

ANALYSIS OF THE PERFORMANCE MODEL OF AIR TRAFFIC CONTROLLERS (ATC) AT AIRNAV INDONESIA BALIKPAPAN BRANCH

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ABSTRACT

As professionals who ensure the safe and efficient operation of air navigation in a specific air space, Air Traffic Controllers (ATC) shall possess maximum performance since their responsibility is related to the safety of many human lives. The purpose of this study is to analyze the factors affecting the behavior of the Air Traffic Controller (ATC) performance model on duty at Airnav Indonesia branch Balikpapan. This research is quantitative and explorative research conducted on all populations of 38 active ATC working in air navigation service provider (ANSP) in Airnav Indonesia Balikpapan for six months from March to August 2022. Data was collected by distributing questionnaires to 38 respondents and conducting 38 interviews. The results demonstrate that Compensation has a positive and significant effect on performance, Competence moderates the relationship between compensation and performance in a positive and significant way, Compensation has a significant positive effect on Employee Engagement, Career Development has a significant positive effect on Employee engagement, Employee engagement has a significant positive effect on performance, and Employee Engagement as a mediating variable that has a significant positive effect on career development and performance. The implications of the findings of this study as a reference for future policy development and human resource development at Airnav Indonesia Balikpapan, in order to improve the quality of air traffic services and flight safety.

Keywords: Compensation; Career Development; Competency; Employee Engagement; Performance

INTRODUCTION

Human resources are a key element that plays an important role in realizing the vision of a company. No matter how sophisticated technology in a company will not function optimally without the role of humans. The Covid-19 pandemic that has hit the world has not only had a significant impact on human health but also has an impact on the global economic crisis that has hit various industrial sectors including the aviation sector, especially aviation navigation services whose income depends on the number of aircraft flying in an airspace.

The existence of a policy of prohibition and restriction of air travelers caused Perum Lembaga Penyelenggara Jasa Navigasi Aviasi Indonesia (LPPNPI) or better known as Airnav Indonesia to experience a significant decrease in revenue and have a direct impact on the welfare of its employees, namely Air Traffic Controller (ATC) which is the main wheel of this company's operations.

Air Traffic Controller or better known as Air Traffic Controller (ATC) is a professional on duty at an airport. Its job is to provide flight navigation services to aircraft flying in an airspace under its supervision. As the purpose of air traffic services in accordance with Doc. 4444 Procedures For Air Navigation Services- Air Traffic Management (2016) is: Preventing Aircraft Collisions, preventing collisions between aircraft and obstacles (such as humans, vehicles, inanimate objects) in the area of aircraft movement (manoeuvring area), accelerate and maintain the regularity of air traffic flow.

Therefore, to provide safe, comfortable, and efficient air traffic services to customers, in carrying out their duties and obligations an ATC is required to have good competence. This is demonstrated through a selective and competitive system of recruitment, education and training of ATC officers. The process includes the selection of cadet candidates in several official schools under the auspices of the Human Resources Development Agency (BPSDM) of the Ministry of Transportation which then after graduation will be recruited by Airnav Indonesia or Public Company (Perum) Indonesian Aviation Navigation Service Provider Institution, as the only flight navigation service supervisor company in Indonesia.

In order to maintain the sustainability of the company during the economic recession, Airnav Indonesia's management finally made various strategic policies that directly affect compensation and career development in the organization. As Hedger (2007) argues, one effective way to maintain employee engagement is to show that they are valued by the organization (Hedger, 2007). Therefore, a good organization must have a good compensation system so as to increase employee engagement in the organization (Sundaray, 2011). Compensation can also be given in the form of recognition or appreciation for the work of employees and can increase the sense of attachment to the organization or company (Ologbo & Sofian, 2013).

According to research conducted by Andrea Bencsik, et.al (2021) on generation Z and generation Y (millennial) employees in Pakistan and Hungary, it was found that work motivation was positively influenced by career opportunities by 42.3% and position positions by 13.1%. Based on this research, this is certainly a big challenge for management today, where the majority of employees are millennials. This leads to demotivation and decreased employee engagement .

Furthermore, based on pre-research interviews conducted by researchers in the past year with 30 respondents from a total of 37 populations, it was found that all respondents claimed to have experienced a significant decrease in compensation which had an impact on their family's economic condition. This makes 16 out of 30 respondents admit that during this pandemic they are or have tried to increase income from other businesses because they cannot fully rely on their monthly income as Air Traffic Controllers (ATC).

Sixteen out of 30 respondents said that they experienced a decrease in motivation due to the career development system that did not work according to the organizational regulations promised to employees. One respondent, whose identity was withheld by researchers, said that this made him no longer ambitious to develop a career at Airnav Indonesia and chose to focus on doing business in other fields.

Meanwhile, regarding competency development, 20 out of 30 respondents admitted that they were dissatisfied with the competency development system that applies at the ATS Operation unit Airnav Indonesia Balikpapan. According to one respondent whose identity was withheld by researchers, information about education and training opportunities (training) is considered to be still less open, and the selection system for who employees are selected to attend training is still subjective and the indicators are less clear. This also has an impact on employee engagement which in the opinion of one of the supervisors has directly decreased. This can be seen from the decline in participation of some employees in company activities outside operations.

