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The Influence of Work Motivation, Competence and Compensation on Employee Performance through Job Satisfaction (Literature Study on Domestic Aviation Companies in Indonesia)

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Abstract: The domestic aviation industry in Indonesia demands high employee performance because it operates in a high-risk environment with strict safety and service standards. This study aims to analyze the influence of work motivation, competence, and compensation on employee performance through job satisfaction in domestic airlines in Indonesia. The study used a qualitative approach with a literature study method through searching for scientific articles in accredited national journals and reputable international journals relevant to the topic of human resources and the aviation industry, totaling 30 article references. Data analysis was conducted using content analysis and thematic synthesis techniques to identify patterns of relationships between variables. The results of the study indicate that work motivation, competence, and compensation have a direct effect on employee performance and an indirect effect through job satisfaction. This study provides a conceptual contribution in the form of an integrative model of human resource management that emphasizes the importance of psychological dimensions and employee well-being in improving the operational performance of domestic airlines in a sustainable manner.

Keywords: Employee Performance, Job Satisfaction, Work Motivation, Competence, Compensation

INTRODUCTION

The transportation industry is a key pillar in supporting human mobility, economic growth, and regional integration in various countries. Among various modes of transportation, the aviation industry is the most complex, operating in a high-risk environment, demanding stringent standards of safety, punctuality, and service quality (Moengin et al., 2021).

Globally, the aviation industry contributes significantly to economic growth, international trade, and tourism. However, the dynamics of the industry, characterized by

fluctuating demand, operating cost pressures, and increasingly fierce competition between airlines, require airlines to manage employee performance more systematically and sustainably (Hasan, 2022).

In the context of domestic airlines in Indonesia, the challenge of managing employee performance remains a crucial issue (Sihombing et al., 2022). Various industry dynamics, such as regulatory changes, increased seasonal passenger volumes, and demands for operational efficiency, have direct implications for employee workloads and psychological well-being. The following data relates to passenger volumes on domestic airlines in Indonesia:

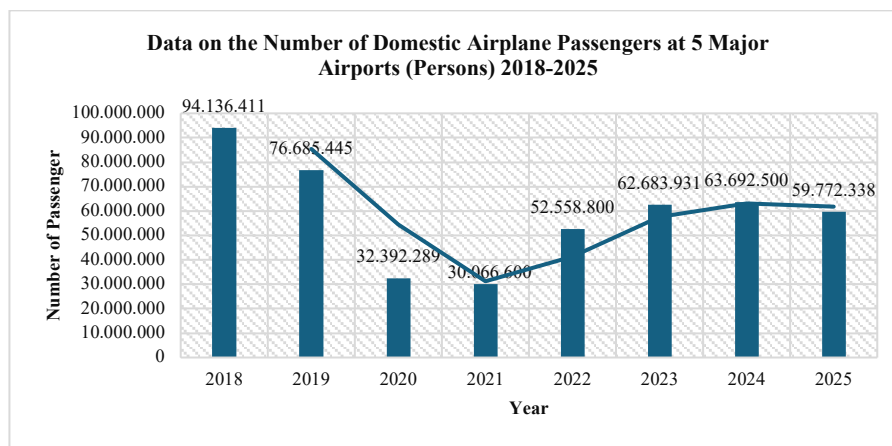


Figure 1. Data on the Number of Domestic Airplane Passengers at 5 Major Airports (People) 2018-2025

Source: (National Statistic Agency, 2025)

Data released by the Central Statistics Agency (BPS) shows fluctuations in the number of domestic air passengers at several major airports between 2018 and 2025, indicating unstable demand for aviation services. This fluctuation indirectly reflects the work pressures faced by operational employees, particularly during peak seasons and the post-pandemic industrial recovery phase (Fakhrudin et al., 2022).

Employee performance issues in the aviation industry are inextricably linked to multidimensional human resource factors, such as work motivation, competence, and compensation. Work motivation acts as an internal driver that determines the intensity and persistence of employees in carrying out operational tasks that require high precision. Competence is a primary prerequisite for employees to consistently implement technical procedures and safety standards. Meanwhile, compensation serves as an organizational instrument to ensure employee well-being, fairness, and continued commitment to the company (Annur, 2023).

