests. Passengers will be more satisfied and confident in the airline's services. Overall, the impact of a career path that includes development

opportunities, recognition, awards, networks, and connections is critical in increasing the quality of passenger service in the aviation business. This fosters an environment in which staff feel encouraged and valued, and are inspired to give their all in every engagement with passengers. As a result, firm management must prioritize and reinforce these characteristics in their organizational culture in order to improve passenger satisfaction and safety while also strengthening the company's overall reputation.

Career path influences the quality of passenger service, this is in line with research conducted by: (Syahputra & Tanjung, 2020), (Sihombing et al., 2022), (Marina et al., 2018).

4. The Effect of Compensation on Avsec Job Satisfaction

Compensation, such as bonuses, incentives, salaries, and wages, as well as fairness and transparency, have a substantial impact on job satisfaction in the aviation security business. Job satisfaction is an important aspect in maintaining peak performance and motivation among aviation security professionals, which contributes to the overall effectiveness of the safety system. First and foremost, bonuses and incentives motivate aviation security professionals to meet targets and perform well. Bonuses based on meeting targets or producing strong work results provide additional incentive for employees to enhance their performance. This could include attaining high levels of compliance with security regulations, effectively managing emergency circumstances, or favorably contributing to overall aviation safety. Incentives like as health care or supplementary insurance can help boost job satisfaction by providing additional benefits to employees.

Furthermore, competitive pay and wages play a vital role in ensuring employment satisfaction in the aviation industry. Employees who believe they are adequately compensated for their labor are more likely to be satisfied with their jobs and motivated to stay productive. Adequate salaries and earnings can also assist alleviate financial stress for employees, allowing them to focus more on their work. Fairness and openness in the compensation system are also important factors in enhancing employee satisfaction. Employees must believe that choices concerning their compensation are made properly and based on their performance and contributions to the organization. A clear and open approach for compensation practices can help to increase employee trust and engagement with the organization. This can involve disclosing the criteria used to calculate bonuses or wage increases, as well as providing candid comments on employee performance.

The impact of fair and transparent compensation on job satisfaction is especially important in the context of aviation security, where employees must be motivated and dedicated to preserving aviation safety. Employees in this industry frequently work in a demanding and risky environment, thus it is critical that they feel valued and recognized for their efforts. Fair and transparent compensation can help to foster mutual trust between management and aviation security staff, ultimately improving service quality and safety. In addition to its direct impact on job satisfaction, remuneration can influence associated factors such as employee involvement and leadership in the aviation security sector. Employees who feel valued and treated fairly by the firm are more engaged with their work and more willing to support the organization's aims. This can boost employee motivation and devotion to their jobs, ultimately improving service quality and aviation safety.

Employee work satisfaction in the aviation security industry can also influence problem-solving responses, policies, and processes. Employees that are content with their working conditions are more likely to comply with the company's regulations and procedures, including aviation security protocols. They are also more likely to respond swiftly and efficiently to emergency events, as well as changes in policies and procedures. This can improve aviation security personnel's readiness and reaction in the face of potential hazards to aviation safety. Overall, compensation, which includes bonuses, incentives, salaries, and wages, as well as fairness and transparency, has a significant impact on aviation security job satisfaction and

other related factors such as employee involvement and leadership, problem resolution, policies and procedures, and information and communication quality.

Compensation influences Avsec job satisfaction, this is in line with research conducted by: (PUTRA, 2018), (Zulkifli et al., 2022), (Budiyo et al., 2022).

5. The Effect of Organizational Commitment on Avsec Job Satisfaction

The impact of organizational commitment, which includes trust in leadership, dedication to organizational goals, and open communication, is critical in enhancing job satisfaction in the aviation security industry. Job satisfaction is critical for maintaining peak performance and employee engagement, particularly in a demanding and high-risk sector like the aviation industry. First and foremost, trust in leadership is the cornerstone of effective organizational commitment. Employees in the aviation security business must be confident that their executives have a clear vision and the ability to lead the organization to success. Employees benefit from trust in leadership because it provides stability and certainty, which leads to higher job satisfaction. Employees who believe in leadership are more driven to work hard and contribute positively to the company's goals.

