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Determination of Airline Employee Performance: Analysis of Competence, Motivation, Mentoring, and Job Satisfaction (Library Research Model)

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Abstract: This study aims to analyze the determinants of employee performance in the aviation industry by examining the role of competence, motivation, mentoring, and job satisfaction. This study adopted a qualitative approach using a literature review method, synthesizing findings from previous studies published between 2021 and 2026 in reputable international and national journals. Data were collected from academic databases, including journals indexed by Elsevier, Emerald, Sage, Web of Science, Springer, EBSCO, Copernicus, and SINTA. Article selection was based on relevance, methodological rigor, and alignment with the research variables. Data were analyzed using thematic analysis to identify patterns, relationships, and conceptual insights across studies. This approach allows for a comprehensive understanding of how human resource factors influence employee performance in the aviation context. This study contributes to the development of a multidimensional framework that integrates key determinants of employee performance and provides strategic insights for improving human resource management practices in the aviation industry. The results of the study indicate that: 1) Competence influences Airline Employee Performance; 2) Motivation influences Airline Employee Performance; 3) Mentoring influences the performance of airline employees; 4) Job satisfaction influences the performance of airline employees.

Keyword: Performance, Competence, Motivation, Mentoring, Job Satisfaction.

INTRODUCTION

The global aviation industry is a transportation sector that has a very high level of complexity, dynamics and operational risk, thus demanding excellent employee performance as a key factor in maintaining safety, efficiency and quality of service (Susanto, 2021b). In the era of globalization and increasingly tight competition, airlines are not only required to be able to compete in terms of price and route network, but also in terms of service quality which is highly dependent on the performance of human resources (Liana et al., 2025).

Employee performance in this industry has direct implications for flight safety, customer satisfaction, and the company's overall reputation. Therefore, effective human resource

management is a strategic priority for airline organizations facing increasingly stringent competitive pressures and international regulatory demands (Setyawati et al., 2020).

One of the main indicators used to assess airline performance is the on-time performance (OTP) level during each operational period. This indicator reflects an airline's ability to efficiently manage flight schedules, optimize coordination between operational units, and minimize delays that could impact customer satisfaction and the company's reputation (Yuliantini et al., 2025). Therefore, analysis of on-time performance data of airlines commonly used by the Indonesian public is important to provide an empirical picture of the condition of airline operational performance and as a basis for identifying factors that influence employee performance (Achmad et al., 2024).