Although many previous studies have examined the determinants of performance partially, there remains a research gap in the literature that integrates motivation, competence, and compensation into a holistic model by positioning job satisfaction as a mediating variable in the specific context of the Indonesian domestic aviation industry. Therefore, this study aims to analyze the interrelationship mechanisms between these variables through a systematic literature review.

The importance of this research lies in its contribution to providing a conceptual framework that can be used as a reference by domestic airline management in designing human resource policies oriented towards sustainable employee performance and well-being. By positioning job satisfaction as a mediating variable, this study confirms that efforts to improve employee performance are not sufficient through structural and technical aspects alone; they must also consider the psychological dimensions of employees as the primary foundation for operational success and flight safety.

This research gap highlights the need for a more holistic approach to understanding the determinants of employee performance, particularly considering the characteristics of jobs that demand high levels of safety, accuracy, and reliability.

This approach emphasizes the theoretical contribution that improving employee performance depends not only on competency and motivation, but also on psychological well-being and sustained job satisfaction. In the aviation industry, where work pressure, operational risks, and safety demands are high, integrating HRM practices and well-being is key to achieving optimal performance while maintaining flight safety.

Based on the above background, the following research questions are formulated to generate hypotheses for further research, specifically in domestic airlines in Indonesia: Do work motivation, competence, and compensation influence employee performance, either directly or indirectly through job satisfaction?

METHOD

This research uses a qualitative approach with a systematic literature review method. This approach was chosen to comprehensively examine the influence of work motivation, competence, and compensation on employee performance through job satisfaction at domestic airlines in Indonesia. The literature review allows researchers to conduct a conceptual and empirical synthesis of relevant previous research findings, thus generating an integrated theoretical understanding and strengthening the basis for developing a conceptual research model (Zulfikar et al., 2024).

The research data is sourced from secondary sources in the form of scientific articles published in accredited national journals and reputable international journals. Literature searches were conducted through scientific databases such as Google Scholar, ScienceDirect, Emerald Insight, and Taylor & Francis Online. The articles reviewed cover topics such as work motivation, competence, compensation, job satisfaction, and employee performance, particularly in the context of the aviation industry and the service sector, which are characterized by high safety (high reliability organizations) (Vebrianto et al., 2020).

The literature analyzed was selected based on several criteria. Reference articles used were from at least 2021 to the latest (2026), the number of articles consisted of 30 relevant articles, used an empirical or conceptual approach relevant to the research variables; and they had a service or transportation organization context, particularly aviation. Articles lacking methodological clarity, irrelevant to the main variables, or containing non-scientific opinions were excluded from the analysis to maintain the quality and validity of the study (Dawadi et al., 2021).

Data analysis was conducted using content analysis and thematic synthesis. Each article was analyzed to identify relationships between variables, the direction of influence, and the role of job satisfaction as a mediating variable. The results were then synthesized to establish consistent relationship patterns and explain the mechanisms by which work motivation, competence, and compensation influence employee performance (Nasution et al., 2024).

RESULTS AND DISCUSSION

Results

Based on the problem formulation above, the results of applied theory in this literature study are as follows:

Employee Performance

Employee performance is the work results achieved by an employee, both in quality and quantity, in carrying out their duties and responsibilities according to the role assigned by the organization. Performance reflects the level of effectiveness, efficiency, timeliness, and ability

of employees to achieve predetermined work targets, thus becoming an important indicator of individual and organizational success as a whole (Susanto, Sawitri, et al., 2024b).

Indicators or dimensions contained in the Employee Performance variable include: 1) Work Quality: Is the level of accuracy and precision of employees in completing tasks to comply with the quality standards set by the company, to minimize technical errors; 2) Work Quantity: Refers to the amount of output or volume of work produced by employees when compared to the daily target or quota determined by the organization; 3) Timeliness: Is the ability of employees to complete operational tasks according to the schedule, deadline, or lead time that has been previously agreed upon (Susanto, Hidayat, et al., 2023).

Employee Performance Variables are relevant to previous research conducted by: (F. Saputra et al., 2023), (Mahaputra & Saputra, 2024).