Second, commitment to organizational goals is a significant factor in improving job satisfaction in the aviation security industry. Employees should believe that the company's aims and values are consistent with their own, and that they play a significant role in accomplishing those goals. Employees who feel involved in accomplishing company goals are more dedicated and motivated at work. Commitment to organizational goals fosters a strong sense of involvement and adds significance to employees' work, resulting in higher job satisfaction. In addition, honest communication from management has a significant impact on employee job satisfaction in the aviation security business. Employees should be given clear and accurate information regarding corporate policies, procedures, and changes. Transparent communication fosters an open and inclusive workplace, where employees feel heard and respected. This can boost employees' trust and involvement while also reducing confusion and ambiguity.

Organizational commitment has a direct impact on numerous areas of job satisfaction in the aviation security industry, such as employee involvement and leadership. Employees who feel supported by the business and believe in the company's vision and principles are more involved in their work and have a greater sense of responsibility for aviation safety. They are also more likely to identify with the company's goals and work aggressively to achieve them. Employees' organizational dedication in the aviation security sector can also influence their responses to challenges, as well as their rules and procedures. Employees that are highly committed to organizational goals are more likely to understand and follow the company's regulations and procedures. They are also more likely to respond quickly and efficiently to changes in rules or processes, as well as resolve difficulties in accordance with established guidelines.

Aside from that, transparent communication from management influences the quality of information and communication among aviation security staff. Employees who are given clear and accurate information about many aspects of their jobs tend to be better informed and may interact more effectively with coworkers and managers. This can help teams coordinate and collaborate more effectively, as well as avoid unwanted misunderstandings or confrontations. Overall, trust in leadership, commitment to corporate goals, and open communication have a substantial impact on aviation security job satisfaction. To boost job happiness, firm management must focus on and strengthen these characteristics within their organizational culture.

Organizational commitment influences Avsec job satisfaction, this is in line with research conducted by: (Putra, 2022), (Budi et al., 2019), (Susanto, Sawitri, Ali, et al., 2023).

6. The Effect of Career Path on Avsec Job Satisfaction

Career paths, which include opportunities for advancement, recognition, and appreciation, as well as networks and connections, have a significant impact on job satisfaction in the aviation security sector. First and foremost, the prospect of professional advancement motivates individuals in the aviation security sector to enhance their performance. They have specific goals for improving their skills and advancing within the organization. Employees benefit from career development opportunities because they provide them a feeling of direction and purpose, which can boost their engagement at work. Employees who have a clear professional path are more driven to achieve their goals and contribute fully.

Furthermore, recognizing and appreciating employees' successes and contributions has a significant impact on job happiness. Employees who feel acknowledged and recognized for their performance are more likely to be satisfied with their jobs. Recognition might be in the form of direct praise from a superior, a present, or the potential for advancement. Such rewards recognize employees' efforts and provide additional motivation to continually improve their performance. This also fosters a positive workplace culture in which employees feel valued and supported by management. Aside from that, networks and relationships are vital for career development and employee job satisfaction in the aviation security sector. Employees with strong networks both within and outside of the organization are more likely to have access to resources and opportunities for professional advancement. They can also gain from the expertise and knowledge of others in the business, which will benefit their professional development. Strong relationships can also provide employees with support and direction as they overcome obstacles and achieve their career objectives.

A robust professional path also influences employee participation in leadership and decision-making. Employees who see prospects for progress in their professions are more committed to doing their responsibilities well and contributing to the achievement of corporate goals. They are also more inclined to take the initiative in problem solving and adopting company-established policies and procedures. Employees who believe they have opportunities to advance in their professions are more comfortable speaking on behalf of the company and taking on leadership positions. Furthermore, clear and accessible career routes foster an inclusive work atmosphere in which employees feel empowered to fulfill their full potential. This leads to improved involvement and leadership, as well as more effective responses to safety concerns, regulations, and procedures. Employees who see possibilities for career advancement and recognition for their performance are more likely to feel linked to the organization's goals and committed to mutual success.

Overall, the impact of a career path, which includes opportunities for advancement, recognition, and awards, as well as networks and contacts, is crucial in terms of aviation security job satisfaction. A clear and open career path encourages people to enhance their performance and participate in leadership and decision-making. This fosters a good work atmosphere in which people feel supported and encouraged to reach their greatest potential, thereby improving the quality of service and safety in the aviation security industry. As a result, firm management must prioritize and strengthen their career path system in order to improve job satisfaction and staff performance.