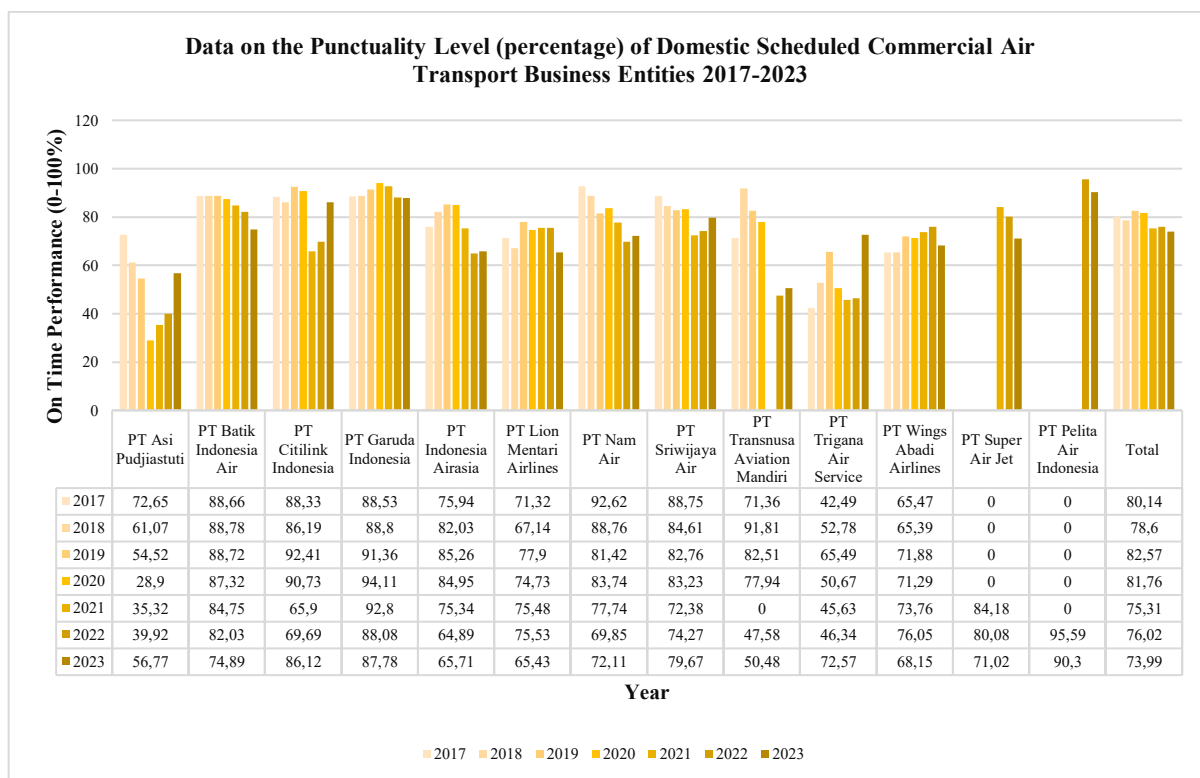


Figure 1. Data on the Punctuality Level (percentage) of Domestic Scheduled Commercial Air Transport Business Entities 2017-2023

Source: (Ministry of Transportation of the Republic of Indonesia, 2023)

Figure 1 shows data on the on-time performance (OTP) level of domestic scheduled commercial air transport companies in Indonesia for the period 2017–2023. In general, the data shows that the on-time performance of 13 airlines commonly used by the Indonesian public fluctuates, tending to decline from year to year. In some periods, OTP increases were observed, but this was not consistent and declined again in subsequent periods. This pattern indicates that airline operational performance is unstable and still faces various challenges in maintaining flight punctuality on an ongoing basis (Palippui, 2024).

The fluctuation and decline in the OTP rate may reflect problems in the performance of airline employees, especially in operational functions that directly contribute to flight punctuality, such as cabin crew, pilots, and ground handling staff (Nurmahana, 2022). Punctuality is often not only caused by technical factors or weather, but is also closely related to the effectiveness of team coordination, work readiness, and individual ability to carry out tasks according to standard operating procedures (Faeni et al., 2025). Thus, a decrease in OTP

can be an early indicator of a gap in human resource performance that requires serious attention from airline management.

Based on previous research studies conducted Saksena & Jumlad, (2023), states that employee performance in the aviation industry is influenced by several key factors, including employee competence, mentoring, motivation, and job satisfaction. Adequate competence enables employees to carry out their tasks professionally and efficiently, thereby minimizing errors that could potentially cause delays (Fortunisa, 2021). Meanwhile, mentoring plays a role in accelerating the transfer of knowledge and work experience, especially when dealing with complex and dynamic operational situations. High work motivation encourages employees to perform optimally and take responsibility for achieving operational targets, including flight punctuality. Furthermore, job satisfaction contributes to increased employee commitment and loyalty, which ultimately positively impacts individual and team performance (Liana et al., 2025).

Thus, the decline and fluctuation in OTP rates experienced by Indonesian airlines not only reflect operational issues but also indicate the need to improve the overall quality of human resource management. Therefore, it is important to examine more deeply how competence, mentoring, motivation, and job satisfaction play a role in determining employee performance, so that appropriate strategies can be formulated to improve flight punctuality and overall airline performance.

This research is significant because it provides a theoretical contribution to the development of a multidimensional employee performance model and a practical contribution to airline management in designing more effective and sustainable performance improvement strategies.