The results of this study are also supported by previous research conducted by Rauhati (2020) on job satisfaction of Airnav Indonesia Air Traffic Controller (ATC) Balikpapan branch, in quantitative research conducted on 28 respondents it was found that only 57.1% of employees were satisfied with the salary they received while the rest stated neutral and even very dissatisfied. Furthermore, it was found that less than half of employees (46.4%) expressed satisfaction with promotions or opportunities to attend training based on work results and employee achievements.

This is in accordance with what was stated by (Bai & Liu, 2018) in their research. They stated that one aspect that causes a decrease in employee engagement is career development opportunities which can also cause employee demotivation at work. This statement is supported by (Robinson et al., 2004) who says that engaged employees will be aware of the business context, and work closely with their work colleagues for the benefit of the organization. Therefore, career development opportunities that can improve employee competence and employee engagement should be one of Airnav Indonesia Balikpapan's main concerns.

The good performance of Airnav Indonesia's Balikpapan Air Traffic Controller (ATC) will support flight safety, and safe flights will save millions of lives every day. Therefore, support from Management for factors that contribute to the performance of ATC Airnav Indonesia Balikpapan branch must always be one of the priorities that need to be maintained and improved. This is in accordance with ICAO Document 9161 (2013) Manual on Air Navigation Service Economics in the section Air Navigation Services Economic and Financial Management which states that poor performance of any employee working in an Air Navigation Service Provider for example Airnav Indonesia can have a widespread negative impact on other members of the

aviation community in general.

Based on the description mentioned earlier, the author then attracted the attention of the author to conduct research on the relationship between compensation, employee engagement, employee competence and career development on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch with the research title: Analysis of Air Traffic Controller (ATC) Performance Behavior Model Airnav Indonesia Balikpapan Branch.

RESEARCH METHOD

The method used in this study is quantitative research method, which is research that views that human behavior can be predicted and social reality is objective and measurable (Muri Yusuf, 2017). The type of research in research is Exploratory and Correlational research.

The source of data used in this study is primary data and secondary data, in this study can be obtained directly research questionnaires to respondents who are considered to have represented the population. Thus, the source of perimer in this study is the Air Traffic Controller (ATC) who is on duty at Airnav Indonesia Balikpapan branch. In this study, secondary data were obtained from direct supervisors, namely Operations Manager and literature, articles and scientific writings. In this study, researchers will conduct research on 38 Air Traffic Controllers (ATC) who serve in the Balikpapan branch of Airnav Indonesia.

Researchers using non-probability sampling techniques, Sugiyono (2019) said that non-probability sampling techniques are sampling techniques that do not provide opportunities for every element or member of the population to be selected to be sampled. And researchers will use total sampling techniques (Sugiyono, 2019). So from the description above, the sampling technique used as a research was 38 Air Traffic Controllers (ATC) who served at Airnav Indonesia Balikpapan branch.

Research Instruments, the use of research instruments is to find complete information about a problem, natural and social phenomenon. The instruments used in this study are intended to produce accurate data using scales. The scale used is the Likert Scale.

This research analyzes the data using the Structural Equation Model (SEM) method with data processing using PLS software PLS 3.0. Ghozali (Imam, 2014, p. 30) stated that Partial Least Square (PLS) is a method of data analysis not based on various assumptions so it is said to be powerful. Data in PLS is not always normally distributed multi-variate (scale categories, ordinals, intervals and ratios, indicators are used the same model), the sample used in PLS does not have to be much. PLS can be used to confirm the theory, as well as to describe the presence or absence of correlation between latent variables.

According to (Imam, 2014, p. 31) that the PLS approach is more suitable to be used for prediction purposes because in the PLS approach all measures of variance are useful to describe. PLS is used in causal-predictive analysis under conditions of high complexity and low theoretical support. According to (Imam, 2014, p. 36) the path analysis model of all latent variables in PLS includes: 1) Inner Model or often called structural model, whose specification is the correlation between latent variables; 2) Outer Model or often called measurement model, whose specification is the correlation between latent variables to indicators or manifest variables; 3) weight relation, where the case value on the latent variable is estimated.

RESULTS AND DISCUSSION

Results of Analysis of Factors Affecting Performance

1. Measurement Model Analysis / Outer Model

Furthermore, the analysis of the measurement model in this study was carried out to test the reliability of a construct or indicator consisting of Convergen Validity (Loading Factor and Average Variance Extraced / AVE). An indicator is considered reliable if it has a loading factor value of > 0.7 on the construct it will measure. The reflective model is said to be strong if the AVE value $>$ of 0.50, the AVE value must be higher than the cross loading correlation.

