Aviation Workforce Optimization: Examining the Interdependence of Operational Discipline, Job Satisfaction, and Professional Competence

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ABSTRACT

This research investigates the influence of operational discipline, job satisfaction, and professional competence on employee performance within the aviation sector, focusing specifically on Airport Operational Support Services. A quantitative causal-explanatory method was employed, using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) technique. The sampling process applied a stratified random method, involving 338 participants from different job levels. The findings reveal that both operational discipline and professional competence have a significant and positive impact on employee performance. Conversely, job satisfaction was found to have a negative effect. Theoretically, this study deepens the understanding of the interplay between these variables within high-risk work environments. On a practical level, it offers strategic insights for improving performance through targeted initiatives in discipline and competency enhancement. The study also provides a valuable contribution to the formulation of more comprehensive and contextually appropriate human resource management strategies in the airport support services industry.

***Keywords**: Disciplinary, Employee Performance, Job Satisfaction, Professional Competence.*

ABSTRAK

Penelitian ini menyelidiki pengaruh disiplin operasional, kepuasan kerja, dan kompetensi profesional terhadap kinerja karyawan di sektor penerbangan, dengan fokus khusus pada Layanan Dukungan Operasional Bandara. Metode kausal-eksplanatif kuantitatif digunakan, menggunakan Pemodelan Persamaan Struktural dengan teknik Kuadrat Terkecil Parsial (SEM-PLS). Proses pengambilan sampel menggunakan metode acak berstrata, yang melibatkan 338 partisipan dari berbagai jenjang jabatan. Temuan penelitian menunjukkan bahwa disiplin operasional dan kompetensi profesional memiliki dampak positif dan signifikan terhadap kinerja karyawan. Sebaliknya, kepuasan kerja ditemukan memiliki dampak negatif. Secara teoritis, penelitian ini memperdalam pemahaman tentang interaksi antara variabel-variabel ini dalam lingkungan kerja berisiko tinggi. Pada tataran praktis, penelitian ini menawarkan wawasan strategis untuk meningkatkan kinerja melalui inisiatif yang terarah dalam peningkatan disiplin dan kompetensi. Penelitian ini juga memberikan kontribusi yang berharga bagi perumusan strategi manajemen sumber daya manusia yang lebih komprehensif dan sesuai konteks dalam industri layanan pendukung bandara.

***Kata kunci**: Disiplin, Kinerja Karyawan, Kepuasan Kerja, Kompetensi Profesional.*

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INTRODUCTION

Employee performance holds a central role in shaping service quality and customer satisfaction within the Airport Operational Support Services sector. This industry, operating at the frontline of customer engagement, is marked by fast-paced operations, stringent regulations, and high service expectations. Any misalignment between expected performance and actual outcomes can critically undermine organizational credibility, disrupt operational continuity, and erode customer loyalty, factors that ultimately threaten long-term business sustainability (Vroom, 1964; Moeheriono, 2012; Dudija et al., 2023). Although many airport service providers prioritize efficiency and speed, numerous reports and observations still point to gaps in service delivery, including delays, errors, and inconsistent employee behavior. These discrepancies suggest that efforts to improve employee performance have not sufficiently addressed the root causes, and a deeper, more structured exploration of performance determinants is urgently required (Makawimbang et al, 2023; Sari & Rizqi, 2023; Faridah & Yoeliastuti, 2024).

Improving employee performance in such a high-stakes context demands a holistic approach, one that goes beyond technical training to include behavioral, psychological, and managerial considerations. Key factors such as operational discipline, job satisfaction, and professional competence have been repeatedly identified as critical elements influencing employee effectiveness in the workplace (Pawirosumarto et al., 2017; Deriba et al., 2017; Bagis et al., 2021; Febrian & Sani, 2023). Discipline ensures that employees adhere to standard operating procedures and meet service benchmarks consistently. Meanwhile, job satisfaction influences motivation, commitment, and workplace morale, while competence determines the capability to perform tasks with precision and confidence. When these factors are not optimally aligned, even technically proficient employees may experience reduced effectiveness, especially in environments characterized by complexity, unpredictability, and constant operational pressure.