Based on the above background, the following problem formulations are obtained to generate hypotheses for further research: 1) Does Competence Influence Airline Employee Performance?; 2) Does Motivation Influence Airline Employee Performance?; 3) Does Mentoring Influence Airline Employee Performance?; and 4) Does Job Satisfaction Influence Airline Employee Performance?

METHOD

This study uses a qualitative approach with a descriptive literature review method to analyze the determinants of airline employee performance through the variables of competency, motivation, mentoring, and job satisfaction. This approach aims to obtain conceptual understanding and theoretical synthesis based on the results of relevant previous research. The literature review method was chosen because it is able to integrate various empirical and conceptual findings from previous studies, resulting in a comprehensive understanding of the relationships between variables. This approach also allows for the identification of patterns, research gaps, and directions for further research development in the field of human resource management (Boulton, M. J., & Houghton, 2021).

The data used in this study is secondary data obtained from scientific articles published in reputable international and national journals. Literature sources came from academic databases such as Elsevier, Emerald, Sage, Web of Science, Springer, EBSCO, Copernicus, as well as national journals indexed by SINTA (S2–S5). The literature search process was conducted systematically using keywords such as employee performance, competence, motivation, mentoring, and job satisfaction. The selected articles were limited to publications within the last five years, namely 2021 to 2026, to ensure relevance to the latest developments in the field of human resource management (Susanto, Arini, et al., 2024).

The data analysis in this study used thematic analysis techniques with a literature synthesis approach. The analysis process was carried out through several stages, namely data reduction, categorization, and interpretation of findings. To maintain the validity and reliability

of the research, an evaluation of the quality of the literature sources used was conducted. The selected articles came from reputable journals that had undergone a peer-review process, thus possessing high scientific credibility. Furthermore, source triangulation techniques were used by comparing findings from various studies to ensure the consistency and reliability of the information. This approach allowed researchers to obtain a more objective and comprehensive picture of the phenomenon under study (Dewi, 2024).

RESULT AND DISCUSSION

Results

The following are research findings, taking into account the context and problem formulation:

Airline Employee Performance

Airline Employee Performance is the level of organizational success in achieving operational, financial, and service goals in the highly competitive and high-risk aviation industry. This performance is measured not only in terms of profitability but also includes operational efficiency, flight punctuality, safety, passenger service quality, and overall customer satisfaction (Saksena & Jumlad, 2023).

Indicators or dimensions contained in the Airline Employee Performance variable include: 1) Punctuality: Describes the airline's ability to carry out flight schedules according to the specified time, which is the main indicator of operational efficiency; 2) Safety and Security: Shows the airline's level of success in maintaining flight safety standards and minimizing the risk of accidents and incidents; 3) Service Quality: Reflects the quality of service provided to passengers, starting from the check-in process, comfort during the flight, to post-flight services; 4) Financial Performance: Measures the airline's ability to generate profits, manage operational costs, and maintain business sustainability (Fortunisa, 2021).

The Airline Employee Performance Variable is relevant to previous research conducted by: (Fauzi et al., 2023), (Ali & Saputra, 2023).

Competence

Competence is a combination of knowledge, skills, and attitudes that individuals possess to effectively carry out their duties and responsibilities. In an organizational context, competence is a key factor in determining the quality of employee performance, as competent individuals are able to complete work according to established standards and adapt to changes in the work environment. Competence encompasses not only technical skills but also non-technical skills such as communication, teamwork, and problem-solving. In the aviation industry, competence plays a crucial role because it is directly related to safety and service quality (Rachman et al., 2025).

Indicators or dimensions contained in the competency variable include: 1) Knowledge: This is an employee's understanding of tasks, work procedures, and technical aspects relevant to their work; 2) Skills: The practical abilities possessed by employees in carrying out work effectively and efficiently; 3) Work Attitude: Reflects the behavior, work ethics, and commitment of individuals in carrying out tasks and responsibilities; 4) Adaptability: The ability of individuals to adjust to changes in the work environment, technology, and organizational demands (Gultom et al., 2022).