Job Satisfaction

Job satisfaction is an employee's psychological and emotional state, indicating the extent to which they feel happy, comfortable, and fulfilled in their work. This satisfaction is formed from employee perceptions of various aspects of their job, such as workload, relationships with superiors and coworkers, career development opportunities, and fairness in the reward system they receive (F. Saputra et al., 2024).

Indicators or dimensions contained in the Job Satisfaction variable include: 1) Job Satisfaction: This indicator describes the extent to which employees feel their work is interesting, challenging, and in accordance with their personal abilities and expectations; 2) Satisfaction with the Work Environment: The work environment includes relationships with superiors and coworkers, the work atmosphere, and physical conditions that support work comfort; 3) Satisfaction with Rewards: This satisfaction is related to employee perceptions of the fairness and appropriateness of the salary, benefits, and awards received (Susanto, Sawitri, et al., 2024a).

The Job Satisfaction variable is relevant to previous research conducted by: (Sjarifudin & Ali, 2023), (Ariani, 2023)

Work Motivation

Work motivation is an internal and external drive that influences an employee's will, enthusiasm, and willingness to exert their best efforts at work. Motivation acts as a driving force for work behavior, determining the intensity, direction, and persistence of employees in achieving organizational goals and fulfilling their personal needs (Sawitri & Hendayana, 2024).

Indicators or dimensions contained in the Discipline variable include: 1) Achievement Drive: Achievement motivation reflects the employee's desire to achieve the best work results and exceed established standards; 2) Work Responsibility: This indicator shows the employee's willingness to accept and complete tasks with full commitment; 3) Self-Development: The existence of an intrinsic desire or drive to continue learning and improving abilities for future career advancement (Pamungkas et al., 2022).

The Discipline variable is relevant to previous research conducted by: (H. S. Putri et al., 2023), (Bratha et al., 2023).

Competence

Competence is a set of individual characteristics encompassing knowledge, skills, abilities, and work attitudes that are integrated and necessary to perform work effectively. A high level of competence enables employees to complete tasks to high performance standards and adapt to changes in the work environment (Sutaguna et al., 2023).

Indicators or dimensions contained in the Competence variable include: 1) Knowledge: Theoretical and practical understanding of the technical field of work being pursued, including work safety procedures; 2) Skills: Technical ability to operate work equipment, software, or carry out work procedures proficiently and accurately; 3) Adaptability: The speed and accuracy of employees in adapting to changes in technology, new systems, or the dynamics of the work environment (Sudiarso, 2022).

Competency variables are relevant to previous research conducted by: (Fauzi et al., 2023), (Ali et al., 2024).

Compensation

Compensation is all forms of remuneration provided by an organization to employees, both financial and non-financial, in return for their contributions and performance. Compensation serves as a tool for rewarding, motivating, and maintaining employee commitment to the organization (Gunarto et al., 2020).

The indicators or dimensions of the Compensation variable include: 1) Direct Financial Compensation: Includes salaries, wages, and bonuses received by employees in return for their performance; 2) Indirect Financial Compensation: Includes benefits, insurance, facilities, and social security that support employee welfare; 3) Non-Financial Compensation: Includes awards, career development opportunities, and recognition that increase employee satisfaction and loyalty (Ambarwati et al., 2023).

The Compensation Variable is relevant to previous research conducted by: (Abdullah et al., 2023), (Serang et al., 2023).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Years)	Research Results	Similarities with this article	Difference with this article	Hypothesis
1	(Pratama & Siddiq, 2024)	Motivation, Communication and Leadership Variables Influence Employee Job Satisfaction in Aviation Companies	The similarity with this research is in the independent variable of motivation and the dependent variable of employee job satisfaction.	The difference with this research is in the other independent variables, namely Communication and Leadership.	H1
2	(Hernawo & Martono, 2024)	Competence and Work Culture Variables Influence Job Satisfaction Through Self-Confidence of PPSDM Employees at the Ministry of ATR/BPN	The similarity with this research is in the independent variable of competence and the dependent variable of employee job satisfaction.	The difference with this research is in the other independent variables, namely work culture.	H2
3	(Ooktafi et al., 2023)	Compensation and placement variables influence employee job satisfaction	The similarity with this research is in the independent variable of compensation and the dependent variable of employee job satisfaction.	The difference with this research is in the other independent variables, namely placement.	H3
4	(F. R. Saputra & Hanny, 2024)	Work environment and work motivation variables influence employee performance in airline companies.	The similarity with this research is in the independent variable of work motivation and the dependent variable of employee performance.	The difference with this research is in the other independent variables, namely the work environment.	H4