Existing literature confirms that employee performance is a multidimensional construct shaped not only by individual ability but also by motivational and environmental factors (Vroom, 1964; Ratnasari & Rahmansyah, 2023). As Kasmir (2016) and Sumuweng and Manggaukang (2020) emphasize, performance is a product of behavioral norms, psychological engagement, and structural support. For example, discipline reflects an employee's behavioral compliance and responsibility; job satisfaction signifies their emotional connection to the job; and competence reflects both knowledge and skill sets required for optimal task execution. Although prior studies have explored these variables individually, research that integrates all three into a single explanatory model, particularly in high-risk and regulated industries like aviation support, remains limited and underdeveloped (Ayalew et al., 2019; Ratnasari & Tarimin, 2021; Yolanda et al., 2022; Panjaitan, 2024). This gap signals the need for a more integrated framework that accounts for the complex interplay of factors influencing performance in service environments where both precision and speed are non-negotiable.

This study addresses that gap by systematically investigating the combined effects of operational discipline, job satisfaction, and competence on employee performance in the airport support services context. From a practical standpoint, this research offers evidence-based insights that can inform the design of more targeted human resource strategies, including competency-based training, reward systems, and mechanisms for performance monitoring and improvement (Mariani & Subandrio, 2021; Haeranah et al., 2022; Dehotman, 2023; Dewi et al., 2023). From a theoretical perspective, the study contributes to advancing Vroom's (1964) Expectancy Theory by applying it to a real-world, high-stakes service industry that has rarely been examined through such a comprehensive lens (Ayalew et al., 2019; Marfiani et al., 2023; Zulkarnaen et al., 2024). It also affirms Moeheriono's (2012) and Tett et al. (2021) assertion that performance results from dynamic interactions among various factors, not isolated traits. In doing so, the study offers a new, integrative model for understanding and improving performance in sectors where operational excellence is vital. Therefore, the objective of this research is to analyze the simultaneous influence of work discipline, job satisfaction, and competence

on employee performance in the Airport Operational Support Services sector, to propose a practical and theoretical framework that supports long-term performance optimization.

LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

Human Resource Management and Disciplinary Development

Human Resource Management (HRM) serves as a foundational pillar in determining an organization's long-term success. Moeheriono (2012), Holbeche (2022), and Paroli (2024) defines HRM as a comprehensive process that includes planning, organizing, directing, and controlling human resources to ensure maximum productivity and alignment with strategic objectives. An essential aspect of this process is the application of a competency-based and measurable system that emphasizes how individual performance contributes to broader organizational goals. Within this framework, disciplinary development becomes a vital mechanism to instill behavioral norms and operational consistency, particularly in high-performance environments. Dudija et al. (2023) underscore the influence of individual behavior on team cohesion and overall performance outcomes, affirming the importance of structured discipline systems within the workplace.

The field of Organizational Behavior provides further insight into how employee actions and attitudes, shaped by discipline, affect the overall performance landscape. Elements such as motivation, perception, and compliance with rules can either facilitate or hinder productivity. Vroom's (1964) expectancy theory, combined with Moeheriono's (2012) competency model, illustrates that discipline not only establishes boundaries but also motivates employees by clarifying expectations and enhancing accountability. Kasmir (2016), Mariani & Subandrio (2021), Makawimbang et al. (2023), and Faridah and Yoeliastuti (2024) agree that performance encompasses more than outcomes, it involves work quality, execution responsibility, and alignment with job objectives. Therefore, establishing robust disciplinary practices is expected to positively impact employee outcomes.

H1: Disciplinary development significantly affects employee performance.

Job Satisfaction as a Psychological Driver of Employee Performance

Job satisfaction is widely recognized as a critical psychological component in driving employee performance. When individuals feel valued, supported, and content in their roles, they tend to be more committed, productive, and loyal to the organization (Gazi et al., 2022; Moh & Indiyati, 2022). This emotional connection translates into better task execution, improved collaboration, and enhanced adaptability, all of which contribute to superior performance outcomes. Job satisfaction also plays a preventative role by reducing turnover intention and absenteeism, although it remains sensitive to external factors such as career alternatives and workplace culture (Al-Ali et al., 2019).