The competency variables are relevant to previous research conducted by: (Susanto, Soehaditama, et al., 2023), (Lutfi & Widodo, 2018), (Widodo, 2021).

Motivation

Motivation is an internal or external drive that influences a person to act, work, and achieve certain goals. In an organizational context, work motivation describes an employee's level of enthusiasm, commitment, and desire to deliver their best performance. Motivation can stem from intrinsic factors such as personal satisfaction, a sense of accomplishment, and responsibility, as well as extrinsic factors such as salary, incentives, rewards, and a conducive work environment. High levels of motivation will encourage employees to work more productively, creatively, and with a results-oriented focus (Saputra et al., 2023).

Indicators or dimensions contained in the motivation variable include: 1) Drive for Achievement: A strong desire of employees to complete challenging tasks and achieve standards of excellence; 2) Responsibility: An individual's awareness to complete task obligations without the need for close supervision; 3) Recognition: Appreciation received by employees for contributions or achievements that have been achieved, both formal and informal; 4) Need for Growth: An employee's desire to develop their potential and career path in the future (Siagian et al., 2023).

The motivational variable is relevant to previous research conducted by: (Saputra, Ali, et al., 2024), (Susanto, Setiawan, et al., 2024), (Gustiah et al., 2025).

Mentoring

Mentoring is a process of individual learning and development through an interpersonal relationship between an experienced mentor and a mentee to improve professional competence, knowledge, and abilities. Within organizations, mentoring serves as a means of transferring knowledge, experience, and work values that are essential to supporting employee career development. The mentoring process focuses not only on the technical aspects of the job but also encompasses the development of attitudes, mindsets, and decision-making skills (Susanto & Sawitri, 2022).

Indicators or dimensions contained in the mentoring variable include: 1) Knowledge Transfer: The process of sharing information, experience, and expertise from the mentor to the mentee to improve work understanding; 2) Career Development: The role of mentoring in helping individuals plan and achieve better career development; 3) Psychosocial Support: The form of emotional and motivational support provided by the mentor to increase the mentee's self-confidence; 4) Performance Coaching: The process of providing direction, evaluation, and feedback to continuously improve individual performance (Cavanaugh et al., 2022).

The mentoring variable is relevant to previous research conducted by: (Susanto, 2021a), (Lalitaratri, 2023), (Didin Sjarifudin & Zahara Tussoleha Rony, 2023).

Job Satisfaction

Job satisfaction is the positive or negative feelings employees experience toward their jobs as a result of evaluating various aspects of their work. Job satisfaction reflects the extent to which employees' expectations, needs, and desires are met through their work. Factors influencing job satisfaction include compensation, the work environment, relationships with superiors and coworkers, career development opportunities, and an appropriate workload. High levels of job satisfaction will impact employee performance, loyalty, and commitment to the organization (Saputra & Mahaputra, 2022).

Indicators or dimensions contained in the job satisfaction variable include: 1) Satisfaction with the Job Itself: Positive feelings towards the tasks performed, including the variety of work and the level of challenge; 2) Satisfaction with Compensation: The level of satisfaction with the salary, incentives, and facilities received by employees; 3) Satisfaction with the Work Environment: Includes the physical and social conditions of the workplace that support comfort and productivity; 4) Satisfaction with Work Relationships: The quality of relationships with

superiors and coworkers that influence the work atmosphere and collaboration (Susanto, Maharani, et al., 2023).

The job satisfaction variable is relevant to previous research conducted by: (Susanto et al., 2022), (Ali et al., 2023), (Widodo et al., 2017).