5	(Fortunisa, 2021)	Organizational Communication and Competence Variables Influence Frontliner Call Center Employee Performance in Indonesian Airline Companies	The similarity with this research is in the independent variable of competence and the dependent variable of employee performance.	The similarity with this research is in the independent variable of competence and the dependent variable of employee performance.	H5
6	(Castana & Widodo, 2021)	Competency and compensation variables have an influence on the performance of employees of PT Angkasa Pura II (Persero) Halim Perdanakusuma Airport, Jakarta	The similarities with this research are in the independent variables of compensation and competence, and the dependent variable of employee performance.	The difference with this research is that the object of the research was carried out at PT Angkasa Pura II (Persero) Halim Perdanakusuma Airport, Jakarta.	H6
7	(Kristin, 2021)	Job satisfaction variables influence employee performance in the AMC unit at Husein Sastranegara International Airport, Bandung.	The similarities with this research are in the independent variable of job satisfaction, and the dependent variable of employee performance.	The difference with this research is that the research object was carried out at the AMC unit at Husein Sastranegara International Airport, Bandung.	H7
8	(Yusuf et al., 2024)	Transformational Leadership, Work Motivation and WLB variables influence Flight Crew Performance through Job Satisfaction at the airline company PT XYZ.	The similarities with this research are in the independent variable of Work Motivation, the dependent variable of employee performance, and the mediating variable of Job Satisfaction.	The difference with this research is in the other independent variables, namely Transformational Leadership.	H8
9	(Faruk, 2021)	Competence and Motivation Variables Influence Employee Performance through Job Satisfaction and Professionalism at PT Angkasa Pura 1 Surabaya	The similarities with this research are in the independent variable Competence, the dependent variable Employee performance, the mediating variable Job Satisfaction	The difference with this research is that the research object was conducted at PT Angkasa Pura 1 Surabaya.	H9
10	(Sufyati & Hudromi, 2021)	Motivation, Work Stress and Compensation Variables Influence Pilot Performance through Job Satisfaction at PT Wings Abadi Airlines	The similarities with this research are in the independent variable Compensation, the dependent variable Employee performance and the mediating variable Job Satisfaction.	The difference with this research is in the other independent variables, namely Work Stress.	H10

Discussion

Based on the formulation of the problem, research objectives and the results of previous research above, the discussion in the research which focuses on domestic airlines in Indonesia is as follows:

1. *The Influence of Work Motivation on Employee Job Satisfaction*

Based on a literature review and relevant previous research, it was found that work motivation influences employee job satisfaction at domestic airlines in Indonesia.

To improve employee job satisfaction through increased work motivation, management or leaders of domestic airlines must strengthen three key indicators of work motivation: 1) Drive for achievement: Leaders need to set challenging but realistic performance targets, supported by a transparent recognition system for employees who exceed operational standards; 2) Work responsibility: Management must provide measurable autonomy in

technical decision-making in the field, ensuring that each employee understands their role as a vital element in the aviation safety chain; 3) Self-development: Companies must provide ongoing training programs and access to new knowledge regarding aviation regulations to meet employees' intrinsic needs.

If management or leaders of domestic airlines in Indonesia are able to consistently implement these three forms of work motivation, it will positively impact employee job satisfaction, including: 1) Job satisfaction: Employees will feel meaningful in their daily tasks because the work is seen as a means of self-actualization, not simply a mechanical routine; 2) Satisfaction with the work environment: High motivation encourages the creation of a collaborative and supportive work atmosphere, where interactions between operational units become more harmonious due to the existence of a shared vision of achievement; 3) Satisfaction with rewards: Employees will perceive the compensation and incentive system more positively because they understand that there is a direct correlation between achievement, the responsibilities they carry and the financial and non-financial appreciation they receive from the company.

The results of this study are in line with previous research conducted by (Pratama & Siddiq, 2024), which states that there is an influence between work motivation and job satisfaction of domestic airline employees.