Table 1 Tabel Validitas

Leave variable	Indicator	Loading Factor	
		Stage 1	Stage 2
Compensation (X1)	Kmp1	0.251	Drop
	Kmp2	0.715	0.797
	Kmp3	0.173	Drop
	Kmp4	0.388	Drop
	Kmp5	0.805	0.759
	Kmp6	0.722	0.806
Career Development (X2)	Krr1	0.771	0.768
	Krr2	0.788	0.792
	Krr3	0.801	0.801
	Krr4	0.857	0.858
	Krr5	0.830	0.828
Employee Engagement (Y1)	Eng1	0.804	0.800
	Eng2	0.804	0.838
	Eng3	0.752	0.807
	Eng4	0.632	Drop
	Eng5	0.884	0.913
	Eng6	0.711	0.736
	Eng7	0.651	Drop
	Eng8	0.173	Drop
	Eng9	0.651	Drop
Performance (Y2)	Knj1	0.722	0.806
	Knj2	0.655	Drop
	Knj3	0.840	0.807
	Knj4	0.846	0.863
	Knj5	0.648	Drop
	Knj6	0.726	0.720
Competence (Z)	Kpt1	0.393	Drop
	Kpt2	0.521	Drop
	Kpt3	0.701	0.796
	Kpt4	0.831	0.858
	Kpt5	0.787	0.731
	Kpt6	0.659	Drop
	Kpt7	0.613	Drop
	Kpt8	0.276	Drop
	Kpt9	0.374	Drop

Sumber: SEM PLS

Based on Table 1 above, it can be concluded that from all statements in the questionnaire with each indicator that has a loading factor value of less than 0.70 is issued or dropped. This means that all items in stage 2 have a loading factor value of more than 0.70 and validly reflect each variable. So that all manifest variables have met the rules of the measurement model and can be continued for further testing.

a) Composite Reliability

Table 2 Average Variance Extracted (AVE)

Variabel	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Employee Engagement	0.8776	0.8859	0.9113	0.6738
Performance	0.8124	0.8231	0.8766	0.6408
Compensation	0.7975	0.7969	0.8306	0.6206
Competence	0.7167	0.7299	0.8384	0.6346
Career Development	0.8697	0.8817	0.9050	0.6560

Source: SEM PLS

Based on Table 2 above, it can be concluded that this test was carried out to measure the amount of variance caused by each total variable construct. The value seen in this test is the value of average variance extracted (AVE) on all variables obtained as an estimated result where the value > 0.50 so that it can be declared valid. Test results on the value of average variance extracted (AVE) will be useful for statements in the questionnaire on each indicator added as a whole in assessing their validity. It can be seen that the value of all variables in reliability testing using either Cronbach's Alpha or Composite Reliability is > 0.7. Therefore, it can be concluded that the variables tested are valid and also reliable, so they can continue to test structural models.

b) Discrimination Validation Test

1. Fornell-Larcker Criterion

Table 3 Discriminant validity based on Fornell-Larcker Criterion

Variable	Employee Engagement	Performance	Compensation	Competence	Career Development
Employee Engagement	0,821				
Performance	0,879	0,800			
Compensation	0,551	0,697	0,788		
Competence	0,370	0,423	0,457	0,797	
Career Development	0,608	0,667	0,499	0,415	

Source: SEM PLS

Based on Table 3 above, it can be concluded that the Fornell-Larcker Criterion value on all variable correlations to the variable itself when compared to other variables has a higher value, so the correlation is said to be valid.

2. Cross Loading

The following is presented the value of cross loading on each indicator in each research variable.

Table 4 Cross Loading

	Employee Engagement (Y1)	Performance (Y2)	Compensation (X1)	Competence (Z)	Career Development (X2)
Eng1	0,800	0,791	0,518	0,291	0,540
Eng2	0,838	0,716	0,416	0,279	0,567
Eng3	0,807	0,637	0,361	0,324	0,361
Eng5	0,913	0,817	0,503	0,345	0,504
Eng6	0,736	0,613	0,439	0,281	0,502
Kmp2	0,352	0,569	0,797	0,108	0,376
Kmp5	0,559	0,568	0,759	0,488	0,385

Kmp6	0,356	0,495	0,806	0,465	0,419
Knj1	0,593	0,806	0,545	0,327	0,573
Knj3	0,760	0,807	0,542	0,406	0,480
Knj4	0,789	0,863	0,685	0,514	0,583
Knj6	0,652	0,720	0,434	0,052	0,501
Kpt3	0,373	0,403	0,270	0,796	0,268
Kpt4	0,234	0,291	0,337	0,858	0,354
Kpt5	0,244	0,288	0,522	0,731	0,391
Krr1	0,454	0,531	0,471	0,373	0,768
Krr2	0,494	0,557	0,390	0,290	0,792
Krr3	0,287	0,366	0,203	0,242	0,801
Krr4	0,526	0,556	0,464	0,215	0,858
Krr5	0,606	0,617	0,420	0,505	0,828

Source: SEM PLS

Based on Table 4 above, the correlation between indicators and variables of has a higher value than other variables. Each indicator on the motivation variable is higher than the other variables, the variables of Concentration, Compensation, Career Development, Employee Engagement, and Performance. Thus discriminantly validating the condition is valid.