Drawing from the principles of Organizational Behavior, job satisfaction influences attitudes and motivational states that shape workplace behavior. Satisfied employees are more likely to engage in discretionary behaviors, including helping colleagues, accepting additional responsibilities, and complying with organizational standards. These behaviors directly align with Koopmans' (2014) model, which includes contextual and task performance as key components of employee output. Furthermore, Mangkunegara and Agustine (2016) emphasizes that work quality, quantity, responsibility, and execution are shaped not just by skills but also by emotional and motivational factors, reinforcing the centrality of satisfaction in HRM.

Within this study's framework, job satisfaction is conceptualized as an internal motivator that affects how employees' approach and complete their responsibilities. The emotional resonance of job satisfaction is assumed to catalyze proactive behavior and higher engagement.

H2: Job satisfaction has a meaningful impact on employee performance.

Competency Development and the Integrated Impact on Employee Performance

Competency is defined as the integration of knowledge, skills, and behavioral attributes that enable effective job performance. According to Moeheriono (2012), competence is not merely about technical capability but also encompasses cognitive flexibility and interpersonal effectiveness. Within the AMO (Ability-Motivation-Opportunity) framework (Vroom, 1964; Cummings & Schwab, 1973), competence is classified as the 'ability' component, directly impacting how well employees perform under various operational scenarios. Employees who demonstrate high competence tend to be more autonomous, accurate, and adaptive, contributing to team effectiveness and organizational resilience. Moeheriono (2012) categorizes core competencies into five areas: task execution, task management, contingency handling, teamwork, and adaptability.

The development of these competencies through structured HR interventions, such as training, mentoring, and evaluations, has been found to yield significant returns in organizational performance (Boyatzis, 2009; Dudija et al., 2023). High competence levels also reinforce other performance predictors, such as motivation and job satisfaction, resulting in a compounding effect on employee outcomes. As Koopmans (2014) and Mangkunegara and Agustine (2016) suggest, competency underpins both task-related and contextual performance, enhancing both the quality and quantity of work delivered.

H3: Competence significantly contributes to employee performance.
H4: Disciplinary development, job satisfaction, and competence collectively exert a significant influence on employee performance.

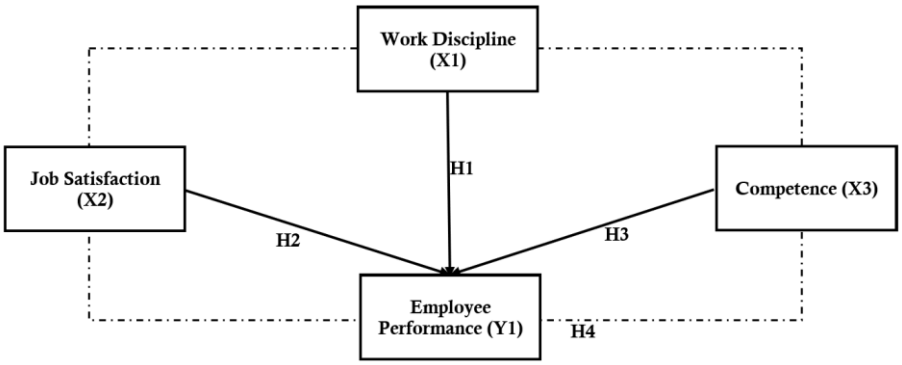

Figure 1. Conceptual Framework

Figure 1 illustrates the conceptual model of the relationships among variables in this study. There are three independent variables: Work Discipline (X1), Job Satisfaction (X2), and Competence (X3), which are assumed to influence the dependent variable, Employee Performance (Y1). Hypotheses H1, H2, and H3 test the direct effects of X1, X2, and X3 on Y1, respectively. Meanwhile, H4 examines the simultaneous influence of all three independent variables on employee performance. This model presents a theoretical framework that integrates various organizational factors contributing to performance within the context of airport operational support services.