2. *The Influence of Competence on Employee Job Satisfaction*

Based on a literature review and relevant previous research, it was found that Employee Competence influences Employee Job Satisfaction at domestic airlines in Indonesia.

To improve employee job satisfaction through competency enhancement, management or leadership of domestic airlines must strengthen three key indicators of employee competency: 1) Knowledge: Management must facilitate a thorough understanding of aviation safety standards, airport authority regulations, and the latest technical protocols; 2) Skills: Leadership must initiate certified technical training programs (such as operating Ground Support Equipment or the latest reservation systems); 3) Adaptability: Management must train employees' cognitive flexibility.

If management or leadership of domestic airlines in Indonesia is able to consistently implement these three forms of competency, it will positively impact employee job satisfaction, including: 1) Job satisfaction: When employees feel competent, they tend to perceive their work as a means of self-mastery and self-actualization; 2) Satisfaction with the work environment: Competent employees create a more professional and conflict-free work environment; 3) Satisfaction with rewards: Employees will be satisfied with the rewards they receive when they realize that the company recognizes their specialized skills through a fair remuneration scheme.

The results of this study align with previous research conducted by (Hernawo & Martono, 2024), which states that there is an influence between Competence and Job Satisfaction of domestic airline employees.

3. *The Effect of Compensation on Employee Job Satisfaction*

Based on a literature review and relevant previous research, it was found that compensation influences employee job satisfaction in domestic airlines in Indonesia.

To improve employee job satisfaction through increased compensation, management or leaders of domestic airlines must strengthen three key compensation indicators: 1) Direct financial compensation: Management must ensure that base salary, professional allowances (such as license allowances for technicians/operators), and performance-based incentives are timely and competitive compared to industry standards; 2) Indirect financial compensation: Management needs to strengthen welfare programs such as comprehensive health insurance,

pension funds, and transportation or accommodation allowances for field personnel; 3) Non-financial compensation: Management must create a satisfying work environment through awards.

If management or leaders of domestic airlines in Indonesia are able to implement these three forms of compensation sustainably, it will positively impact employee job satisfaction, including: 1) Job satisfaction: When financial needs are met, employees can focus more on the substance of their operational duties without being distracted by economic issues; 2) Satisfaction with the work environment: Good non-financial compensation, such as a supportive work culture and adequate facilities, creates a positive work atmosphere; 3) Satisfaction with rewards: Employees will feel maximum satisfaction when they perceive distributive justice.

The results of this study align with previous research conducted by (Ooktafian et al., 2023), which states that there is an influence between compensation and job satisfaction of domestic airline employees.

4. *The Influence of Work Motivation on Employee Performance*

Based on a literature review and relevant previous research, it was found that work motivation influences employee performance in domestic airlines in Indonesia.

To improve employee performance through increased work motivation, management or leaders of domestic airlines must strengthen three key indicators of work motivation: 1) Drive for achievement: Management needs to implement a performance management system based on clear and challenging targets; 2) Work responsibility: Management must instill an understanding that every individual role, no matter how small, has a direct impact on flight safety; 3) Self-development: Management must facilitate employee growth through certified training programs, technical courses, and transparent career paths.

If management or leaders of domestic airlines in Indonesia can consistently implement these three forms of work motivation, it will positively impact employee performance, including: 1) Work quality: Strong motivation, particularly the drive for achievement, will encourage employees to work with a higher level of precision; 2) Work quantity: With high levels of responsibility, employees will maintain stable productivity even under the pressure of peak workloads; 3) Punctuality: Employees who are motivated through self-development will master more efficient work methods.

The results of this study align with previous research conducted by (F. R. Saputra & Hanny, 2024), which states that there is an influence between work motivation and employee performance in domestic airline companies.

5. *The Influence of Competence on Employee Performance*

Based on a literature review and relevant previous research, it was found that competency influences employee performance in domestic airlines in Indonesia.

To improve employee performance through competency enhancement, management or leadership of domestic airlines must strengthen three key indicators of work motivation: 1) Knowledge: Management must ensure employees have a thorough understanding of current aviation regulations, safety protocols, and operational technical specifications; 2) Skills: Leadership must facilitate ongoing technical training, ranging from proficiency in operating ground support equipment to mastery of navigation systems or digital administration; 3) Adaptability: Management must train employees to be flexible in the face of change. Adaptive employees are able to quickly adjust work rhythms and procedures without compromising service quality standards.