Career path influences Avsec job satisfaction, this is in line with research conducted by: (Afriadi, 2021), (Hartono et al., 2020), (Widagdo, 2019a).

7. The Influence of Passenger Service Quality on Avsec Job Satisfaction

The impact of passenger service quality, which includes safety and security, responsiveness to complaints and needs, and the quality of information and communication, on aviation security job satisfaction is an important factor in maintaining the performance and motivation of security officers in the aviation industry. Quality passenger service not only affects customer views and experiences, but it also has a direct impact on aviation security

officers' working conditions and job satisfaction. First and foremost, safety and security are major priorities in the aviation sector. When the quality of passenger service in this area is addressed and maintained appropriately, aviation security officials feel more confident and respected in carrying out their responsibilities. Trusting in safety and security measures, as well as being prepared to cope with emergency scenarios, helps to lessen workplace stress and anxiety. For example, a good security system and sufficient training can give security officers a sense of security, boost job satisfaction, and allow them to concentrate better on their jobs.

Responding to passenger concerns and requests also affects aviation security officers' job satisfaction. When officers believe that passenger concerns or complaints are handled quickly and effectively, they feel valued for their commitment to customer satisfaction. Officers are supported in dealing with circumstances that require a quick response, which fosters an inclusive and supportive work atmosphere. Officers who feel supported by management in handling passenger complaints are more motivated and satisfied with their jobs. Furthermore, top quality information and communication are critical in ensuring job satisfaction for aviation security professionals. Clear and accurate information regarding aviation sector policies, processes, and changes contributes to security officers' understanding and preparedness. Transparent communication from management also gives officers a sense of trust and involvement in making decisions that influence their jobs. Aviation security officers may perform more successfully and efficiently when they feel encouraged and informed, which increases job satisfaction.

The engagement and leadership of officers in carrying out their duties can also be considered as a factor influencing passenger service quality and aviation security job satisfaction. When officers believe that the quality of passenger service supports their efforts to maintain aviation safety and security, they are more motivated to carry out their jobs with full dedication and responsibility. The sense of importance in sustaining customer satisfaction motivates aviation security professionals to take an active role in accomplishing company goals. The quality of passenger service influences responses to difficulties, as well as policies and processes. When officers believe that the policies and procedures in place consider the needs and safety of passengers, they are more likely to follow the regulations and perform their jobs in accordance with established standards. A prompt and effective response to difficulties indicates the professionalism and passion of aviation security officers to providing great service to passengers.

Overall, aviation security work satisfaction is heavily influenced by the quality of passenger service, which encompasses safety and security, responsiveness to complaints and demands, and the quality of information and communication. When aviation security officers feel encouraged, acknowledged, and involved in providing exceptional service to passengers, they are more content with their work and driven to perform their tasks effectively.

The quality of passenger service influences Avsec job satisfaction, this is in line with research conducted by: (Utama & Roellyanti, 2022), (Widagdo, 2019b), (Dewata & Puspitasari, 2022).

Conceptual Framework

The conceptual framework has been established in light of the research findings, previous investigations, and the aforementioned discourse:

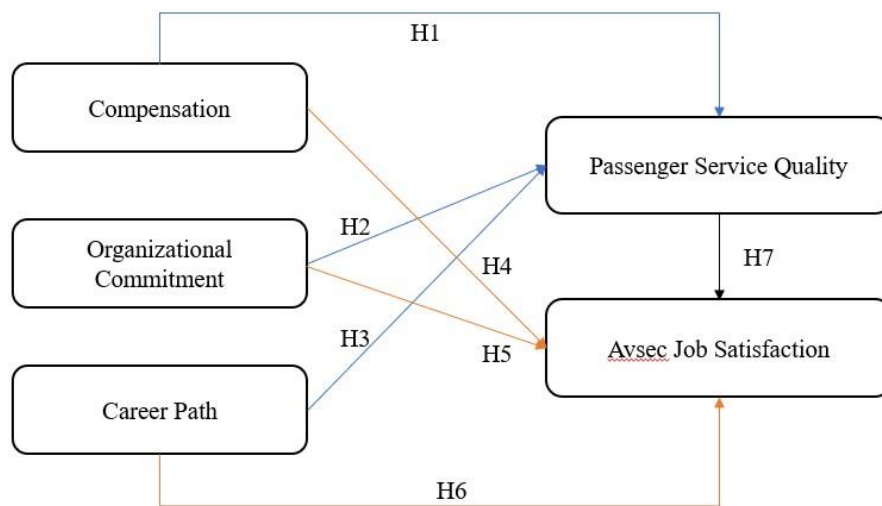


Figure 1. Conceptual Framework

According to Figure 1, remuneration, organization, and work level all have an impact on the quality of passenger service and Avsec employee happiness. Aside from remuneration, organization, and work level, which influence the quality of passenger service and Avsec job satisfaction, there are additional aspects that influence it, such as:

- 1) Leadership: (Siagian et al., 2023), (Susanto et al., 2024), (Widodo, 2022), (Nuraeni et al., 2022).
- 2) Work Motivation: (Susanto, Syailendra, & Suryawan, 2023), (Aziz et al., 2021), (Widodo & Yandi, 2022), (Budiyo et al., 2022), (Sjarifudin et al., 2023).
- 3) Career Development: (Elmi & Ali, 2017), (Susanto, Soehaditama, & Benned, 2023), (Purnamasari & Sintaasih, 2019).

CONCLUSION

Drawing from the aforementioned problem formulation, results, and discussion, the following are the conclusions drawn from this research:

1. Compensation influences the quality of passenger service.
2. Organizational commitment influences the quality of passenger service.
3. Career level influences the quality of passenger service.
4. Compensation influences Avsec job satisfaction.
5. Organizational commitment influences Avsec job satisfaction.
6. Career level influences Avsec job satisfaction.
7. The quality of passenger service influences Avsec job satisfaction.

REFERENCE

- Afriadi, Y. (2021). Pengaruh Promosi Jabatan, Kompensasi, Dan Pengembangan Karir Terhadap Motivasi Kerja Karyawan Pada Divisi Avsec Angkasa Pura II Kuala Namu. *Kumpulan Karya Ilmiah Mahasiswa Fakultas Sosial Sains*, 1(01).
- Alanazi, M. S. M., Jenkins, K., & Li, J. (2024). Predicting passengers' feedback rate for airport service quality. *Transportation Research Interdisciplinary Perspectives*, 24(April 2023), 101046. <https://doi.org/10.1016/j.trip.2024.101046>
- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deepublish: Yogyakarta*.
- Aziz, I. N., Widodo, D. S., & Subagja, I. K. (2021). Effect of Training and HR Development on Employee Performance with Motivation as an Intervening Variable in PT. Rekasis