RESEARCH METHOD

This study utilized a quantitative causal-explanatory approach to analyze the causal relationships between four key variables: work discipline development, job satisfaction, professional competence, and employee performance. Due to the diverse characteristics of the population, which included various job positions spread across multiple operational branches, a stratified random sampling technique was implemented. This method ensured that all subgroups within the population, such as Branch Managers, Administrative Supervisors, Human Capital staff, and Administrative Officers, were proportionally represented based on their respective population sizes. The final sample size was

determined using Slovin's formula, which is commonly applied to large populations, resulting in a sample of 338 respondents. These participants were then distributed proportionally according to job roles and locations to maintain representativeness and minimize sampling bias. The research instrument was designed to measure four latent constructs, with indicators drawn from established theoretical frameworks. Work discipline development (X_1) was measured using eight dimensions as proposed by Hasibuan, including goal alignment with personal capability, exemplary leadership, reward systems, fairness, supervision, discipline enforcement, firmness, and human relations. Job satisfaction (X_2) was assessed based on Luthans' six components: the nature of the work itself, compensation, promotion opportunities, supervision quality, peer relationships, and working conditions. Competence (X_3) was evaluated using five behavioral and functional aspects, task performance, task management, initiative, teamwork, and adaptability, according to Moeheriono (2012). Meanwhile, employee performance (Y) was measured through four core indicators: quality and quantity of work, sense of responsibility, and task completion efficiency. A five-point Likert scale was applied for all indicators to capture the degree of agreement among respondents. For the analytical method, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed, as it is well-suited for exploratory research involving complex variable relationships and smaller sample sizes. This technique, as suggested by Hair et al. (2022), was executed in two stages: the first focused on validating the measurement model, evaluating indicator reliability, convergent validity, and discriminant validity, while the second examined the structural model to test the causal hypotheses linking the latent variables.

RESULTS

The measurement model is a component of structural analysis used to assess the validity and reliability of indicators in representing latent constructs. This model evaluates the extent to which the indicators accurately reflect the variables being measured. In the context of PLS-SEM, the measurement model includes testing indicator loadings, convergent validity (AVE), and reliability (Cronbach's Alpha and Composite Reliability), as well as discriminant validity to ensure that each construct is empirically distinct from other constructs.

Table 1. Measurement model

Variable	Indicator	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha	Information
Work Discipline (X1)	X1.1	0.630	0.627	0.964	0.960	Valid and Reliable
	X1.2	0.760				
	X1.3	0.777				
	X1.4	0.781				
	X1.5	0.756				
	X1.6	0.787				
	X1.7	0.815				
	X1.8	0.850				
	X1.9	0.837				
	X1.10	0.875				
	X1.11	0.812				
	X1.12	0.804				
	X1.13	0.808				
	X1.14	0.787				
	X1.15	0.768				
	X1.16	0.794				
Job satisfaction (X2)	X2.1	0.838	0.603	0.931	0.918	Valid and Reliable
	X2.2	0.684				
	X2.3	0.722				
	X2.4	0.718				
	X2.5	0.803				
	X2.6	0.825				

Variable	Indicator	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha	Information
	X2.7	0.748				
	X2.8	0.840				
	X2.9	0.791				
Competence (X3)	X3.1	0.853	0.699	0.933	0.914	Valid and Reliable
	X3.2	0.849				
	X3.3	0.825				
	X3.4	0.877				
	X3.5	0.815				
	X3.6	0.804				
	X3.7	0.815				
	X3.8	0.865				
Performance (Y1)	Y1.1	0.837	0.703	0.950	0.939	Valid and Reliable Performance
	Y1.2	0.797				
	Y1.3	0.852				
	Y1.4	0.847				
	Y1.5	0.850				
	Y1.6	0.833				