Structural Model Analysis / Inner Model

1. Evaluasi Collinearity/Variance Inflation Factor (VIF)

High collinearity can lead to significant misjudgment and weight estimation. The value of Variance Inflation Factor < 10 indicates that there is no indication of collenearity symptoms. The following are the results of Collinearity/Variance Inflation Factor (VIF) testing in this study:

Table 5 Uji Collinearity/Variance Inflation Factor (VIF)

Variabel	Employee Enggement (Y1)	Kinerja (Y2)
Employee Enggement (Y1)		1.86
Compensation (X1)	1.33	1.66
Competence (Z)		1.35
Career Development (X2)	1.33	1.98

Source: SEM PLS

Based on table 5 above, it can be concluded that the VIF value in each variable is far below 10 or the VIF value < 10.

a. Significance Estimation (t-statistical)

The path coefficient gives an idea of the magnitude of the correlation between construct variables using the bootstrapping procedure. Bootstrapping presents non-parametric analysis precision estimation on the outer model and inner model. T-statistical test with significant value: "(two-tailed) t-value 1.65 (significant level 10%); 1.96 (significant level 5%); and 2.58 (significant level 1%)".

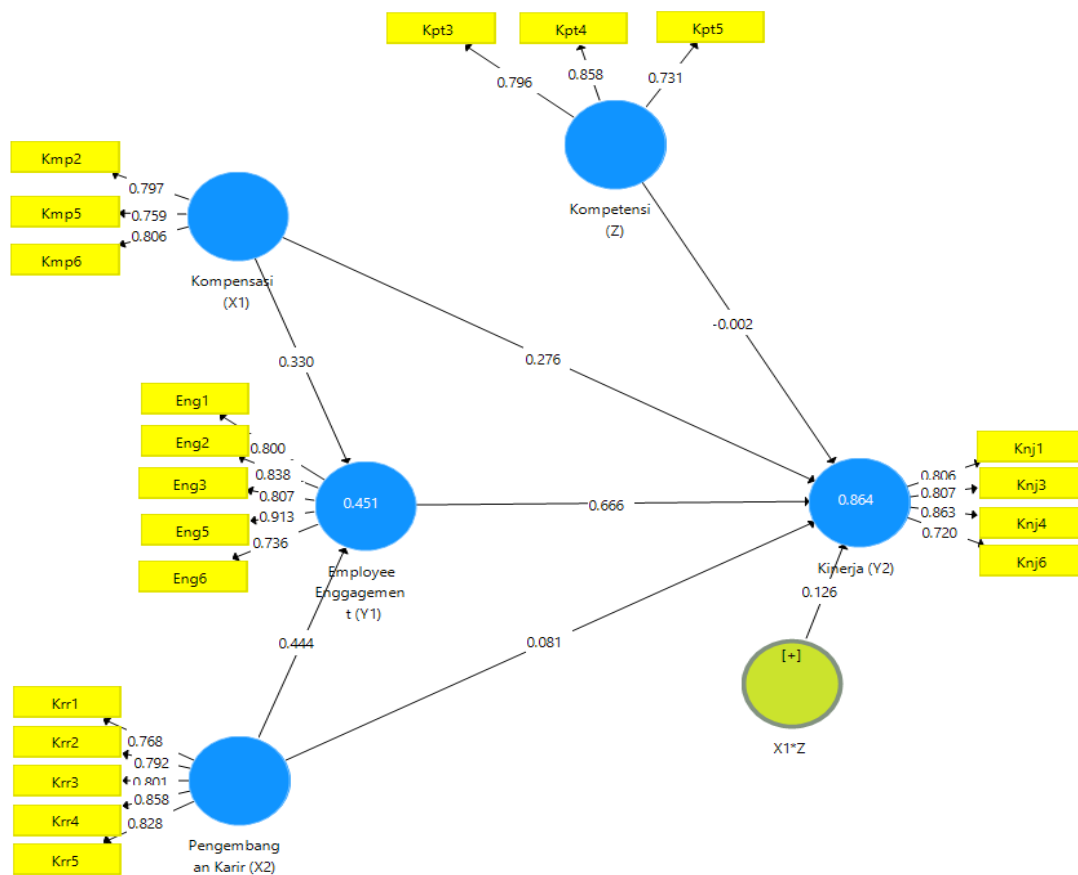


Figure 1 Image Standardized Loading Factor

b. Coefficient of Determinant (R-Squares (R²))

R Square Test analysis is carried out to determine the value of exogenous variables to endogenous values based on R², as follows:

Table 6 Coefficient of Determinant (R-Squares R²)

Variabel Endogen	R Square	R Square Adjusted
Employee Enggagemen t (Y1)	0.4515	0.4201
Performance (Y2)	0.8637	0.8424

From the calculation above, it can be conveyed that the Performance variable is influenced by Compensation, Career Development, and Competency by 86.37%, while the remaining 13.63% is likely to be influenced by variables other than the four exogenous variables studied. In addition, Employee Engagement is influenced by compensation and career development variables by 45.15% while the remaining 54.85% is explained by other factors outside the model.

c. F Square Analysis

F Square analysis is to assess the magnitude of influence between variables with effect size or f square.

