

ANALYSIS OF WORK MOTIVATION IN OPTIMIZING JOB SAFETY ON EMPLOYEE PERFORMANCE AT PT CITILINK INDONESIA SOEKARHO - HATTA AIRPORT 2024

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Abstract

Work motivation and optimizing employee work safety are important factors that can influence employee performance. If an employee has low work motivation and work safety, this will have an impact on the quality of work and the quality of the Company. This research aims to find out whether the performance of PT Citilink Indonesia Soekarno - Hatta Airport employees is influenced simultaneously by work motivation and optimizing work safety. The method used is a quantitative method. Data was collected through a questionnaire in Google Form which was distributed to employees of PT Citilink Indonesia Soekarno - Hatta Airport using a Likert scale of 1 - 5. The sample collected was... respondents with the criteria of active employees at PT Citilink Indonesia Soekarno - Hatta Airport. The analysis technique used is SEM-PLS with SmartPLS 4.0 software. To test validity and reliability, R-square, and hypothesis testing. This research found a positive and significant relationship between work motivation and work safety on employee performance at PT Citilink Indonesia Soekarno - Hatta Airport.

Keywords: Work motivation, work safety, employee performance, Soekarno – Hatta Airport.

INTRODUCTION

The aviation industry is one of the transportation segments that prioritizes work security. Work security in aviation isn't as if it were the obligation of pilots and cabin team, but too includes all bolster staff on the ground, counting ground taking care of workers. Ground taking care of contains work that's moreover critical in keeping up flight security, beginning from dealing with stuff to planning the plane for takeoff and landing. Work inspiration can be impacted or can develop and create by numerous components and it is vital to pay consideration to the condition of all employees so that work inspiration gets to be more positive so that it is simple to attain company goals because work inspiration is additionally directly corresponding to the accomplishment of company objectives and with great work inspiration it'll of course to the speedier it is to realize the company's objective s and bad habit versa (Managerial et al., 2023). Tall inspiration can empower representatives to work more viably, carefully, and comply with built up security strategies. Moreover, a need for work inspiration can result in less viable execution, eventually possibly compromising flight security.

PT Citilink Indonesia, as a low-cost aircraft that's developing quickly in Indonesia, proceeds to endeavor to move forward the execution of its employees in arrange to preserve competitiveness and client believe. PT Citilink Indonesia works at different air terminals all through Indonesia and serves residential and universal routes. Work safety at PT Citilink Indonesia could be a best need covering different angles, from flight security methods, air ship upkeep, to work wellbeing and security in airplane terminal and office situations.

PT Citilink Indonesia Soekarno - Hatta Airplane terminal, Jakarta, plays a vital part in keeping up security and smooth operations during the flow of the flying industry. PT Citilink Indonesia is anticipated to extend representative efficiency and proficiency and decrease the hazard of

mischances and ailments emerging from work relations. In research (Indah et al., 2016) The creator found a few issues:

1. Need of worker preparing with respect to understanding K3 within the warehouse.
2. K3 isn't connected to all exercises within the distribution center.
3. Need of employee understanding and information almost dangers and K3.
4. Representative performance isn't in agreement with the SOP.
5. Offices don't give adequate bolsters for representative execution.

Be that as it may, the address that emerges is how much impact worker inspiration has on expanding work security and their execution. In this circumstance, an investigation of how work inspiration influences the security and performance of PT Citilink Indonesia Soekarno – Hatta Air terminal workers are exceptionally imperative. These inquiries about points to supply a more profound understanding of the relationship between work inspiration (X1) and optimizing work security (X2), as well as its effect on worker execution (Y).

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Aviation Industry

Flights are one of the most effective sorts of administrations in terms of time. Since the initiation of a few aircrafts, the Indonesian aviation industry has experienced very fast development. In any case, the airline's operations are profoundly subordinate on the accessibility of assets. (Nurcahyo et al., 2023) From 2009 to 2018, the Indonesian aviation industry has created quickly. The number of household travelers proceeds to extend at a reasonably tall rate each year, showing the development of the aviation industry (Hasan, 2022).