Based on Table 1, the measurement model was evaluated using the Structural Equation Modeling with Partial Least Squares (SEM-PLS) approach via SmartPLS 4. The results demonstrate that all latent variables meet the required criteria for convergent validity and internal consistency reliability. All indicators show loading values above the minimum threshold of 0.60, indicating acceptable reliability. Although indicators X1.1 (0.630) and X2.2 (0.684) fall slightly below the ideal threshold of 0.70, they were retained because their respective constructs met the required standards for both Average Variance Extracted (AVE) and Composite Reliability (CR). Specifically, the Work Discipline construct achieved an AVE of 0.627 and a CR of 0.964, Job Satisfaction reported an AVE of 0.603 and a CR of 0.931, Competence yielded an AVE of 0.699 and a CR of 0.933, while Employee Performance recorded an AVE of 0.703 and a CR of 0.950. Referring to Hair et al. (2022), these results fulfill the convergent validity criteria, which require an AVE greater than 0.50 and a CR exceeding 0.70. This implies that each latent construct explains more than half of the variance in its indicators, demonstrating high internal consistency. Overall, the measurement model is confirmed to have adequate convergent validity and strong reliability, ensuring the constructs are suitable for further analysis in the structural model.

Table 2. Discriminant validity

Variable	Heterotrait-monotrait ratio (HTMT)				Fornell-Larcker criterion			
	X1	X2	X3	Y1	X1	X2	X3	Y1
X1					0.792			
X2	0.921				0.868	0.776		
X3	0.656	0.736			0.634	0.697	0.838	
Y1	0.719	0.638	0.798		0.692	0.614	0.744	0.836

As presented in Table 2, discriminant validity in this study was assessed using two recognized methods: the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker criterion, following the recommendations by Hair et al. (2022). The HTMT analysis was conducted to ensure that each latent construct is empirically distinct from the others. Most HTMT values fell below the conservative threshold of 0.85, indicating strong discriminant validity. However, the HTMT value between Work Discipline (X1) and Job Satisfaction (X2) reached 0.921, slightly exceeding the more liberal threshold of 0.90. Despite this, the value remains acceptable within the context of social science research, where some conceptual overlap between closely related variables is often considered tolerable (Hair et al., 2022). Complementing the HTMT, the Fornell-Larcker criterion was also used by comparing the square root of each construct's Average Variance Extracted (AVE) with its correlations with other constructs. According to this method, discriminant validity is

supported when a construct's AVE square root is greater than its correlation coefficients with other constructs. This requirement was met across all variables: for Work Discipline (X1), the AVE square root was 0.792, higher than its correlations with X2 (0.868), X3 (0.634), and Y1 (0.692); for Job Satisfaction (X2), the AVE square root was 0.776, surpassing its correlations with X3 (0.697) and Y1 (0.614); Competence (X3) had an AVE square root of 0.838, exceeding its correlation with Y1 (0.744); and Employee Performance (Y1) showed an AVE square root of 0.836, higher than its correlations with all other constructs. These results confirm that the constructs are empirically distinct. Furthermore, multicollinearity was tested through VIF analysis in SmartPLS 4, showing that all VIF values were below the threshold of 5, namely, X1 → Y1 (4.096), X2 → Y1 (4.763), and X3 → Y1 (1.957), indicating that multicollinearity is not a concern, and the structural model meets the assumptions of path analysis.