If management or leadership of domestic airlines in Indonesia can consistently apply these three competencies, it will positively impact employee performance, including: 1) Work

quality: With adequate knowledge and skills, employees can produce accurate work that meets aviation safety standards. This directly reduces error rates, such as cargo damage or mishandled baggage, which are key indicators of operational work quality; 2) Quantity of work: Competent employees have a high level of proficiency, enabling them to complete a greater volume of work in the same time period; 3) Punctuality: Technical mastery and adaptability are crucial in achieving On-Time Performance (OTP). Competent employees know how to work effectively and solve problems in the field, ensuring that all operational processes are completed on time according to tight flight schedules.

The results of this study align with previous research conducted by (Fortunisa, 2021), which states that there is an influence between competence and employee performance in domestic airline companies.

6. *The Effect of Compensation on Employee Performance*

Based on a literature review and relevant previous research, it was found that compensation influences employee performance in domestic airlines in Indonesia.

To improve employee performance through increased compensation, management or leaders of domestic airlines must strengthen three key compensation indicators: 1) Direct financial compensation: Management must ensure that the structure of base salary, position allowances, and performance bonuses are competitive in the aviation industry; 2) Indirect financial compensation: Management must strengthen welfare guarantees such as first-class health insurance, pension plans, and transportation allowances for field staff who frequently work night shifts; 3) Non-financial compensation: Management needs to provide rewards in the form of a comfortable work environment, formal praise for work performance, and adequate leave schemes to maintain work-life balance.

If management or leaders of domestic airlines in Indonesia are able to implement these three forms of compensation sustainably, it will positively impact employee performance, including: 1) Work quality: With adequate compensation, employees tend to have higher levels of concentration and dedication; 2) Quantity of work: Direct financial compensation linked to output targets encourages employees to work harder; 3) Timeliness: Satisfactory compensation will encourage better discipline.

The results of this study align with previous research conducted by (Castana & Widodo, 2021), which states that there is an influence between compensation and the performance of domestic airline employees.

7. *The Influence of Job Satisfaction on Employee Performance*

Based on a literature review and relevant previous research, it was found that job satisfaction influences employee performance in domestic airlines in Indonesia.

To improve employee performance through increased job satisfaction, management or leadership of domestic airlines must strengthen three key indicators of job satisfaction: 1) Job satisfaction: Leaders need to design jobs that provide meaningful and measurable technical autonomy. In the aviation sector, employees will feel satisfied if their tasks are considered crucial to passenger safety; 2) Satisfaction with the work environment: Management must create a conducive work atmosphere, both physically (adequate airport/apron facilities) and socially (supportive team relationships); 3) Satisfaction with rewards: Leaders must ensure that compensation and reward systems are fair internally and competitive externally.

If management or leadership of domestic airlines in Indonesia can consistently implement these three forms of job satisfaction, it will positively impact employee performance, including: 1) Work quality: Satisfied employees tend to have a higher emotional attachment (employee engagement) to the company; 2) Quantity of work: Job satisfaction is directly proportional to intrinsic motivation to be productive; 3) Punctuality: Employees who

are satisfied with their rewards and environment will demonstrate better discipline voluntarily. This is crucial for an airline's On-Time Performance (OTP), where every minute counts. Job satisfaction triggers employee alertness in completing operational work cycles on time.

The results of this study are in line with previous research conducted by (Kristin, 2021), which states that there is an influence between job satisfaction and employee performance in domestic airline companies.

8. *The Influence of Work Motivation on Employee Performance through Job Satisfaction*

Based on a literature review and relevant previous research, it was found that work motivation influences employee performance through job satisfaction in domestic airlines in Indonesia.

To improve employee performance by increasing work motivation through job satisfaction, management or leaders of domestic airlines must strengthen three key indicators of work motivation and job satisfaction: 1) Drive for achievement: Management needs to set clear standards of success and provide rewards for achieving operational targets; 2) Job responsibility: Management must provide trust and technical autonomy in carrying out tasks; 3) Self-development: Companies must provide career paths and ongoing training. Employees who feel their intellectual and technical capacity is growing will demonstrate greater loyalty to the airline; 4) Job satisfaction: Management must ensure a match between workload and employee capacity; 5) Satisfaction with the work environment: Management must build a supportive work culture and provide adequate physical facilities (such as airport rest areas); 6) Satisfaction with rewards: Companies must implement a fair and competitive compensation system. Rewards encompass not only salary but also professional allowances and risk insurance that guarantee employee well-being.

