



DOI: <https://doi.org/10.38035/gijtm.v2i3>

Received: August 19th, 2024, Revised: September 25th, 2024, Publish: October 04th, 2024

<https://creativecommons.org/licenses/by/4.0/>

Analysis of Competency, Discipline, and Self-Efficacy on The Performance of Aviation Security Staff: Literature Review

Primadi Candra Susanto¹, Ni Nyoman Sawitri², Hapzi Ali³, Zahara Tussoleha Ronny⁴

¹Doctoral Student, Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia,

primstrisakti@gmail.com / 202230151009@msw.ubharajaya.ac.id

²Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, sawitrininyoman@dsn.ubharajaya.ac.id

³Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, hapzi@dsn.ubharajaya.ac.id

⁴Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, tussoleha@dsn.ubharajaya.ac.id

Corresponding Author: primstrisakti@gmail.com¹ / 202230151009@msw.ubharajaya.ac.id¹

Abstract: This research aims to see the influence between variables and analyze the factors that cause personal aviation security performance. This research uses a literature review study to systematically review previous articles to see their correlation with current research. The results show that there is an influence between all independent variables on the dependent variable. This finding could be something new in qualitative research, aviation security performance can improve with competency appropriate to their field of work, work discipline while on duty, and self-efficacy at all levels, thereby creating good work achievements according to management's expectations. In human resource management research, there is no research framework like this article and the hypotheses in this research are very rarely found in previous research. Purpose – This research builds a theory of whether there is an influence between independent variables on the dependent variable. Design/methodology/approach – The method used is library research which analyzes previous articles as a literature review. Findings – There is a significant influence between variable X1 on Y, variable X2 on Y, and variable X3 on Y. Research limitations/implications – Many other factors influence performance, including remuneration, motivation, leadership style, and job satisfaction. Practical implications – The depth of this research reviews the performance of personal aviation security who are tasked with checking the luggage of passengers entering the airport area. Originality/value – Researchers have tried to look for the same research model but have not found it, there has never been previous research that discusses the influence of the independent variable on the dependent variable.

Keyword: Competency, Discipline, Self-Efficacy, Performance, Aviation Security, Staff

INTRODUCTION

Airports, often referred to as "gateways to the world," are places where the magic of flight happens every day. From commercial aircraft connecting countries around the world to

private planes carrying passengers of all backgrounds, airports are dynamic and vital hubs in the global transportation network (Alanazi et al., 2024). Airports are the central point in the global air transportation network. They serve a variety of important functions, from passenger and cargo transportation to security and emergency relief. As the aviation industry continues to evolve, airports will continue to serve as key gateways to a connected world. The Covid-19 pandemic has negatively affected the aviation industry in Indonesia. Aviation activities in terms of transportation of goods and passengers on domestic and international flights have decreased. Data collected from five major airports, namely Polonia Airport, Soekarno-Hatta Airport, Juanda Airport, Ngurah Rai Airport, and Hasanuddin Airport, show a decrease in the number of goods loaded on domestic and international flights. Indonesia's aviation industry has been negatively impacted, as seen by the drastic decline in passenger and cargo flows. The government, through the Ministry of Transportation, is making every effort to restore the condition of airport and aviation activities, but it cannot be achieved without the support of the Ministry of Transportation (Gajewicz et al., 2022).