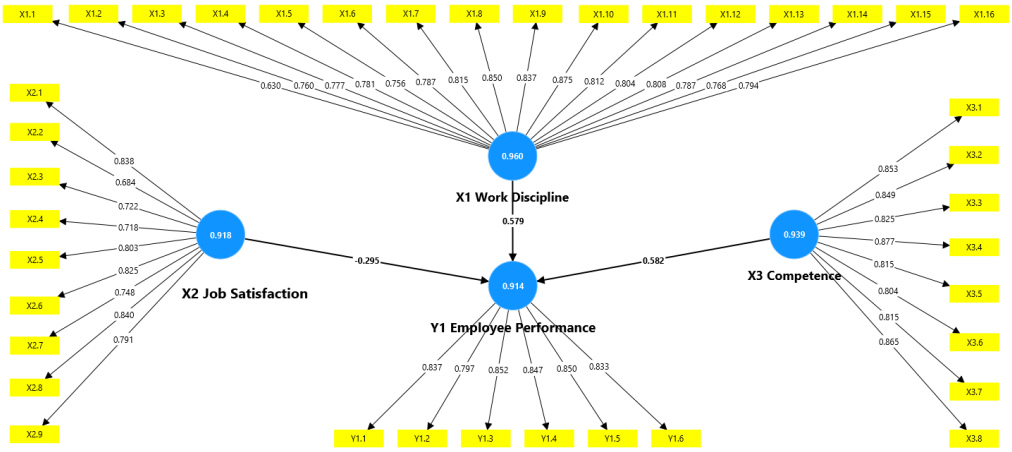

Figure 2. Loading Factors

Figure 2 illustrates the measurement model with loading factor values for each indicator related to the latent constructs: X1 (Work Discipline), X2 (Job Satisfaction), X3 (Competence), and Y1 (Employee Performance). The loading factors represent the contribution of each indicator to its respective construct. In general, most indicators display values above the minimum threshold of 0.70, indicating strong indicator reliability. Some indicators, such as X1.1 (0.650) and X2.2 (0.684), are slightly below 0.70 but are still considered acceptable in social science research due to overall construct reliability. The R^2 value for Y1 (0.914) shows that the variables Work Discipline, Job Satisfaction, and Competence collectively explain 91.4% of the variance in Employee Performance. This indicates a very high predictive power of the structural model in explaining employee performance outcomes.

Table 3. R-Square and Q-Square Results

Statistics	Value
R2	0.650
Q^2	0.445

An additional assessment of the model's explanatory capability was carried out using the R-Square (R^2) value as shown in Table 3. The endogenous variable, Employee Performance (Y1), showed an R^2 of 0.650, which, based on the criteria from Hair et al. (2011), is considered to have a strong level of explanatory power. This suggests that 65% of the variation in employee performance can be accounted for by the three exogenous variables: Work Discipline (X1), Job Satisfaction (X2), and Competence (X3). To evaluate the predictive capability of the model, the Q-Square (Q^2) value was analyzed. Based on Table 3, the obtained Q^2 value was 0.445, which exceeds zero, indicating that

the model possesses sufficient predictive relevance for the endogenous construct. Moreover, the effect size (f^2) was calculated to understand the extent to which each independent variable contributes to explaining the variance in the dependent variable. The results indicated that the impact of each exogenous construct varies, falling into the small ($f^2 \geq 0.02$), medium ($f^2 \geq 0.15$), or large ($f^2 \geq 0.35$) categories, depending on their respective influence. Overall, the results of the inner model evaluation indicate that the structural model is statistically reliable and has strong predictive power, thereby offering solid evidence for the proposed relationships between the constructs.

Table 4. Hypothesis Testing Results

Model	Path Coefficient	p-value	95% CIBC		Effect Size f^2
			2.50%	97.50%	
Work Discipline (X1) -> Performance (Y)	0.579	0.002	0.233	0.887	0.236
Job satisfaction (X2) -> Performance (Y)	-0.295	0.005	-0.478	-0.097	0.053
Competence (X3) -> Performance (Y)	0.582	0	0.351	0.765	0.499

Table 4 shows the results of hypothesis testing provide empirical support for all the proposed relationships in the structural model. Statistical significance was confirmed through p-values (all below 0.05) and 95% bias-corrected confidence intervals (CIBC), with none of the intervals including zero, indicating that the relationships are statistically valid. Hypothesis 1 (H1) demonstrates that Work Discipline (X1) has a positive and significant effect on Employee Performance (Y1), with a path coefficient of 0.579 and a p-value of 0.002, confirming that adherence to procedures and task accountability enhances performance. Hypothesis 2 (H2) reveals a statistically significant negative relationship between Job Satisfaction (X2) and Employee Performance, as reflected by a path coefficient of –0.295 and a p-value of 0.005. This implies that within aviation support services, job dissatisfaction may adversely affect motivation and work outcomes, depending on organizational dynamics. Hypothesis 3 (H3) identifies Competence (X3) as the most influential positive factor, with a path coefficient of 0.582 and a p-value of 0.000, emphasizing the critical role of skills, knowledge, and adaptability in improving performance. Hypothesis 4 (H4) confirms the overall validity of the structural model, where Work Discipline, Job Satisfaction, and Competence collectively explain 65% of the variance in Employee Performance, which is substantial. Additionally, the SRMR value of 0.070 is below the recommended threshold of 0.08, indicating a strong model fit. These findings validate the structural model and underscore the significance of the studied variables in influencing employee performance within the high-pressure environment of Airport Operational Support Services.