Table 7 Test F

Variabel	Employee Engagemen t	Performance
Employee Engagemen t		0,016
Compensation	0,082	0,059
Competence		0,101
Moderating Effect 1 (Competency Moderation Compensation*Performance)		0,137

Variabel	Employee Engagement	Performance
Career Development	0,119	0,372

Source: SEM PLS

Based on table 7 above, it can be concluded that the effect of small size or negligible because the value of F Square < 0.02 between Z to Y and large size X1 to Y, X2 to Y and Moderating Effect I to Y.

d. Significance Value Analysis

Significance value testing is used to express the significance of relationships between paths to see the strength of relationships between variables. This significant value can be obtained by a bootstrapping procedure that results in a P value of < 0.5. The following is a test of the significance value in this study:

Table 8 Test the hypothesis

Hipotesis		Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
H1 Compensation has a significant positive effect on performance	DE	0.2755	2.5165	0.0060**	Hypothesis Accepted
H2 Kompetensi memoderasi hubungan antara kompensasi dan kinerja	Moderating Effect	0.1263	1.8521	0.0321**	Hypothesis Accepted
H3 Compensation has a significant positive effect on employee engagement	DE	0.3296	2.8743	0.0021**	Hypothesis Accepted
H4 Career Development has a significant positive effect on Employee engagement	DE	0.4437	4.7513	0.0000**	Hypothesis Accepted
H5 Employee engagement has a significant positive effect on performance	DE	0.6662	7.9638	0.0000**	Hypothesis Accepted
H6 Employee Engagement as a mediating variable that has a significant positive effect on career development and performance	IE (Mediating Effect)	0.2956	4.1026	0.0000**	Hypothesis Accepted

Description: DE (Direct Effect), IE (Indirect Effect) , **)significant alpha 5%
Taken from PLS Report data

Based on Table 8 above, to answer the hypothesis of this study can be explained as follows:

1. Hypothesis 1 is that Compensation has a significant positive effect on the performance of the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, based on table 4.18 above shows the effect with the test results on the line coefficient value of 4.937 P value of 0.0000 (< 0.05) meaning that Compensation has a positive effect on performance significantly so that Hypothesis 1 is accepted.
2. Hypothesis 2, namely Competence moderates the relationship between compensation and Air Traffic Controller (ATC) performance at Airnav Indonesia Balikpapan branch, based on table 8 above shows a significant influence with test results on the line coefficient value of 1.852 and P value of 0.032 (< 0.05) meaning that Competence moderates the relationship between compensation to performance significantly so that the Hypothesis is accepted.
3. Hypothesis 3 is that Compensation has a significant positive effect on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch with test results on a path coefficient value of 2.874 P value of 0.002 (< 0.05) meaning that Compensation affects Employee engagement positively and significantly so that Hypothesis 3 is accepted.
4. Hypothesis 4, namely Career Development, has a significant positive effect on Employee

engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, with test results on a path coefficient value of 4.751 and a P value of 0.000 (< 0.05), meaning that the influence of Career Development on Employee engagement is positive and significant so that Hypothesis 4 is accepted.

5. Hypothesis 5 is that Employee engagement has a significant positive effect on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, with test results on the line coefficient value of 7,964, P value of 0.000 (< 0.05) meaning that the effect of Employee engagement on performance is positive and significant so that Hypothesis 5 is accepted.
6. Hypothesis 6, namely Employee Engagement as a mediating variable that has a significant positive effect on career development and performance, with test results on the path coefficient value of 4,751 and P value of 0,000 (< 0.05) means that the influence of Employee Engagement as a mediating variable on career development and performance is a positive and significant effect so that Hypothesis 6 is accepted.

Discussion

Based on the data analysis above, to find out the Air Traffic Controller (ATC) Performance Behavior Model of Airnav Indonesia Balikpapan Branch in this study can be delivered theoretically as follows:

1. Compensation has a significant positive effect on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch

Compensation has a positive and significant influence on performance. Based on the results of descriptive tests on compensation indicators, it shows that financial compensation owned by Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch has great potential in generating motivation to generate better performance. This is because Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch has wages and benefits that can provide fulfillment of workers' daily needs so that wages and other compensation provide a more decent livelihood for Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch. The following statement supports the results of the PLS analysis which states that compensation has an influence on performance.

The theory states that compensation is the total of all rewards received by employees as a substitute for the services they have provided. This statement is supported by Abraham Maslow (in Robbins and Judge, 2016) who argues that humans will be encouraged to do something if the person wants to meet his needs, namely physiological, security, social, reward or achievement. This is in line with the opinion of another expert Clayton Alderfer (in Robbins, 2003) who said that in order to meet his needs humans do not do it one by one but simultaneously in one moment. So based on these two theories it is known that compensation can be a motivator for a person to meet his needs at least two needs at once, namely physiological needs and rewards. This shows that the compensation received by Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch is in line with the theory conveyed that the compensation received by Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch has no influence on the performance created.

This condition is in line with the research conducted (Asmayana et al., 2018) which states that compensation has a positive effect on performance. In the study, it was said that compensation is one of the main goals of employees working to meet their needs through employee benefits. This research explains that the higher the compensation received by Airnav Indonesia's Air Traffic Controller (ATC) Balikpapan Branch, it will have a direct impact on the performance created. In addition, research conducted by Pongajouw, G.D (2015) also states that there is a positive influence between compensation and employee performance.

Based on the condition of the respondents, namely the Air Traffic Controller (ATC) Airnav Indonesia Balikpapan Branch, it was seen that compensation encouraged better

performance. This compensation indicator is not working well among Airnav Indonesia Air Traffic Controllers (ATC) Balikpapan Branch so it needs to be improved and always updated. As for matters related to the Air Traffic Controller (ATC) Airnav Indonesia Balikpapan Branch that needs to be considered is the provision of acceptable salaries so that it will improve the current performance.