Aviation security (AVSEC) is an important aspect of modern airport operations. AVSEC's role at airports is vital in maintaining the security of passengers, flight crew, and the airport facilities themselves. The following are some of the key roles played by AVSEC at the airport: (1) Security Checks One of the main roles of AVSEC is to carry out security checks on passengers, luggage, and cargo entering the airport's restricted areas. This involves physical inspection and scanning using advanced technology such as X-ray scanning machines and metal detectors to prevent weapons, explosives, or other dangerous objects from entering the aircraft. (2) Supervision of Facilities and Restricted Areas AVSEC is responsible for supervising restricted areas of airports, including aprons, terminals, and other supporting facilities. They ensure that only authorized persons can access these areas and that suspicious or unauthorized activity is promptly identified and addressed. (3) Coordination with Authorities: AVSEC often collaborates with national or international law enforcement and security agencies, such as police, intelligence agencies, and other authorities, to monitor and respond to potential security threats at airports. This includes coordination in security investigations, joint security training, and exchange of intelligence information. (4) Crisis Management and Emergency Response: AVSECs are trained to respond to emergencies such as threats of terrorism, attacks, or plane crashes. They are responsible for coordinating emergency responses, providing assistance to passengers and crew, and ensuring that situations are resolved quickly and efficiently. In Line With Previous Research (Dando & Ormerod, 2020), (Tamasi & Demichela, 2011), (Singh & Singh, 2003), (Poole, 2015).

In conclusion, the role of AVSEC at airports is very important to maintain the security of flight operations and protect passengers and airport assets from various security threats. By cooperating with authorities, implementing stringent security checks, and responding quickly to emergencies, AVSEC plays a key role in maintaining the security and operational success of airports (Price & Forrest, 2016).

The aviation industry is a complex and dynamic industry, with various aspects that require special skills and competencies (Halteh et al., 2024). Therefore, human resources working in this industry need to have various competencies to support smooth and safe flights (Aktas & Kagnicioglu, 2023). The performance of airport staff has a direct impact on the passenger experience and the overall success of airport operations. By paying attention to the above factors and ensuring that staff are equipped with the necessary knowledge, skills, and resources, airports can achieve optimal performance levels (Zu et al., 2024).

The performance of airport staff has a huge impact on the passenger experience and the overall operations of the airport. The following are some of the factors that affect airport staff performance: (1) Professional Customer Service Airport personnel must be able to provide friendly, efficient, and professional customer service. They should be ready to assist

passengers, answer questions, and handle complaints properly. (2) Compliance with Security Procedures: Compliance with security procedures is very important at the airport. Officers must ensure that every passenger and luggage passes through security checks according to applicable rules and regulations. (3) Technical Skills: Some airport officers, such as security screening officers and baggage handlers, require specialized technical skills. They must be trained in using the equipment and technology used at the airport, such as X-ray scanning machines or baggage handling equipment. (4) Safety Awareness: Safety is a top priority at airports. Officers should have a high awareness of security and safety risks, and be prepared to act quickly and appropriately in emergencies. (5) Problem-Solving Ability: It is not uncommon for airport officers to be faced with situations that require quick and effective problem-solving. They must be able to think creatively, evaluate options, and make the right decisions in situations that require quick and effective problem-solving. (Tuchen et al., 2023), In Line With Previous Research (Gillen & Morrison, 2015), (Van Overmeire et al., 2021), (Risby et al., 2022), (C. Wang et al., 2024).

The performance of AVSEC (Aviation Security) is important because he has the task of handling security and safety at the airport. AVSEC officers carry out their responsibilities in handling the security and safety of passengers based on the Standard Operational Procedure that has been set. Other research also shows that AVSEC officers when carrying out their duties of checking passenger luggage are consistent and professional (Arcúrio et al., 2018). AVSEC's performance also experiences obstacles such as the lack of licensed personnel, officers who often ignore the rules, and the lack of passenger knowledge of the rules for flying on an aircraft (Trapote-Barreira et al., 2016). The application of rewards and punishments in the performance assessment of AVSEC officers also plays an important role in improving performance (Wandelt & Wang, 2024).