- Gigatama. *Global Journal of Engineering and Technology Advances*, 6(2), 169-181.
- Bahaudin, M. (2020). Pengaruh Komitmen Organisasional, Kepuasan Kerja, dan Budaya Organisasi Terhadap Kualitas Layanan (Studi Kasus Pada Karyawan PT Kereta Api Indonesia di Kabupaten Lamongan). *Jekma*, 1(5).
- Bahri, S., & Chairatun Nisa, Y. (2017). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 18(1), 9–15. <https://doi.org/10.30596/jimb.v18i1.1395>
- Budi, E. S., Surati, S., & Wahyulina, S. (2019). Pengaruh Kepuasan Kerja Terhadap Kualitas Layanan Dengan Komitmen Organisasional Sebagai Variabel Mediasi Pada Sopir Pt. Lombok Taksi. *Jmm Unram - Master of Management Journal*, 8(2), 157–168. <https://doi.org/10.29303/jmm.v8i2.439>
- Budiyono, B., Widyastuti, T., Rianto, M. R., Bhayangkara, U., Raya, J., Bhayangkara, U., Raya, J., Bhayangkara, U., & Raya, J. (2022). Effect Analysis Of Compensation , Work Environment And Leadership On Ship Crew Loyalty With Work Motivation As Intervening Variable at PT . Salam. *Dinasti International Journal of Management Science*, 3(3), 566–577.
- Choi, Y. S., Listan Bernal, M., Tsymzhitov, S., & Yeo, G. T. (2024). Assessing airport efficiency in the Sakha Republic: A DEA-SBM analysis. *Asian Journal of Shipping and Logistics*, xxxx, 2–7. <https://doi.org/10.1016/j.ajsl.2024.02.002>
- Dewata, F. Y., & Puspitasari, Y. A. (2022). Pengaruh Kualitas Pelayanan Aviation Security Terhadap Kepuasan Penumpang Di Bandar Udara Supadio Pontianak. *Flight Attendant Kedirgantaraan: Jurnal Public Relation, Pelayanan, Pariwisata*, 4(2), 123–131.
- Elmi, F., & Ali, H. (2017). The effect of incentive, training, and career development on productivity of PT. Pelita Cengkareng paper's workers. *International Journal of Applied Business and Economic Research*.
- Harahap, V. N., Susanto, C., Strategi, M., Aplikasi, :, Perusahaan, P., Udara, C., Bandara, D., Memenangkan, U., & Bisnis, P. (2020). Strategic Management: Applications In Air Cargo Companies at the Airport To Win Business Competition. *Jurnal Ilmiah Kedirgantaraan*, 17(2), 81–90.
- Hartono, H., Susanto, P. C., & Hermawan, M. A. (2020). Personel Aviation Security Menjaga Keamanan Di Bandar Udara. *Aviasi : Jurnal Ilmiah Kedirgantaraan*, 16(2), 14–21. <https://doi.org/10.52186/aviasi.v16i2.25>
- Mahaputra, M. R. (2021). Literature Review The Effect of Organizational Internal Control , Leadership Style and Organizational Commitment on Managerial Performance. *Journal of Law Politic and Humanities*, 1(3), 144–154.
- Marina, S., Maulana, D. R., & Ozali, I. (2018). Pengaruh Kualitas Pelayanan PT. Angkasa Pura I Terhadap Kepuasan Penumpang Di Bandar Udara Internasional Lombok, Praya. *Jurnal Manajemen Bisnis Transportasi Dan Logistik*, 5(1), 87–92.
- Nuraeni, Nuruly, S., Harun, S. H., & Susanto, P. C. (2022). Organization Development Projection: Analysis Of Leadership Style, Teamwork, Competence Employee And Recruitment Process. *Journal of Economics, Management, Entrepreneur, and Business*, 2(2), 139–145.
- Pratiwi, L., & Sriathi, A. (2017). Pengaruh Lingkungan Kerja Dan Pengembangan Karir Terhadap Retensi Karyawan Pada Hotel Santika Nusa Dua Bali. *E-Jurnal Manajemen Universitas Udayana*, 6(3), 252647.
- Purnamasari, N. P. D., & Sintaasih, D. K. (2019). Pengaruh Pengembangan Karir, Kompensasi, Dan Iklim Organisasi Terhadap Loyalitas Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(9). <https://doi.org/10.24843/ejmunud.2019.v08.i09.p20>
- Putra, A. P. (2018). Pengaruh Gaya Kepemimpinan, Budaya Organisasi Dan Kompensasi Terhadap Kepuasan Kerja (Studi kasus pada Unit Avsec PT. Angkasa Pura II (Persero) Bandar Udara Halim Perdanakusuma Jakarta). Universitas Mercu Buana Jakarta.