If the management or leadership of domestic airlines in Indonesia can consistently implement these six forms of Work Motivation and Job Satisfaction, it will positively impact employee performance, including: 1) Work Quality: The synergy between responsibility and satisfaction with the work environment encourages employees to work with high precision. This ensures zero errors in safety procedures and improves service quality in the eyes of passengers; 2) Work Quantity: Satisfied and motivated employees have better work stamina. They are able to handle large work volumes, such as peak season passenger surges, with stable and consistent productivity; 3) Punctuality: Satisfaction with rewards and encouragement for achievement leads to high time discipline. Employees will be more responsive in carrying out aircraft turnaround processes, which directly contributes to the airline's On-Time Performance (OTP).

The results of this study align with previous research conducted by (Yusuf et al., 2024), which states that there is an influence between work motivation and employee performance through job satisfaction in domestic airline companies.

9. *The Influence of Competence on Employee Performance through Job Satisfaction*

Based on a literature review and relevant previous research, it was found that Competence influences Employee Performance through Job Satisfaction in domestic airlines in Indonesia.

To improve employee performance by enhancing competency through job satisfaction, management or leaders of domestic airlines must strengthen three key indicators of competency and job satisfaction: 1) Knowledge: Management must ensure employees master the latest aviation regulations, safety procedures (safety protocols), and digital literacy in airport systems; 2) Skills: Leaders must facilitate certified technical training, particularly in the operation of sophisticated Ground Support Equipment (GSE). Technical proficiency reduces the risk of fatal operational errors; 3) Adaptability: Employees are trained to have cognitive

flexibility in dealing with schedule changes (delays), bad weather, or sudden system failures without losing operational focus; 4) Job Satisfaction: When employees feel their competencies are being channeled into the right type of work, they will experience intrinsic satisfaction and a sense of empowerment in their profession. 5) Satisfaction with the work environment: Management must create a professional and supportive work atmosphere, supported by adequate physical facilities in the airport area, to maintain employee emotional balance in a stressful environment. 6) Satisfaction with rewards: The remuneration structure must reflect the level of expertise. Competent employees will feel satisfied if their specialized skills are recognized with competitive and fair rewards.

If the management or leadership of domestic airlines in Indonesia is able to consistently implement these six forms of competency and job satisfaction, it will positively impact employee performance, including: 1) Work quality: The synergy between technical skills and job satisfaction results in a high level of precision. Employees not only work, but also work to a zero-error standard for passenger safety and the airline's reputation; 2) Work quantity: Employees who are adaptable and satisfied with their environment tend to be more productive; 3) Punctuality: Extensive knowledge and honed skills accelerate operational work duration. This has a direct impact on On-Time Performance (OTP), ensuring aircraft can perform pushbacks and takeoffs on tight schedules.

The results of this study align with previous research conducted by (Faruk, 2021), which states that there is an influence between Competence and Employee Performance through job satisfaction in domestic airline companies.

10. The Influence of Compensation on Employee Performance through Job Satisfaction

Based on a literature review and relevant previous research, it was found that compensation influences employee performance through job satisfaction in domestic airlines in Indonesia.

To improve employee performance by increasing compensation through job satisfaction, management or leaders of domestic airlines must strengthen three key indicators of compensation and job satisfaction: 1) Direct financial compensation: Management must provide a competitive salary structure, license allowances, and performance incentives. A certain amount of regular pay is the most basic form of appreciation for employees' physical and time contributions; 2) Indirect financial compensation: Management must strengthen welfare guarantees such as high-risk health insurance, pension funds, and transportation/accommodation allowances; 3) Non-financial compensation: Management needs to provide rewards in the form of public recognition, humane schedule flexibility, and the provision of quality personal protective equipment (PPE); 4) Job satisfaction: When compensation is perceived as fair, employees will view demanding operational tasks not as a burden, but as a meaningful professional responsibility; 5) Satisfaction with the work environment: Good compensation fosters harmonious industrial relations; 6) Satisfaction with rewards: Employees feel satisfied when there is a balance between their extreme operational workload and the total reward package they receive.