Work motivation

High motivation can energize representatives to work more successfully, carefully, and comply with security methods set up. Moreover, a need for work inspiration can result in less successful execution, possibly compromising flight security. Concurring to Laksimari in his investigation (Rohmat et al., 2020) Motivation is a circuitous prevailing calculates in efficiency. Motivation impacts on workers' reactions and demeanors, empowering them to act on difficult, scholarly people, altogether and completely. Regularly, inspiration hypotheses are partitioned into two categories: substance speculations and handle hypotheses. Work motivation encompasses various perspectives on how and why individuals are driven to achieve goals in a work environment and greatly influences employee performance. Below are some key theories of work motivation related to motivation indicators:

1. Content Theory: This theory focuses on individual needs as drivers of motivation. According to this theory, humans need to influence behavior. Some examples of content theories include:
 - a. Maslow's Hierarchy of Needs Theory: States that human needs are divided into five levels—physiological, safety, social, esteem, and self-actualization. Motivation is achieved when these basic needs are met, eventually reaching self-actualization.
 - b. Herzberg's Two-Factor Theory: Separates motivation factors into motivators (e.g., achievement, recognition, responsibility), which enhance job satisfaction, and hygiene factors (e.g., working conditions, salary), which prevent dissatisfaction but do not necessarily increase motivation.
 - c. McClelland's Theory of Needs: Identifies three primary needs in motivation: achievement, affiliation, and power, with individuals driven based on their dominant needs.
2. Process Theory: This theory focuses on how a person's thought process affects motivation. Some examples of process theories include:

- a. Vroom's Expectancy Theory: Explains that motivation is influenced by the belief that work effort will result in good performance, which in turn will lead to desired outcomes or rewards. Motivation increases when individuals believe their hard work will pay off.
- b. Adams' Equity Theory: States that employees are motivated when they feel they are being treated fairly, based on comparisons of their contributions and rewards with others.
- c. Locke's Goal-Setting Theory: Suggests that clear, specific, and challenging goals can increase motivation, as individuals are driven to achieve these targets.

From these theories, work motivation consists of several key indicators that can influence performance, namely:

1. Achievement: The drive to achieve the best results and quality.
2. Recognition: The need to be acknowledged for performance and contributions.
3. Responsibility: The desire to have responsibility and freedom in work.
4. Advancement: The hope for growth, development, and promotion to higher career levels.
5. Job Satisfaction: Fulfillment of basic needs, such as job security, a comfortable environment, and fair compensation.

By understanding these theories and indicators of work motivation, companies can create an environment that supports employee motivation, allowing them to work enthusiastically, productively, and in alignment with organizational goals.

Substance hypothesis, moreover, known as needs hypothesis, centers on what drives a individual to act in a certain way or what causes that behavior. Based on the clarification over, it can be concluded that work motivation is anything that makes a crave to work, or in other words, work inspiration is what drives the want to work. Work motivation has five pointers: accomplishment, acknowledgment, obligation, and advance .(Prisatya et al., 2023)

Work safety

The role of work safety is a consideration for companies to be able to increase employee work productivity for a long period of time in order to achieve company goals, according to Rahmi & Wibowo (2019) in research (Ginting & Suana, 2020) that work safety encompasses a critical impact on worker work efficiency, expressing that one of the goals of the work security program is to attain expanded work efficiency. Inspiration and work safety are vital components to progress representative execution, the higher the inspiration given and work security ensured, the higher the worker execution will be (Ali Nurdin & Ramli, 2023). According to Mangkunegara (2013: 221) Word related wellbeing markers can be measured by looking at and considering master sees, that "word related wellbeing estimations can be seen through: (1) the physical work environment; (2) wellbeing offices and administrations; (3) recreational offices; and (4) word related wellbeing directions ." (Ayu et al., 2022).

Employee performance

In their work, workers truly require support and inspiration from supervisors and other workers. Since collaboration will be more compelling and effective, working together to deliver support and inspiration to realize company objectives is exceptionally imperative. A supervisor must continuously provide motivation to his workers beside other factors in his administration. Inspiration can be a thrust, actuation, or motivation that somebody should progress their execution (Setyo Widodo et al., 2022), Indicators in employee performance, namely: Obligations, work forms and work conditions, time at work, sum and sort of work, quality of work and capacity to work (As & Reza Hafriansyah, 2018).