METHOD

Review of Literature Essays are composed utilizing methodologies such as Library Research and Systematic Literature Review (SLR). The qualitative evaluation of these methods was conducted and their availability may be found on academic web sources such as Mendeley and Google Scholar. A systematic literature review (SLR) refers to the methodical procedure of locating, evaluating, and scrutinizing all available research material in order to tackle a certain study issue. When conducting qualitative analysis, it is crucial to consistently apply the literature review by methodological assumptions. The primary rationale for undertaking qualitative analysis is the exploratory nature of research, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Employee performance is very important because it helps realize company goals. Factors that influence employee performance include personality and emotional intelligence, education and training, leadership, work motivation, work discipline, performance management systems, and well-managed human resources. Good employee performance depends on management stages, such as planning, managing/supporting, reviewing/appraising, and deploying/rewarding. An employee performance decision support system is also very important to assist management in making the right decisions regarding employee performance evaluation.

The role of Aviation Security (Avsec) performance in supporting airports is important because human resources are the most important element in improving the status of airports in terms of securing passengers and attendants at airports. The good performance of Avsec personnel is an international criterion for human resources in realizing maximum security and service. The level of education, training, and work placement can determine the performance of Avsec personnel, and good performance produced by Avsec personnel is an international criterion for human resources in realizing maximum security and service.

Increasing AVSEC (Aviation Security) performance at airports can have a significant positive impact on airport safety and security. The following are several ways in which improved AVSEC performance can improve airport security: (1) Improved Threat Identification: With better AVSEC performance, airport security officers will be better able to identify potential threats to flights and passengers. This includes detecting weapons, prohibited items, or suspicious behavior. (2) Improved Inspection Procedures: Improved AVSEC performance can lead to increased efficiency and accuracy of inspection procedures at airports. This includes physical inspection of luggage, person screening, and other security procedures aimed at preventing dangerous objects from entering the aircraft. (3) Better Training: Investment in training of AVSEC officers will help them develop the skills and knowledge necessary to deal with modern security threats. This includes training in detecting explosives, use of detection equipment, as well as insight and profiling techniques into suspicious behavior. (4) Use of Advanced Technology: The use of advanced technology such as body scanners, explosive detectors, and advanced video monitoring systems can enhance AVSEC's ability to detect threats and minimize security risks at airports. (5) Collaboration between Agencies: Effective AVSEC performance often involves collaboration between various agencies and parties involved in airport security, including civil aviation authorities, police, intelligence agencies, and airlines. Good collaboration will enable information exchange and better coordination in dealing with security threats.

By improving AVSEC performance at airports, aviation safety and security can be improved, providing a greater sense of security for passengers and airport personnel.

CONCLUSION

Activities at the airport require security so that they run smoothly and regularly. This task is handled by Aviation Security (Avsec). According to the Director General of Civil Aviation Regulation number SKEP/27/65/XXII/2010 Part 1 Point 9, Avsec is security personnel who must have a license or certificate of officer proficiency (SKTP) assigned and responsible in the field of aviation security. The role of Avsec officers is very important in checking dangerous goods threats. Inspection of passenger belongings is carried out using an X-ray machine before passengers enter the check-in room, known as SCP 1, and before entering the waiting room, known as SCP 2. Inspections at the X-ray machine in the SCP 2 area are carried out more strictly and thoroughly compared to SCP 1. Dangerous goods that pass inspection at SCP 1 will usually be detected at SCP 2, therefore, the number of items that pass inspection at SCP 1 also reflects the performance of Avsec officers at SCP 1.

According to PM 31 of 2013, concerning the National Aviation Security Program, every bookie Air must carry out and implement national security programs. According to PM 80 Years 2017, concerning the National Security Program, every airport management unit must carry out internal refresher education and training for AVSEC security personnel airlines that operate X-ray machines at airports.

REFERENCES

- Abdelwahed, N. A. A., Soomro, B. A., & Shah, N. (2022). Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan. *Asia Pacific Management Review*, xxx. <https://doi.org/10.1016/j.apmr.2022.03.001>
- Afrasiabi, A., Chalmardi, M. K., & Balezentis, T. (2022). A novel hybrid evaluation framework for public organizations based on employees' performance factors. *Evaluation and Program Planning*, 91(September 2021), 102020. <https://doi.org/10.1016/j.evalprogplan.2021.102020>
- Aka, S., & Akyuz, G. (2015). The Effect of Production Management Course on the Self-Efficacy of Employees. *Procedia - Social and Behavioral Sciences*, 197(February), 108–112.