Previous Research

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

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article	Hypothesis
1	(Castana & Widodo, 2021)	Competency and Compensation Variables Influence Performance at PT Angkasa Pura II (Persero) Halim Perdanakusuma Airport, Jakarta	The similarity with this research is in the independent variable and the dependent variable Competence Performance	The difference with this research is that the object of this research is PT Angkasa Pura II Halim Perdanakusuma Airport, Jakarta	H1
2	(Yosepha et al., 2023)	Leadership, Work Ability, and Motivation Variables Influence the Performance of Airline Crew in Air Squadron 27	The similarities with this research are in the independent variable Motivation and the dependent variable Performance	The difference with this research is that the object of this research is the airline in Air Squadron 27	H2
3	(Liana et al., 2025)	Mentoring, Coaching, Self-Efficacy, and Work Engagement Variables Influence the Performance and Productivity of Airlines in Indonesia	The similarities with this research are in the independent variable Mentoring and the dependent variable Performance.	Differences in other independent variables, namely Coaching, Self-Efficacy and Work Engagement	H3
4	(Renaldy & Sitio, 2021)	The variables of employee engagement, organizational culture and job satisfaction influence employee performance at PT Batam Aero Teknik Jakarta	The similarities with this research are in the independent variable Job Satisfaction and the dependent variable Performance	The difference with this research is that the object of the study was PT Batam Aero Teknik Jakarta	H4

Discussion

Based on the problem formulation, research objectives and previous research results above, the discussion in this research is as follows:

The Influence of Competence on the Performance of Airline Employees

Based on a literature review and relevant previous research, it is stated that competency influences airline employee performance.

To improve airline employee performance by enhancing employee competency, management or leaders of airlines in Indonesia must: 1) Knowledge: Management must ensure that all crew (cockpit, cabin, and ground handling) have a thorough understanding of the latest

Standard Operating Procedures (SOPs), CASR (Civil Aviation Safety Regulations), and navigation techniques or safety management systems (SMS); 2) Skills: Focus on technical proficiency in operating the latest aviation technology, efficiency in baggage handling, and crisis communication skills. These skills are honed through simulations and specialized on-the-job training; 3) Work Attitude: Building a strong safety culture and service orientation; 4) Adaptability: Given the highly volatile aviation industry, employees must be trained to be agile in making decisions under pressure and quickly master new digital systems.

If airline management or leadership can provide or pay attention to these four competencies, it will positively impact airline employee performance, including: 1) Punctuality: Employees competent in time management and technical coordination can expedite the aircraft turnaround process on the ground. Staff agility in directly handling technical or administrative obstacles minimizes the risk of delays; 2) Safety and security: Strong technical knowledge and a disciplined work attitude ensure that all safety protocols are implemented without compromise, thereby reducing the number of incidents and building public and aviation authority trust; 3) Service quality: The combination of communication skills and an empathetic work attitude results in a pleasant flying experience for passengers. Staff who are able to adapt to diverse passenger needs will increase customer loyalty and the airline's Net Promoter Score (NPS); 4) Financial performance: Skilled employees can minimize resource waste and reduce compensation costs due to delays or accidents. Improved service quality will also boost ticket sales volume and revenue, ultimately improving profitability ratios such as Return on Equity (ROE).

The results of this study align with previous research conducted by (Castana & Widodo, 2021), (Fauziah & Siahaan, 2024), which states that there is an influence between competence and the performance of airline employees in Indonesia.

The Influence of Motivation on the Performance of Airline Employees

Based on a literature review and relevant previous research, it is stated that motivation influences airline employee performance.

To improve airline employee performance through employee motivation, the following must be implemented by airline management or leaders in Indonesia: 1) Drive for achievement: Leaders must set challenging but realistic performance standards. By providing constructive feedback, employees will feel compelled to exceed these standards for personal and professional satisfaction; 2) Responsibility: Provide measurable autonomy to employees in making operational decisions; 3) Recognition: Management needs to create a transparent appreciation system, both in the form of formal and informal awards. In the aviation industry, recognition of adherence to safety procedures is crucial for reinforcing appropriate work behavior; 4) Need for growth: Provide a clear career path and opportunities for self-development through further training or scholarships.