Conceptual Framework

WORK MOTIVATION
(X1)

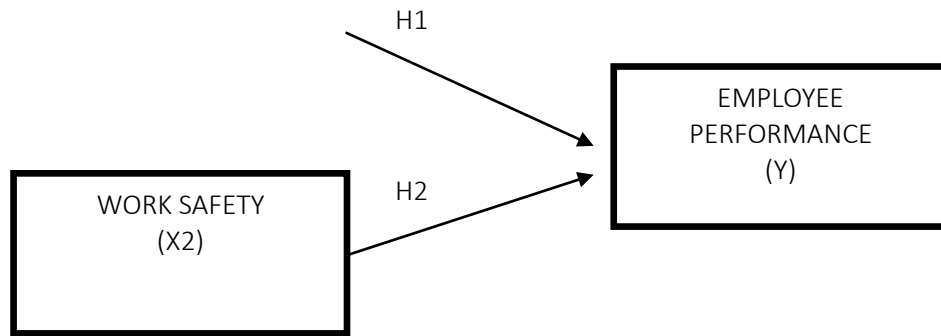


Figure 1. Framework of Thinking

H1: It is suspected that there is an influence of work motivation on employee performance at PT Citilink Indonesia Soekarno - Hatta Airport

H2: It is suspected that there is an influence of work safety on employee performance at PT Citilink Indonesia Soekarno – Hatta Airport

RESEARCH METHOD

No	Approach	Information
1.	Quantitative	The type of research used in this research is descriptive research with a quantitative approach method
2.	Analysis Tools	The technique used in this research is purposive sampling technique. This research uses a population of PT Citilink Indonesia Soekarno - Hatta Airport employees. The data collection method uses a purposive sampling method through a questionnaire in Google Form, and a 1-5 Likert scale is used to obtain responses consisting of 20 indicators from 3 variables. The sample collected was 100 respondents with the criteria of employees who were working at PT Citilink Indonesia Soekarno - Hatta Airport.
3.	Variable Measurement	Several variables used in this research include independent variables, namely work motivation and work safety, as well as involving a dependent variable, namely employee performance. Instruments in the research were measured using a Likert scale consisting of 5 points including (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree. The software used was

No	Approach	Information
		SmartPLS-4, and the data was analysed using the SEM-PLS (Structural Equation Modelling Partial Least Squares) technique.

RESULTS AND DISCUSSION

Profile and Respondents

This inquiry about was conducted online in Jakarta utilizing Google Shapes. The reason analysts chose Soekarno-Hatta Airplane terminal was since there would be more surveys that may well be conveyed in a moderately brief time. Analysts included 100 respondents who met the prerequisites as representatives of PT Citilink Indonesia matured over 17 a long time. This ponder was carried out with a quantitative approach and utilized a purposive inspecting strategy. This inquiries about included workers of PT Citilink Indonesia at Soekarno-Hatta Airplane terminal. Since analysts don't know beyond any doubt how numerous employees PT Citilink Soekarno-Hatta Airplane terminal have, the populace of this think about isn't restricted. The number of tests utilized in this ponder was calculated utilizing the hair equation. The hair formula is used in research that has an unknown population size (Hair et al., 2019). Here's the calculation:

$$\begin{aligned}
 \text{Sample} &= \text{Number of Indicators} \times 5 \\
 &= 20 \times 5 \\
 &= 100
 \end{aligned}$$

The sample size in SEM (Structural Equation Model) analysis, if there are more than 20 indicators then the sample size is between 100-200 (Hair et al., 2019). Based on the calculations above, the sample taken in this study was 100 respondents.

Outer Model Testing

At this stage, we carry out an outer model test which includes a validity test and a reliability test.

Validity and Reliability

This research uses a version of the SmartPLS application that uses outer loading in the calculated menu then selects PLS algorithm, which will display the outer loading option. The indicator value can be said to be valid if the value is greater than or equal to 0.7. The following is the display if you have done outer loading.