- <https://doi.org/10.1016/j.sbspro.2015.07.064>
- Aktas, E., & Kagnicioglu, C. H. (2023). Factors affecting safety behaviors of aircraft maintenance technicians: A study on Civil Aviation Industry in Turkey. *Safety Science*, 164(April), 106146. <https://doi.org/10.1016/j.ssci.2023.106146>
- Alanazi, M. S. M., Jenkins, K., & Li, J. (2024). Predicting passengers' feedback rate for airport service quality. *Transportation Research Interdisciplinary Perspectives*, 24(April 2023), 101046. <https://doi.org/10.1016/j.trip.2024.101046>
- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deependublish: Yogyakarta*.
- Andang P, K., & Hardiyana, A. (2021). Effect of Work Supervision and Discipline on Employee Performance. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 15(2), 92–100. <https://doi.org/10.55208/jebe.v15i2.241>
- Arcúrio, M. S. F., Nakamura, E. S., & Armborst, T. (2018). Human Factors and Errors in Security Aviation: An Ergonomic Perspective. *Journal of Advanced Transportation*, 2018. <https://doi.org/10.1155/2018/5173253>
- Arisman. (2022). The Effect of Leadership Style and Motivation on Employee Performance. *Jurnal Multidisiplin Madani*, 2(5), 2389–2404. <https://doi.org/10.55927/mudima.v2i5.388>
- Cherian, J., & Jacob, J. (2013). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*, 8(14), 80–88. <https://doi.org/10.5539/ijbm.v8n14p80>
- Dando, C. J., & Ormerod, T. C. (2020). Aviation security by consent using the Controlled Cognitive Engagement (CCE) alternative screening programme. *Journal of Air Transport Management*, 86(April), 101824. <https://doi.org/10.1016/j.jairtraman.2020.101824>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Factors That Influence Employee Performance: Motivation, Leadership, Environment, Culture Organization, Work Achievement, Competence and Compensation (A Study Of Human Resource Management Literature Studies). *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- Gajewicz, Ł., Walaszczyk, E., Nadolny, M., & Nowosielski, K. (2022). Criteria of quality assessment of regional airport services - A very last picture before the COVID-19 pandemic. *Journal of Air Transport Management*, 103(July 2021). <https://doi.org/10.1016/j.jairtraman.2022.102231>
- Gillen, D., & Morrison, W. G. (2015). Aviation security: Costing, pricing, finance and performance. *Journal of Air Transport Management*, 48, 1–12. <https://doi.org/10.1016/j.jairtraman.2014.12.005>
- Halteh, K., AlKhoury, R., Adel Ziadat, S., Gepp, A., & Kumar, K. (2024). Using machine learning techniques to assess the financial impact of the COVID-19 pandemic on the global aviation industry. *Transportation Research Interdisciplinary Perspectives*, 24(April 2023), 101043. <https://doi.org/10.1016/j.trip.2024.101043>
- Hameed, Abdul, A. W. (2011). Employee Development and Its Affect on Employee Performance A Conceptual Framework. *International Journal of Business and Social Sciences*, 2(13), 224–229.
- Hasanah, F., & Singmin Johaness Lo. (2020). The Mediating Role of Employee Satisfaction on the Influences of Employee Discipline and Employee Motivation on Employee Performance At the Ministry of Transportation, Republic of Indonesia, Research and Development Department. *Dinasti International Journal of Management Science*, 2(1), 1–11. <https://doi.org/10.31933/dijms.v2i1.512>
- Huo, M., & Jiang, Z. (2023). Work – life conflict and job performance : The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences Journal*, 205(February).