If airline management or leaders can provide or address these four motivational elements, it will positively impact airline employee performance, including: 1) Punctuality: Motivated employees have higher work discipline. Ground staff and cabin crew with a drive for achievement will work in sync to ensure timely boarding and ground handling, minimizing the risk of delays that are detrimental to the airline. 2) Safety and security: Employees with a high sense of responsibility will not take shortcuts in safety procedures. A strong motivation to maintain their own and the company's reputation ensures that every detail of technical inspections and security protocols are carried out to the highest standards, which is a must in the aviation industry. 3) Service quality: Warm, solution-oriented, and responsive service is born from employees who feel valued by their company, which directly increases the passenger satisfaction index. 4) Financial performance: Motivation contributes to cost efficiency by reducing absenteeism, decreasing employee turnover, and increasing productivity.

Furthermore, good service quality attracts more loyal passengers, which impacts the company's revenue and net profit.

The results of this study align with previous research conducted by (Yosepha et al., 2023), which states that there is an influence between motivation and employee performance at airlines in Indonesia.

The Influence of Mentoring on Airline Employee Performance

Based on a literature review and relevant previous research, it was stated that mentoring has an impact on airline employee performance.

To improve airline employee performance through employee mentoring, management or leaders of airlines in Indonesia must do the following: 1) Knowledge transfer: Senior pilots, expert technicians, or experienced operations managers share knowledge not written in manuals, such as how to handle specific turbulence in Indonesian airspace or efficient ground handling tricks at busy airports; 2) Career development: Mentors help mentees (young employees) understand the career path in the aviation industry; 3) Psychosocial support: The aviation industry is high-stress. Mentors act as counselors, providing emotional support, building self-confidence, and helping employees cope with work pressures; 4) Performance coaching: Mentors provide direct and specific feedback on daily work results. If a check-in staff member or cabin crew member makes a mistake, the mentor helps correct it in a learning environment, rather than simply punishing them, so that performance improvement occurs organically.

If airline management or leaders can provide or pay attention to these four mentoring aspects, it will have a positive impact on airline employee performance, including: 1) Punctuality: Through the transfer of knowledge about work efficiency, operational staff become more agile in coordination. Mentors who teach how to anticipate technical problems before they occur can help teams avoid delays, thereby improving the airline's OTP record; 2) Safety and security: With intensive guidance from seniors who uphold a safety culture, juniors will adopt the same procedural discipline. This minimizes the risk of accidents and ensures full compliance with safety regulations; 3) Service quality: Mentored employees tend to be calmer and more responsive to passenger complaints, creating high-quality and professional service interactions; 4) Financial performance: Employees who feel developed through mentoring tend to have high loyalty, which reduces recruitment costs and turnover. At a macro level, safe and timely operations will increase market confidence, increase passenger numbers, and ultimately strengthen the company's profitability.

The results of this study align with previous research conducted by (Wulansari & Fauzi, 2023), (Liana et al., 2025), which states that there is an influence between mentoring and the performance of airline employees in Indonesia.

The Influence of Job Satisfaction on the Performance of Airline Employees

Based on a literature review and relevant previous research, it is stated that job satisfaction influences airline employee performance.

To improve airline employee performance through job satisfaction, management or leaders of airlines in Indonesia must address the following: 1) Satisfaction with the job itself: Management needs to design a balanced workload and provide a variety of meaningful tasks. For pilots and flight attendants, satisfaction arises when they feel their work makes a significant contribution to passenger safety; 2) Satisfaction with compensation: Management must ensure that payroll, benefits (flight allowances), and incentives are fair and competitive within the industry; 3) Satisfaction with the work environment: This includes providing adequate physical facilities, such as comfortable crew rest areas at airports, modern technical equipment, and occupational safety procedures that ensure employee protection; 4) Satisfaction with work

relationships: Building an inclusive and collaborative organizational culture. Harmonious relationships between superiors and subordinates, as well as strong teamwork between units (coordination between ground staff and cabin crew), will create a positive work climate that supports productivity.