2. Competency moderates the relationship between compensation and Air Traffic Controller (ATC) performance at Airnav Indonesia Balikpapan branch

Competency did not have a positive and significant influence on performance after moderating the relationship between compensation and Air Traffic Controller (ATC) performance at Airnav Indonesia Balikpapan branch. Based on Sugiyon (Sugiyono, 2013, p. 60) moderation variables are variables that can strengthen or weaken the relationship between independent and bound variables. In the descriptive analysis and interview results with one of the Balikpapan ATC personnel, it is known that every ATC personnel serving in Indonesia has met the competency standards determined by the Regulator (Directorate of Civil Aviation). As for in the course of his career, if an ATC gets the opportunity to take part in competency development programs such as education and training for company purposes, until the time this research is made, according to the source, it does not affect the increase in employee salaries. However, related to performance, because the nature of the ATC work itself has a great moral responsibility because it involves the lives of many people, even if there is a significant reduction in compensation, an ATC will still work well. This statement is in line with the results of respondents' answers of 100% saying they agree and strongly agree with the statement of the variable Competency: I am able to be professional even though I am facing a difficult situation. This is further reinforced by the results of the significance test which shows that competence does not have a positive and significant effect on performance after moderating the relationship between compensation and ATC performance at Airnav Indonesia Balikpapan branch.

Competence is the skills, knowledge, abilities and other characteristics that a person needs to do work effectively. While Armstrong and Baron (2012) suggest that competence is an underlying characteristic of a person and is related to the effectiveness of that person's performance in his work. This statement is emphasized by Spencer and Spencer (1993) who state that competence is knowledge (knowledge competencies), expertise (skill competencies) that tend to be more real and relatively on the surface as one of the characteristics possessed by humans while self-concept (self concept), character / trait (trait) and motive (motive) Competence is more hidden in the deep and is associated with the center of one's person. Competence based on this explanation is a basic characteristic of a person that indicates the way of thinking, behaving, and acting and drawing conclusions that can be done and maintained by a person at a certain period. From these basic characteristics, it appears that the purpose of determining the level of competence or competency standards can determine the expected level of performance and categorize high or below average levels.

This is in accordance with research conducted by previous researchers to other professionals in the field of Pharmacy which states that professional workers in the field of Health already have a blueprint of standard practices, work accountability references, and progressive career paths where in daily work practices these professionals are based on job descriptions that have been determined according to their respective roles and duties, It is also mentioned that the fact in the field that the acquisition / addition of knowledge in the form of theory is not a guarantee of the implications of success in daily work practice (Udoh et al., 2021).

Based on the analysis of the answers on the questionnaire, it was found that the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch still experienced problems in communicating their opinions freely to superiors. This opinion was confirmed by one of the Balikpapan ATC personnel who said that this is closely related to the "eastern" culture that is still attached to the Indonesian nation where a sense of hesitation and hierarchy of

positions play a big role in the Balikpapan ATC work environment which makes it difficult for someone to be able to speak fairly and what it is. This statement does not go straight with the opinion of some researchers who state communication is an important factor in competence (Holá et al., 2020; Rabiul et al., 2022).

Thus, it can be concluded that the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch in working is still not optimal in channeling its aspirations to management. This condition is not in accordance with research that (Setiawan et al., 2022) which states that the variables of competence and motivation have a significant effect on employee performance. Meanwhile, leadership variables and work environment do not have a significant effect on the performance of employees of the Population and Civil Registration Office of Banyuwangi Regency. This research explains that the higher the competence a person has will not cause freedom of space to raise enthusiasm for performance or other motivations.

Based on the condition of the respondents, namely the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch is still not effective in communicating their aspirations to superiors freely so that this point needs to be improved and always updated to achieve maximum performance.

3. Compensation has a significant positive effect on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch

Compensation has a positive and significant influence on employee engagement. Based on the results of descriptive analysis, it shows that every compensation indicator, namely financial and non-financial, owned by Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch has great potential in encouraging Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch to generate employee engagement. So as to create a better working atmosphere. In addition, it is supported by the results of a signification test that shows the effect of compensation on employee engagement.

Compensation is a tool that can be used to motivate employees. The amount of income earned by employees is very influential not only on their standard of living, but also on the status and recognition given by the social environment to the employees concerned. For this reason, employees will give the best possible performance so that they deserve the rewards they want. This can be understood because from the perspective of employees, as expressed by Newman and Milkovich (2008), compensation is a reward for services provided by employees, or as an appreciation for the results of satisfactory work and work performance provided by employees to the company. For some, compensation reflects the value of a person's personal skills and abilities, or as a result of improved education or training that has been undertaken by employees (Miles & Mangold, 2007; Warouw & Lapian, 2015; Zahid & Khurshid, 2020). No less important is compensation from the company's point of view. In this case, compensation is a major expense, which is a very large expenditure/cost item (Cell & Factor, 2019). Research shows that in many companies the funds spent on compensation account for more than 50% of the total costs incurred by the company. While in government-owned companies, the portion can be even larger. The compensation system varies from company to company, even if the companies are in the same industry. Thus, compensation can be one of the competitive advantages that the company has (Newman & Milkovich, 2008). Apart from being a major expense, companies also see compensation as a means to influence employee attitudes and behavior. Compensation influences an employee's decision to apply for a job, to work productively, to attend the education and training necessary for a job, and even to take the company to court if compensation practices are deemed to be illegal (Newman & Milkovich, 2008).