- <https://doi.org/https://doi.org/10.1016/j.paid.2023.112109>
- Kankaew, K. (2020). The competence that satisfy us: Agribusiness and airlines business management cases. *E3S Web of Conferences*, 175. <https://doi.org/10.1051/e3sconf/202017513032>
- Kazda, A. (2017). Airport Planning and Design – Legal and Professional Competence Requirements. *Civil and Environmental Engineering*, 13(2), 143–148. <https://doi.org/10.1515/cee-2017-0019>
- Liang, C. J., Lin, Y. L., & Huang, H. F. (2013). Effect of core competence on organizational performance in an airport shopping center. *Journal of Air Transport Management*, 31(1), 23–26. <https://doi.org/10.1016/j.jairtraman.2012.11.005>
- Liu, X., Zheng, X., Lee, B. Y., Yu, Y., & Zhang, M. (2023). COVID-19 and employee job performance trajectories: The moderating effect of different sources of status. *Journal of Vocational Behavior*, 142(February). <https://doi.org/10.1016/j.jvb.2023.103862>
- Maden-Eyiusta, C., & Alten, O. (2023). Expansion-oriented job crafting and employee performance: A self-empowerment perspective. *European Management Journal*, 41(1), 79–89. <https://doi.org/10.1016/j.emj.2021.10.012>
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The Relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *IJOSMAS : International Journal of Social and Management Studies*, 2(2), 1–16.
- Minh, N. Van, Badir, Y. F., Quang, N. N., & Afsar, B. (2017). The impact of leaders' technical competence on employees' innovation and learning. *Journal of Engineering and Technology Management - JET-M*, 44, 44–57. <https://doi.org/10.1016/j.jengtecman.2017.03.003>
- Mukhalipi, A. (2018). Employee Discipline Enhances Employee Engagement: An Affective Shift Model Perspective - A Literature Review. *Texila International Journal of Management*, 4(1), 59–69. <https://doi.org/10.21522/tijmg.2015.04.01.art006>
- Poole, R. W. (2015). Fresh Thinking on Aviation Security. *Journal of Air Transport Management*, 48, 65–67. <https://doi.org/10.1016/j.jairtraman.2015.06.014>
- Price, J., & Forrest, J. (2016). *Practical Aviation Security: Predicting and Preventing Future Threats*. Elsevier Science. <https://books.google.co.id/books?id=yIt4CgAAQBAJ>
- Rahimić, Z., Resić, E., & Kožo, A. (2012). Determining the Level of Management Competences in the Process of Employee Motivation. *Procedia - Social and Behavioral Sciences*, 41, 535–543. <https://doi.org/10.1016/j.sbspro.2012.04.066>
- Risby, J., Guest, S., & Warnock-Smith, D. (2022). A critical analysis of Bristol Airport's employee surface access habits: Developing strategic recommendations for reducing private vehicle usage. *Research in Transportation Business and Management*, 43(July 2021), 100700. <https://doi.org/10.1016/j.rtbm.2021.100700>
- Simarasl, N., Tabesh, P., Munyon, T. P., & Marzban, Z. (2022). Unveiled confidence: Exploring how institutional support enhances the entrepreneurial self-efficacy and performance of female entrepreneurs in constrained contexts. *European Management Journal*, June. <https://doi.org/10.1016/j.emj.2022.07.003>
- Singh, S., & Singh, M. (2003). Explosives detection systems (EDS) for aviation security. *Signal Processing*, 83(1), 31–55. [https://doi.org/10.1016/S0165-1684\(02\)00391-2](https://doi.org/10.1016/S0165-1684(02)00391-2)
- Sitopu, Y. B., Sijinjak, K. A., & Marpaung, F. K. (2021). The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83. <https://doi.org/10.52970/grhrm.v1i2.79>
- Tamasi, G., & Demichela, M. (2011). Risk assessment techniques for civil aviation security. *Reliability Engineering and System Safety*, 96(8), 892–899. <https://doi.org/10.1016/j.ress.2011.03.009>
- Tosun, C., Parvez, M. O., Bilim, Y., & Yu, L. (2022). Effects of green transformational leadership on green performance of employees via the mediating role of corporate social responsibility: Reflection from North Cyprus. *International Journal of Hospitality Management*, 103(April), 103218. <https://doi.org/10.1016/j.ijhm.2022.103218>