If airline management or leaders can provide or pay attention to these four aspects of job satisfaction, it will have a positive impact on airline employee performance, including: 1) Punctuality: Satisfied employees have low absenteeism and high morale. Happy staff tend to be more proactive in resolving operational obstacles on the ground, so that the boarding process and aircraft technical preparation can be completed more quickly, leading to increased OTP; 2) Safety and security: Employees who feel appreciated by the company will be more aware of not violating safety procedures. They work more carefully because they feel responsible for maintaining the reputation of their employer; 3) Service quality: Emotionally satisfied employees will be more sincere in providing service, which automatically increases passenger satisfaction and customer loyalty; 4) Financial performance: Job satisfaction reduces hidden costs such as recruitment costs due to high turnover and compensation costs due to workplace accidents or customer lawsuits. In addition, quality service and punctual schedules will increase ticket sales volume, which ultimately strengthens the airline's net profit and financial position.

The results of this study are in line with previous research conducted by (Renaldy & Sitio, 2021), (Akbar & Husein, 2024), which states that there is an influence between job satisfaction and employee performance at airlines in Indonesia.

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:

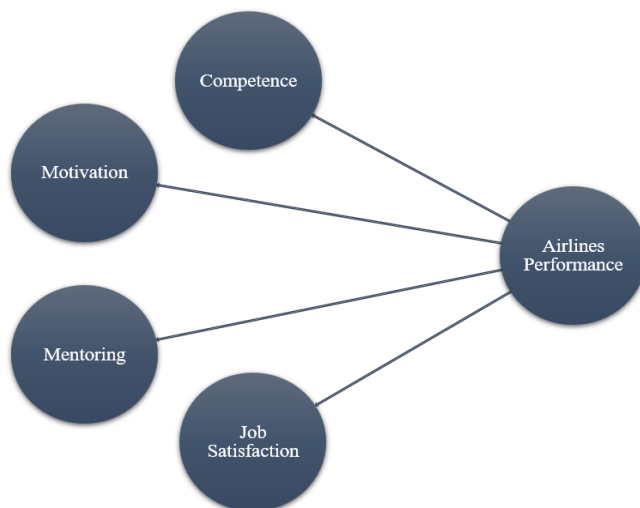


Figure 2. Conceptual Framework

Based on Figure 2 above, competence, motivation, mentoring, and job satisfaction influence airline employee performance. However, in addition to competence, motivation, mentoring, and job satisfaction, which influence airline employee performance, there are other variables that influence it, including:

- 1) Leadership: (Saksena & Jumlad, 2023), (Rachman et al., 2025), (Susanto, Sawitri, et al., 2024).
- 2) Organizational Culture: (Susanto, Simarmata, et al., 2024), (Ali et al., 2022), (Putri et al., 2023), (Saputra, Putri, et al., 2024).

- 3) Compensation: (Susanto, 2022), (Azmy et al., 2022), (Serang et al., 2023), (Soesanto et al., 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows:

- 1) Competence influences airline employee performance. Employees' technical skills, knowledge, and work attitudes enable them to carry out their tasks effectively and in accordance with operational standards, thus supporting punctuality and service quality.
- 2) Motivation influences airline employee performance. Internal and external incentives encourage employees to work optimally, increase productivity, and demonstrate commitment to achieving operational targets.
- 3) Mentoring influences airline employee performance. The mentoring process facilitates the transfer of knowledge and work experience, thereby increasing employee readiness, confidence, and ability to deal with complex operational situations.
- 4) Job satisfaction influences airline employee performance. High levels of satisfaction foster loyalty, engagement, and work enthusiasm, which ultimately positively impact individual and team performance.

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