- Putra, R. H. (2022). *Pengaruh Kepuasan Kerja Karyawan Terhadap Komitmen Organisasi Karyawan Pada Unit Avsec PT Angkasa Pura II (PERSERO) Cabang Bandara Sultan Syarif Kasim II Pekanbaru*. Universitas Islam Riau.
- Setyawan, K. A., & Prayudista, E. (2023). Analisis Pengaruh Pemberian Kompensasi Maskapai Terhadap Kepuasan Penumpang Saat Delay. *Nusantara Journal of Behavioral and Social Sciences*, 2(1), 19–24.
- Siagian, A. O., Widyastuti, T., Karsono, B., Susanto, P. C., Zulasaman, & Mussadiq, H. (2023). Pengaruh Kepemimpinan, Motivasi, Disiplin, dan Upah terhadap Kinerja Karyawan Bank BNI Syariah Indonesia. *Jurnal Jumbiwira*, 2(1), 112–132. <https://doi.org/10.56910/jumbiwira.v2i1.565>
- Siahaan, J. M., Ricardianto, P., Kurniawan, J. S., Setiawan, E. B., & Abidin, Z. (2023). On Time Performance pada Bandara Internasional Soekarno-Hatta. *Jurnal Manajemen Transportasi & Logistik (JMTRANSLOG)*, 10(3), 203. <https://doi.org/10.54324/j.mtl.v10i3.1095>
- Sihombing, S., Nirmala, A., Benned, M., Tasran, C., & Budiman, C. (2022). Penerapan Protokol Kesehatan dan Kualitas Pelayanan terhadap Kepuasan Penumpang di Bandara Internasional Soekarno Hatta. *Aviasi: Jurnal Ilmiah Kedirgantaraan*, 19(1), 28–44.
- Sipone, S. (2024). Research in Transportation Economics Modeling airport choice for a multi-airport area using a random parameter logit model. *Research in Transportation Economics*, 104(June 2023). <https://doi.org/10.1016/j.retrec.2024.101427>
- Sitanggang, R., Anggiani, S., Djasfar, F., & Arafah, W. (2022). The Influence of Organizational Culture, Job Satisfaction, and Servant Leadership on Service Quality Mediated by Affective Commitment in Freight Forwarding Companies. *Journal of Economics, Finance and Management Studies*, 05(12), 3990–3999. <https://doi.org/10.47191/jefms/v5-i12-60>
- Sjarifudin, D., Kurnia, H., & Barita tambunan Maniur, E. (2023). Analisis Pengaruh Self-Efficacy dan Motivasi Kerja terhadap Disiplin Kerja dan Kinerja Karyawan: Tinjauan Sistematis Kajian. *Journal of Industrial and Engineering System (JIES)*, 4(1), 47–57.
- Sulistiyono, B. B., & Olivia, S. (2015). Analisis Kualitas Manajemen Bandara Halim Perdanakusuma Dan Pengaruhnya Terhadap Kepuasan Pelanggan Transportasi Udara. *Jurnal Ilmiah M-Progress*, 6(2), 1–12. <https://doi.org/10.35968/m-pu.v6i2.169>
- Sumardi, Ali, H., & Buchdadi, A. D. (2022). The Effect of Career Development Practices and Organizational Justice on Perceived Organizational Support and Employee Retention. *International Journal of Special Education*, 37(2), 665–678.
- Susanto, P. C. (2022). Employee Engagement Strategy: Analysis Of Organizational Commitment, Compensation, Career Development. *International Conference Of Humanities And Social Science (ICHSS)*, 1(1), 96–103.
- Susanto, P. C., Agusinta, L., & Setyawati, A. (2023). Determinant Organization Commitment and Development Organization: Analysis Servant Leadership, Transformational Leadership, Transactional Leadership. *Formosa Journal of Multidisciplinary Research (FJMR)*, 2(3), 541–558. <https://doi.org/10.55927/fjmr.v2i3.3356>
- Susanto, P. C., & Jumawan, J. (2022). Analisis Kualitas Pelayanan Terhadap Kepuasan Penumpang di Bandar Udara. *Aviasi: Jurnal Ilmiah Kedirgantaraan*, 19(2), 45–52. <https://ejournal.stp-aviasi.ac.id/index.php/JIK/article/view/113>
- Susanto, P. C., & Keke, Y. (2020). Implementasi Regulasi International Civil Aviation Organization (ICAO) pada Penerbangan Indonesia. *Aviasi: Jurnal Ilmiah Kedirgantaraan*, 16(1), 53–65. <https://doi.org/10.52186/aviasi.v16i1.23>
- Susanto, P. C., Ricardianto, P., Hartono, H., & Firdiansyah, R. (2021). Peranan Air Traffic Control Untuk Keselamatan Penerbangan Di Indonesia. *Aviasi: Jurnal Ilmiah Kedirgantaraan*, 17(1), 1–11. <https://doi.org/10.52186/aviasi.v17i1.54>
- Susanto, P. C., Sakti, R. F. jaya, & Widiyanto, P. (2020). Alat Bantu Pendaratan Visual Di