This research explains that the compensation received by a person will have a direct impact on employee engagement. This is because every compensation given is timely and gets other non-financial benefits that provide a more decent life for workers. In addition, research conducted by Wulandari and Cahyono (2021) states that compensation has a direct and cynical effect on employee performance, while compensation connected to job

satisfaction will indirectly improve employee performance.

Based on the conditions of the respondents, it is known that compensation can create attachment or engagement to the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch. From the answers given by respondents, it can be seen that the financial compensation received is on time and the benefits received are needed to meet the needs of employees, this means that this compensation indicator has been running quite well among Air Traffic Controllers (ATC) at Airnav Indonesia Balikpapan branch so that it can continue to be improved and always maintained, but related to fairness in providing salaries between divisions is still a point Important that needs to be considered by Airnav Indonesia Management is financial compensation in the form of equal wages in accordance with the duties and responsibilities of workers.

4. Career Development has a significant positive effect on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch

Career development has a positive and significant influence on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch. Based on the results of descriptive research shows that all career development indicators, namely fair treatment in career, direct supervisor care, information about promotion opportunities, the existence of minants for promotion and the level of satisfaction possessed by Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch have great potential in generating better employee engagement in Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch. In addition, it is supported by the results of the significance test which states the influence between career development on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch.

The theory states that career development is an effort made by companies to plan the careers of their employees, consisting of career management, including planning, implementing, and supervising careers. Career development is expected by every employee and it will motivate employees to work well in its implementation, career development is more inclined as the implementation of career planning. Handoko in (Sinambela, 2018) said career development is a personal improvement made by a person to achieve the desired career plan, on the other hand Mondy (2005) suggests that career development is a series of activities to prepare an employee for planned career advancement. Poltak and Sinambela (2019) suggest that in career development there are things that need to be considered, namely: work has a very significant influence on career development if every day work presents different challenges, then the things learned on the job will be far more important than formal development activities. The form of skill development required, determined by specific job demand, for example, to become a supervisor, the skills needed must be different from the skills to become a manager;

If a person acquires the skills needed to perform the job, if the demands are further developed, then a person who already has the required skills is given a new job according to the skills he already has, in this case the time required for development can be minimized by identifying a rational series of individual job placements. Career development through promotion for employees is something that is highly expected by every employee. Promotion is a transfer that can enlarge the power or authority and responsibility of an employee to a higher position in an organization so that obligations, rights, status, and income will increase as well. With the promotion of trust and recognition of the ability and ability of employees to occupy higher positions.

This condition is in accordance with research conducted by Robianto et, al (2019) which states that career development, compensation, work environment and satisfaction have a positive and significant effect on work engagement in Bukittinggi City Government Employees. So that employees will believe that with the development of karia, the relationship between employees is more pleasant and results in a better working atmosphere in a company organization. This study explains that the higher a person's career development,

the more direct the relationship between employees or employee engagement. In addition, research conducted by (Adeniji et al., 2019) The study has provided insights to improve employee effectiveness through investment in skills development that enhance their experience; promote them at maturity without sacrificing and reward them based on their achievements and recognize the values added to the organization.

Based on the condition of the respondents, namely the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, it can be seen that career development can encourage employee engagement. This career development indicator has been running well among Air Traffic Controllers (ATC) at Airnav Indonesia Balikpapan branch so that it can continue to be improved. As for matters related to career development that need to be considered are fair treatment, information about promotion opportunities and satisfaction levels.

5. Employee engagement has a significant positive effect on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch

Employee engagement has a positive and significant influence on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch. Based on the results of the descriptive test, it shows that all employee engagement indicators, namely enthusiasm, devotion, and absorption, owned by the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch have great potential in producing better performance. In addition, it is supported by the results of the signification test which states that employee engagement has a direct effect on the performance of the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch.

The theory presented mentions Work engagement or employee engagement is as an attitude shown by employees in an organization by involving as a whole, namely by involving physical, mind or cognitive states and emotions. Work engagement is caused by several things such as the belief that the work they do has meaning and compatibility between the values held by an employee, co-workers and the values owned by the organization. In particular, Khan (1990) focuses his attention on how workers behave in carrying out their roles and duties, and workers are psychologically present in their roles and duties in the world of work. Schaufeli et al. (2006) also explained that work engagement is a positive, satisfying, and connected mental state to work-related matters characterized by passion, dedication and passion. Meanwhile, Bakker et al. (2008) term the work attachment owned by employees as work engagement, which is a positive affective-motivational state about work-related welfare that is characterized by vigor, dedication, and absorption. In this case work engagement does not refer to momentary and specific states, but refers to affective-cognitive states that place more emphasis on persistence and broad thinking, not focused on one particular object, event, individual and behavior. The existence of work engagement appears in the course of the organization in a relatively long time and has stable characteristics that do not arise drowning at a time.