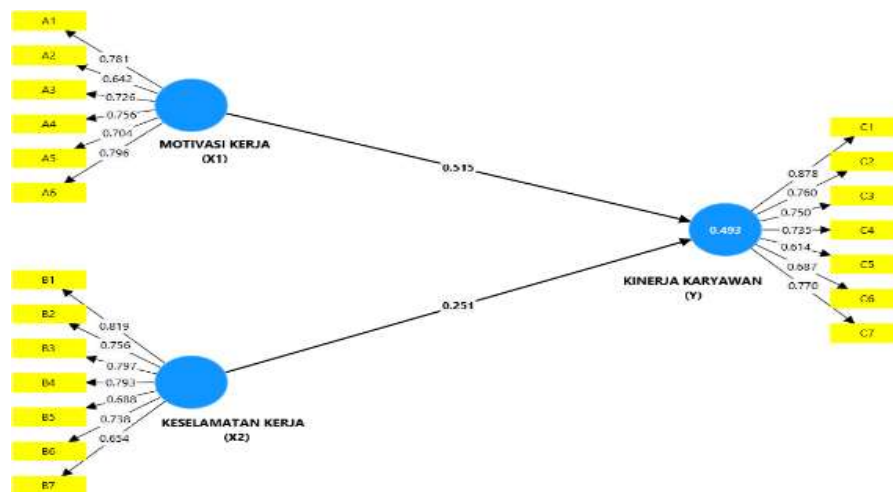


Figure 2: PLS Algorithm Results

Table 1 Convergent Validity Research Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
A1 <- WORK MOTIVATION_(X1)	0.781	0.780	0.043	18,176	0,000	VALID
A2 <- WORK MOTIVATION_(X1)	0.642	0.639	0.072	8,918	0,000	INVALID
A3 <- WORK MOTIVATION_(X1)	0.726	0.724	0.059	12,335	0,000	VALID
A4 <- WORK MOTIVATION_(X1)	0.756	0.753	0.048	15,656	0,000	VALID
A5 <- WORK MOTIVATION_(X1)	0.704	0.703	0.062	11,296	0,000	VALID
A6 <- WORK MOTIVATION_(X1)	0.796	0.795	0.049	16,240	0,000	VALID
B1 <- JOB SAFETY _(X2)	0.819	0.815	0.036	22,778	0,000	VALID
B2 <- JOB SAFETY _(X2)	0.756	0.751	0.051	14,792	0,000	VALID
B3 <- JOB SAFETY _(X2)	0.797	0.792	0.046	17,512	0,000	VALID
B4 <- JOB SAFETY _(X2)	0.793	0.786	0.050	15,881	0,000	VALID
B5 <- JOB SAFETY	0.688	0.691	0.060	11,412	0,000	INVALID

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
_(X2)						
B6 <- JOB SAFETY _(X2)	0.738	0.746	0.061	12,083	0,000	VALID
B7 <- JOB SAFETY _(X2)	0.654	0.643	0.079	8,239	0,000	INVALID
_(X2)						
C1 <- EMPLOYEE PERFORMANCE_(Y)	0.878	0.878	0.029	30,663	0,000	VALID
C2 <- EMPLOYEE PERFORMANCE_(Y)	0.760	0.759	0.049	15,640	0,000	VALID
C3 <- EMPLOYEE PERFORMANCE_(Y)	0.750	0.749	0.053	14,050	0,000	VALID
C4 <- EMPLOYEE PERFORMANCE_(Y)	0.735	0.736	0.052	14,145	0,000	VALID
C5 <- EMPLOYEE PERFORMANCE_(Y)	0.614	0.606	0.105	5,840	0,000	INVALID
C6 <- EMPLOYEE PERFORMANCE_(Y)	0.687	0.683	0.072	9,511	0,000	INVALID
C7 <- EMPLOYEE PERFORMANCE_(Y)	0.770	0.766	0.066	11,598	0,000	VALID

Based on Table 1 and Figure 2, indicators A2, B5, B7, C5 and C6 have a loading factor value of less than 0.70 which is declared invalid and not significant. Therefore, this indicator will be removed from the model. The following are the results of removing indicators and recalculating:

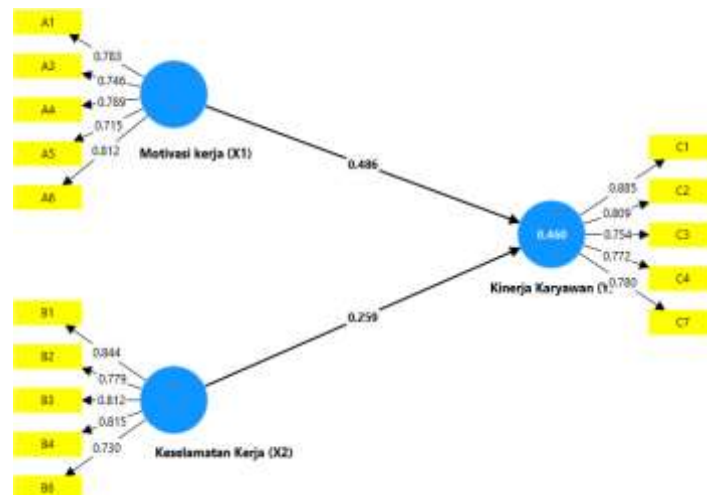


Figure 3. Bootstrapping results

Table 2. Convergent Validity test results (Modification)