- Trapote-Barreira, C., Deutschmann, A., & Robusté, F. (2016). Managing Airlines: The Cost of Complexity. *Transportation Research Procedia*, 18(June), 297–304. <https://doi.org/10.1016/j.trpro.2016.12.039>
- Tuchen, S., Nazemi, M., Ghelfi-Waechter, S. M., Kim, E., Hofer, F., Chen, C. F., Arora, M., Santema, S., & Blessing, L. (2023). Experiences from the international frontlines: An exploration of the perceptions of airport employees during the COVID-19 pandemic. *Journal of Air Transport Management*, 109(December 2021), 102404. <https://doi.org/10.1016/j.jairtraman.2023.102404>
- Van Overmeire, R., Vesentini, L., Van Keer, R. L., Muysewinkel, E., & Bilsen, J. (2021). Working experiences of airport employees after a terrorist attack in Belgium: A qualitative study. *International Journal of Disaster Risk Reduction*, 64(August), 102515. <https://doi.org/10.1016/j.ijdr.2021.102515>
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115(2), 204–213. <https://doi.org/10.1016/j.obhdp.2010.11.002>
- Wandelt, S., & Wang, K. (2024). Journal of the Air Transport Research Society Towards solving the airport ground workforce dilemma : A literature review on hiring , scheduling , retention , and digitalization in the airport industry. *Journal of the Air Transport Research Society*, 2, 100004. <https://doi.org/10.1016/j.jatrs.2024.100004>
- Wang, C., Zhang, T., Tian, R., Wang, R., Alam, F., Hossain, M. B., & Illés, C. B. (2024). Corporate social Responsibility's impact on passenger loyalty and satisfaction in the Chinese airport industry: The moderating role of green HRM. *Heliyon*, 10(1), 1–14. <https://doi.org/10.1016/j.heliyon.2023.e23360>
- Wang, X., Wen, X., Liu, Z., Jiang, Y., & Huai, M. (2023). Leader Apology in the Employee–Organization Relationship: The Roles of Subordinate Power Distance Belief and Leader Competence. *Tourism Management*, 96(November 2022), 104694. <https://doi.org/10.1016/j.tourman.2022.104694>
- Wiguna, M. (2020). The Effect of Discipline and Training Toward Employee Performance. *Almana : Jurnal Manajemen Dan Bisnis*, 4(2), 197–204. <https://doi.org/10.36555/almana.v4i2.1353>
- Yagil, D., Medler-Liraz, H., & Bichachi, R. (2023). Mindfulness and self-efficacy enhance employee performance by reducing stress. *Personality and Individual Differences*, 207(December 2022), 112150. <https://doi.org/10.1016/j.paid.2023.112150>
- Yang, H., Weng, Q. X., Li, J. Y., & Wu, S. (2022). Exploring the relationship between trait emotional intelligence and adaptive performance: the role of situational strength and self-efficacy. *Personality and Individual Differences*, 196(July 2021), 111711. <https://doi.org/10.1016/j.paid.2022.111711>
- Zhou, J., Bi, G., Liu, H., Fang, Y., & Hua, Z. (2018). Understanding employee competence, operational IS alignment, and organizational agility – An ambidexterity perspective. *Information and Management*, 55(6), 695–708. <https://doi.org/10.1016/j.im.2018.02.002>
- Zu, L., Lu, Y., & Dong, M. (2024). A probabilistic model based on the peak-over-threshold approach for risk assessment of airport controllers' performance. *Journal of Safety Science and Resilience*, 5(1), 110–118. <https://doi.org/10.1016/j.jnlssr.2024.02.001>