If the management or leadership of domestic airlines in Indonesia can consistently implement these six forms of compensation and job satisfaction, it will positively impact employee performance, including: 1) Work quality: Employees who are satisfied with their rewards will have a higher level of focus and accuracy. They will strictly adhere to safety standard operating procedures (SOPs) to avoid technical errors that could harm the company and jeopardize flight safety; 2) Work quantity: Fair compensation increases employees' mental stamina to handle large workloads; 3) Punctuality: Job satisfaction fosters voluntary discipline. Employees will be more alert and agile in completing their tasks, supporting the airline's On-Time Performance (OTP).

These high-risk job characteristics can act as moderating variables, strengthening or weakening the relationship between the independent variables and employee performance. In high-risk work environments, employee competency becomes a much more dominant factor in determining performance success than in low-risk jobs. Furthermore, motivation and job satisfaction tend to have a more significant impact on maintaining consistent performance under high work pressure. Meanwhile, mentoring becomes increasingly important in helping employees adapt to task complexity and reducing the potential for errors through the transfer of knowledge and experience.

This confirms that human resource management strategies in the aviation sector need to consider job risk levels as a key factor in designing effective interventions to improve employee performance while maintaining aviation safety.

The results of this study align with previous research conducted by (Sufyati & Hudromi, 2021), which states that there is an influence between compensation and employee performance through job satisfaction in domestic airline companies.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

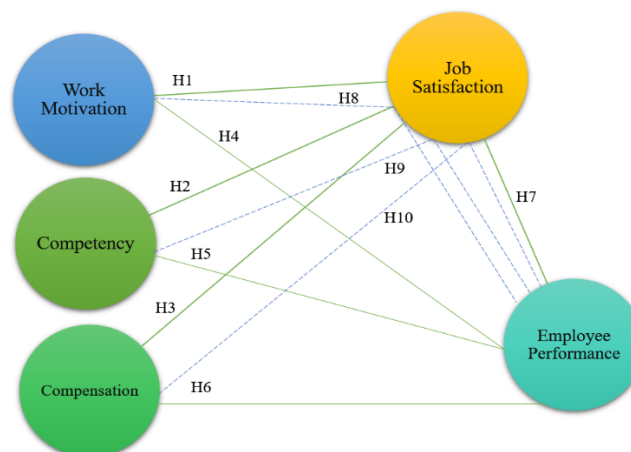


Figure 2. Conceptual Framework

Based on Figure 2 above, Work Motivation, Competence, and Compensation influence Employee Performance through Employee Job Satisfaction at domestic airlines in Indonesia. However, in addition to the variables of Work Motivation, Competence, Compensation, and Job Satisfaction that influence the Performance of Operational Employees in the domestic airline sector, there are other variables that influence it, including:

- 1) Leadership Style: (F. Saputra & Mahaputra, 2022), (Sudiantini & Saputra, 2022).
- 2) Career Development: (G. A. M. Putri et al., 2023), (Susanto, Soehaditama, et al., 2023).
- 3) Co Worker: (Mahaputra et al., 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this literature research using a case study of a domestic airline are as follows: 1) Work motivation influences job satisfaction; 2) Competence influences job satisfaction; 3) Compensation influences job satisfaction; 4) Work motivation influences employee performance; 5) Competence influences employee performance; 6) Compensation influences employee performance; 7) Job satisfaction impacts employee performance; 8) Work motivation impacts

employee performance through job satisfaction; 9) Competence impacts employee performance through job satisfaction; 10) Compensation impacts employee performance through job satisfaction.

This research provides a theoretical contribution by developing a conceptual framework that integrates competency, motivation, mentoring, and job satisfaction into a single multidimensional model of employee performance determination.

The results of this study provide implications for airline management to design more integrated human resource management strategies, focusing not only on improving competency and motivation but also on strengthening mentoring programs and creating sustainable job satisfaction.

This research has limitations due to its use of a literature review approach that relies on previous research, thus not involving direct empirical data from the field.

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