Original	Sample	Standard	T statistics	P values
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	sample (O)	mean (M)	deviation (STDEV)	(O/STDEV)		Information
A1 <- Work motivation (X1)	0.783	0.782	0.044	17,980	0,000	VALID
A3 <- Work motivation (X1)	0.746	0.745	0.054	13,796	0,000	VALID
A4 <- Work motivation (X1)	0.789	0.786	0.042	18,889	0,000	VALID
A5 <- Work motivation (X1)	0.715	0.713	0.062	11,595	0,000	VALID
A6 <- Work motivation (X1)	0.812	0.811	0.046	17,746	0,000	VALID
B1 <- Work Safety (X2)	0.844	0.840	0.032	26,106	0,000	VALID
B2 <- Work Safety (X2)	0.779	0.772	0.050	15,470	0,000	VALID
B3 <- Work Safety (X2)	0.812	0.808	0.042	19,336	0,000	VALID
B4 <- Work Safety (X2)	0.815	0.808	0.050	16,456	0,000	VALID
B6 <- Work Safety (X2)	0.730	0.738	0.062	11,713	0,000	VALID
C1 <- Employee Performance (Y)	0.885	0.885	0.032	28,047	0,000	VALID
C2 <- Employee Performance (Y)	0.809	0.808	0.044	18,266	0,000	VALID
C3 <- Employee Performance (Y)	0.754	0.751	0.054	14,013	0,000	VALID
C4 <- Employee Performance (Y)	0.772	0.772	0.045	17,167	0,000	VALID
C7 <- Employee Performance (Y)	0.780	0.776	0.067	11,655	0,000	VALID

Table 3 Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Safety (X2)	0.856	0.860	0.897	0.635
Employee Performance (Y)	0.860	0.861	0.899	0.642
Work motivation (X1)	0.828	0.835	0.879	0.593

Based on Table 3, the Cronbach's alpha, composite reliability (rho_a), composite reliability (rho_c) and average variance extracted (AVE) values show that the Cronbach's alpha, rho_a composite reliability, rho_c composite reliability values are more than 0.07, which shows that the research instrument has high consistency, has significant work motivation, work safety and employee performance values in the company. The Average variance extracted (AVE) value shows that the square root value of AVE for each variable is greater than the correlation value, namely 0.50, so that the construct in this research model can still be said to have good discriminant validity.

Discriminant Validity

Discriminant validity is used to ensure that the ideas of each independent variable are different from the other variables. A valid structure is if the filling factor value of each independent variable indicator has the largest filling factor value when compared with other latent variables.

Table 4. Discriminant validity test

	Work Safety (X2)	Employee Performance (Y)	Work motivation (X1)
Work Safety (X2)			
Employee Performance (Y)	0.643		
Work motivation (X1)	0.745	0.754	

There are several filler factor values for each indicator of each latent variable which have a filler factor value that is greater than the filler factor value when compared with other latent variables. This suggests that, while some latent variables still have measures that are highly correlated with other constructs, each latent variable has high discriminant validity.

Test the Inner Model

After testing the outer model which includes validity and reliability tests, the next stage is to test the inner model to see the R-square value and significant values.

R2 (R-Square) Determination Test

Table 3 will describe the determination test or analysis of variance used to find out how much influence the independent variable has on the dependent variable.

Table 5. R- Square

	R-square	R-square adjusted
Employee Performance (Y)	0.460	0.449

Based on table 5, the R-Square value obtained is 0.460. shows that the work motivation and work safety variables show that the employee performance construct variable is 46.0% and the remaining 54.0% is explained by other constructs outside this research model.

Hypothesis Testing

This research uses the path coefficients values in the bootstrapping menu to determine significant variables; the following is a display of the results in table 5

Table 5. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Safety (X2) -> Employee Performance (Y)	0.259	0.271	0.120	2,160	0.031
Work motivation (X1) -> Employee Performance (Y)	0.486	0.488	0.096	5,072	0,000

A variable can be called significant if the t value is greater than 1.66023 and for a p-value <0.05 using two-tiles. So, it can be explained as follows.

a. The impact of work motivation on employee performance

The test results show that the beta coefficient value of work motivation on employee performance is 0.486, then the t-statistic is 5.072 and the result of the p-value is 0.000. From these results it is stated that the t-statistic has a significant effect because it is >1.66023 with a p-value <0.05 so it can be stated that the first hypothesis is accepted. This proves that work motivation has proven to have a positive influence and has a significant effect on employee performance. It is very important for the company's success in achieving its goals. The higher an employee's work motivation, the higher their performance, which means that if work motivation is higher, the results will be better in carrying out their duties.

b. The impact of work safety on employee performance

The test results show that the beta coefficient value of work safety on employee performance is 0.259, then the t-statistic is 2.160 and the p-value is 0.031. From these results it is stated that the t-statistic has a significant effect because it is >1.66023 with a p-value <0.05 so it can be stated that the first hypothesis is accepted. This proves that work safety has been proven to have a positive influence and has a significant effect on employee performance. The higher the level of work safety of employees in the Company, the higher their performance, which means that if work safety is high, the results will be better in carrying out their duties.