- Airport Untuk Mendukung Keselamatan Pesawat. *AVIASI Jurnal Ilmiah Kedingrantaan*, 17(1).
- Susanto, P. C., Sawitri, N. N., Ali, H., & Suroso, Sugeng Istianingsih, S. (2023). Performance Management As a Mediation of Variable of Competence and Coaching Skills That Impacts Organization Sustainability. *Formosa Journal of Multidisciplinary Research*, 2(4).
- Susanto, P. C., Sawitri, N. N., & Suroso, S. (2023). Determinant Employee Performance and Job Satisfaction : Analysis Motivation , Path Career and Employee Engagement in Transportation and Logistics Industry. *International Journal of Business and Applied Economics (IJBAE)*, 2(2), 257–268. <https://doi.org/10.55927/ijbae.v2i2.2711>
- Susanto, P. C., Sawitri, N. N., & Susita, D. (2023). Job Satisfaction and Employee Turnover : Analysis Recruitment , Career Development , Organizational Culture. *Dinasti International Journal Of Digital Business Management*, 4(3), 619–629. <https://doi.org/10.31933/dijdbm.v4i2>
- Susanto, P. C., Setiawan, H. A., Yandi, A., & Putri, A. (2024). Analysis Servant Leadership , Competence , and Motivation on Performance Employee : Study Literature Review. *Greenation International Journal of Law Social Sciences*, 1(3), 114–123.
- Susanto, P. C., Soehaditama, J. P., & Benned, M. (2023). *Determination of Motivation and Career Development : Analysis of Training , Competence*. 2, 275–281.
- Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of Motivation and Performance : Analysis of Job Satisfaction , Employee Engagement and Leadership. *International Journal of Business and Applied Economics (IJBAE)*, 2(2), 59–68.
- Syahputra, M. D., & Tanjung, H. (2020). Pengaruh Kompetensi, Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan. *MANEGGGIO: Jurnal Ilmiah Magister Manajemen*, 3(2), 283–295. <https://doi.org/10.32832/manager.v2i3.3706>
- Takaselumang, M., Kastanya, J., & Jantje, H. J. (2022). Pengaruh Kualitas Pelayanan Unit Aviation Security terhadap Kepuasan Penumpang pada Bandara Domine Eduard Osok Kota Sorong. *Attractive: Innovative Education Journal*, 4(3), 244–264.
- Utama, M. E. P., & Roellyanti, M. V. (2022). Pengaruh Kualitas Pelayanan Aviation Security Terhadap Kepuasan Penumpang di Bandar Udara Juanda Surabaya. *Jurnal Kewarganegaraan*, 6(3), 5748–5760.
- Widagdo, D. (2019a). Analisa Kualitas Pelayanan Keamanan Petugas Aviation Security (Avsec) Terhadap Kepuasan Penumpang Di Bandar Udara Internasional Adi Soemarmo Surakarta. *Jurnal Optimal*, 16(2), 35–45.
- Widagdo, D. (2019b). Analisa Kualitas Pelayanan Keamanan Petugas Aviation Security (Avsec) Terhadap Kepuasan Penumpang Di Bandar Udara Internasional Adi Soemarmo Surakarta Djoko. *Optimal*, 16(2), 35–45.
- Widodo, D. S. (2022). Employee Performance Determination: Leadership Style, Individual Characteristics, And Work Culture (A Study Of Human Resource Management Literature). *Dinasti International Journal of Education Management and Social Science*, 3(3), 327-339.
- Widodo, D. S., & Yandi, A. (2022). Model kinerja karyawan: kompetensi, kompensasi dan motivasi,(Literature Review MSDM). *Jurnal Ilmu Multidisplin*, 1(1), 1-14.
- Zainur Mundakir. (2018). *Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Pegawai Negeri Sipil dengan Kepuasan Kerja Sebagai Variabel Intervening*.
- Zu, L., Lu, Y., & Dong, M. (2024). A probabilistic model based on the peak-over-threshold approach for risk assessment of airport controllers' performance. *Journal of Safety Science and Resilience*, 5(1), 110–118. <https://doi.org/10.1016/j.jnlssr.2024.02.001>
- Zulkifli, Arif, M., & Agustin, H. (2022). The Influence OF Managerial Competency ON Employee Satisfaction Through Compensation As A Moderating Variable. *The Seybold Report*, 17(6), 1450–1458. <https://doi.org/10.5281/zenodo.6759732>