This condition is in accordance with research conducted by Mayanatasia (2018) which states that Employee Engagement has a positive effect on employee performance, when employees have a sense of attachment (engagement) to the company, the performance given will be high as well. This condition is characterized by the length of work of employees who are more than one year even 18.42% of employees have worked for more than twenty years. This research explains that the higher a person's loyalty in employee engagement, it will have a direct impact on the performance of the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch.

Based on the condition of the respondents, namely the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, it can be seen that loyalty to the company can encourage the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch to have better performance. This employee engagement indicator has been running well among Air Traffic Controllers (ATC) at Airnav Indonesia Balikpapan branch so that it can continue to be improved and always updated. The ATC profession is a unique and specific job with limited employment, this condition is an advantage for the company, especially Airnav

Indonesia because this company is the only flight navigation service supervisory company in Indonesia where Indonesian ATCs work so there is a scarcity of other alternatives that will occur if an ATC decides to turnover.

6. Employee Engagement as a mediating variable that has a significant positive effect on career development and performance

Based on the results of the significance test in this study, it was found that employee engagement as a mediating variable has a positive and significant influence on the relationship between career development and performance. This statement also means that the employee engagement variable is significant enough to be an intermediary between the independent variable, namely career development, and the dependent variable, namely performance. Based on the results of descriptive analysis, it shows that employee engagement indicators such as devotion and absorption provide an overview of compatibility with those owned by the Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch.

Based on the theory conveyed, performance is defined as performance, work results and work performance. According to Wibowo (2017) performance is about doing work and the results achieved from the work. Collquitt e.al (2011) said that performance is a series of worker behavioral values that contribute both positively and negatively to the completion of organizational goals. Performance Management is about directing and encouraging workers to work effectively and efficiently according to the needs of the organization. While Strebler.et.al (2001) said that performance management is a systematic approach that aims to improve business and team performance in order to achieve business goals. Organizational performance is greatly influenced by individual performance so that if organizational performance is to be improved, individual performance must be improved. According to Mitchel in Sinambela (2018), good performance is influenced by two things, namely motivation and a good level of work ability. Because a person's ability is influenced by the person's understanding of the work and skills he does. On the other hand, motivation also affects performance because even though a person's abilities and skills are good, but the motivation is low, the kinera will be low too. Employee performance must be planned continuously because performance improvement requires well-organized planning and actions within a certain period of time. Thus, the more confident someone is in an action, the higher employee engagement and performance.

Career development can make employees feel happy and happy so as to increase employee engagement and performance (Kulkarni et al., 2022; Widiyanto et al., 2017). This statement is supported by research conducted by Azizah and Gustomo (2015) where Employee Engagement has an influence of 63% on employee performance. According to the explanation, the employee relationship with the company has a better effect on employee performance. This research explains that the higher employee engagement, the more direct the impact on career development and performance.

This opinion is not in accordance with the conditions of respondents, namely Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch because based on the results of the study it appears that there are other indicators that provide additional reinforcement of existing employee performance, while employee engagement does not have an important effect as a mediator in relation to career development and employee performance. This is because employees in this case Air Traffic Controller (ATC) are required to try their best to carry out their duties and responsibilities professionally under any conditions. In this case, although career development can make an employee happy and this can increase employee engagement, this cannot have a significant effect on his performance because the performance of the Air Traffic Controller (ATC) is related to the safety of many people's lives, so even though his condition and mood are unhappy, it still should not be involved at work. Professionalism is key in the Air Traffic Controller (ATC) performance model (Sinaga et al., 2023).

However, to improve optimal employee performance, this employee engagement indicator needs to be considered by management, in this case absorption and devotion. Based on the results of the discussion above, the following is a summary of the results of the study that answers the research hypothesis:

Table 9 Summary of research results that answer research hypotheses

Hipotesis Penelitian	T Statistics	P Values	Conclusion
Compensation against Performance	4,937	0,000	Influential
Competency moderates compensation against performance	1,852	0,032	Influential
Compensation for Employee Engagement	2,874	0,002	Influential
Career Development towards Employee Engagement	4,751	0,000	Influential
Employee Engagement on Performance	7,964	0,000	Influential
Career Development to Performance	3,319	0,000	Influential

Source: Research Data, 2023

CONCLUSION

Employee performance at Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch is dominated by compensation and career development. This shows that the work performance, commitment and adaptation possessed by Air Traffic Controller (ATC) employees at Airnav Indonesia Balikpapan branch has great potential in producing employee performance. Factors affecting employee performance are summed up as follows: a) Compensation has a significant positive effect on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch; b) Competency to moderate the relationship between compensation and Air Traffic Controller (ATC) performance at Airnav Indonesia Balikpapan branch; c) Compensation has a significant positive effect on Employee engagement Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch; d) Career Development has a significant positive effect on Employee engagement in Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch; d) Employee engagement has a significant positive effect on the performance of Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch; e) Employee Engagement acts as a mediating variable in the influence of career development on performance in Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch, f) Employee Engagement acts as a mediating variable in the influence of career development on performance in Air Traffic Controller (ATC) at Airnav Indonesia Balikpapan branch

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