CONCLUSION

Based on the comes about of the dialog, the information investigation that has been carried out demonstrates the speculation of existing issues with respect to the components that impact representative execution, to be specific work motivation and work security at PT Citilink Indonesia at Soekarno - Hatta airplane terminal. So, the analyst concludes speculation 1 (H1), to be specific, that work inspiration incorporates a critical impact on representative execution. The comes about of this investigate appear that PT. Citilink workers have great work motivation so that these components impact worker execution well. The information appears that the work motivation gotten by employees influences their execution, which implies they can make strides in their execution. Hence, it is suggested that workers be spurred occasionally. Specialists will be propelled on the off chance that they accept that by accomplishing organizational objectives, individual objectives will moreover be accomplished. Pioneers must continuously pay consideration to their representatives so that company objectives can be way better measured and pointed out. Work motivation, such as grants from the Company to its workers, impacts representative execution, where representatives concur that giving grants can progress their execution superior, of course

this calculation has an impact on PT. Citilink since worker execution must be great . Another factor is good recognition for the work they do. This marker can increase worker assurance. There are numerous variables that impact this. Moreover, workers must too be comfortable with the work they do. A few components of work inspiration impact the execution of PT. Citilink Indonesia Soekarno – Hatta Airplane terminal, and the rest is affected by other variables.

The moment theory (H2) is that work security includes a critical impact on worker execution. The comes about of this inquiry about appear that PT. Citilink representatives pay consideration to work safety. A few components in work safety have a noteworthy impact on worker execution. PT. Citilink Company has given an understanding of the rules with respect to existing SOP to its representatives and guarantees that workers have work agreeing to their capacities, as well as the inquiry about comes about appears that employees have caught on and ached their work well. Usually exceptionally vital since the aviation industry isn't only about traveler safety but the company must pay consideration to the work safety of its workers. Where within the investigation, the company's gear and offices have met work security guidelines, with that PT. Citilink has paid consideration for the work security of its workers.

IMPLICATIONS

From the results of the author's research, it is possible to propose theoretical and practical implications as follows:

Theoretical Implications

Work Motivation and Work Safety impact worker execution, particularly on how companies and their organizations give knowledge and appreciation for the work they carry out. Usually, it is imperative for the Company to preserve human assets who have quality execution, since by giving grants and acknowledgment to representatives they feel that they have some knowledge of the work they do. Separated from that, creating advancements will allow them great execution since the advancement of their advancements will empower them to work harder so that these accomplishments can be accomplished.

Keeping up the safety of representatives must too be done so that workers are comfortable working, particularly with gear and offices that meet work safety measures, and it is vital to know that representatives have got to carry out the Company's SOP in this way to preserve the most extreme representative execution. By giving a knowledge, grants, position advancement, guaranteeing representatives understand their work, and employees carry out and get it the SOP that apply within the company, it'll make strides the execution of PT Citilink Indonesia Soekarno - Hatta Air terminal workers and will make workers have a great commitment to their execution.

Practical Implications

PT. Citilink Indonesia can progress the execution of its representatives, keep up great quality human assets, by giving person or gather inspiration to its representatives and giving information almost SOP and guaranteeing its workers ace their work. This will help the Company to have exceptionally tall quality assets and make advances for the Company. With prevalent representatives, the Company can create. It is trusted that the comes about of this inquire about will give contemplations, input and data that can be utilized by the Company to be taken into consideration in actualizing procedures related to representative execution.

RESEARCH LIMITATIONS

This research has several limitations which can be used as a measure for further research to obtain better research results and advance knowledge in the field, as follows: (A) this research uses two independent variables, namely work motivation and employee performance, and a dependent

variable, namely Performance. employees, (B) researchers only studied 100 respondents among PT Citilink Indonesia employees at Soekarno – Hatta Airport, (C) scientists conducted research during implementation from July 2024 to October 2024.

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