DISCUSSION

The findings of this study make a meaningful contribution to the theoretical landscape of human resource management, particularly in the operational context of airport support services. The positive correlation between work discipline and employee performance reinforces the theoretical foundation laid by Robbins and Judge (2009), who stressed the importance of adherence to organizational norms and procedures in enhancing individual productivity. Additionally, Saks (2006) supported this by emphasizing the role of structure and control in shaping desirable performance outcomes. In this study, employees who conformed to organizational rules and performed duties following standard procedures showed improved performance, affirming that discipline remains a fundamental driver of operational success. The significant role of competence further strengthens this theoretical framework, as supported by Spencer and Spencer (2008), whose competency model posits that skills, knowledge, and behavioral attributes directly affect performance. The results of this study reflect these claims, with competence emerging as the most dominant factor influencing performance among the three predictors (Isbat et al., 2024).

A particularly intriguing aspect of the study is the inverse relationship discovered between job satisfaction and performance, which contradicts prevailing assumptions in

organizational behavior literature. Conventional theories, such as those proposed by Hackman and Oldham (1976) and Judge et al. (2001), assert a strong positive link between job satisfaction and performance. However, the current findings suggest otherwise, prompting consideration of sector-specific dynamics in aviation services. The strict regulatory environment, high operational intensity, and performance-driven culture may cause employees to push themselves harder even when satisfaction levels are low. These results align with Chen et al. (2012), who also reported scenarios in which dissatisfaction acted as a motivational factor. Vroom's (1964) Expectancy Theory offers a fitting explanation here, stating that employees may still exert high levels of effort if they believe that it will lead to desired outcomes. Thus, dissatisfaction, instead of being detrimental, can sometimes function as a short-term catalyst for performance in high-pressure environments like aviation support.

From a practical standpoint, the study reaffirms the strategic value of robust discipline systems and comprehensive competency development. Greenberg (2011) and Aguinis (2014) emphasized that discipline and skills enhancement are foundational to achieving operational goals, particularly in service-intensive sectors. The implementation of consistent standard operating procedures and continuous training not only equips employees to meet dynamic service demands but also fosters accountability and readiness. This supports a proactive approach where performance management is not solely reactive but systematically built into everyday operational structures. Such efforts, when institutionalized, can enhance alignment between individual capabilities and organizational expectations, allowing employees to perform effectively despite environmental stressors.

Beyond skills and structure, the study highlights the role of organizational culture and the nuanced function of job satisfaction. Indiyati (2018) emphasizes that performance thrives in environments that encourage learning and align with shared values. This study adds a layer of complexity by showing that dissatisfaction can be a temporary motivator, but also warns against its prolonged presence. Latham and Pinder (2005) observed that adversity can spark effort and innovation, but without proper recognition, it can lead to burnout. Therefore, organizations must cultivate a supportive climate that recognizes effort and maintains balance. According to Deci and Ryan's (2000) self-determination theory, intrinsic motivation is maximized when individuals feel appreciated and autonomous. The findings also reinforce insights from Aggarwal et al. (2023), who linked a positive work environment to increased satisfaction, commitment, and performance. Overall, this study not only enriches academic discourse but also offers practical strategies for building adaptive, high-performing teams in complex operational settings.

CONCLUSION

This study concludes that employee performance within the Airport Operational Support Services sector is significantly shaped by three primary factors: work discipline, job satisfaction, and employee competence. The research objective, to analyze the simultaneous influence of these three variables, was successfully achieved. The findings reveal that work discipline and competence positively contribute to performance, underscoring the importance of structured operational procedures and employee capabilities. In contrast, job satisfaction shows a negative influence on performance, suggesting that in high-pressure environments like aviation support services, employees may maintain high performance levels even amidst dissatisfaction, possibly due to external motivations or organizational expectations. This highlights the unique dynamics of performance in highly regulated and service-intensive sectors.

The study's implications are both theoretical and practical. It provides empirical evidence for developing HR strategies that emphasize discipline enforcement and continuous competence development. Organizations are encouraged to institutionalize clear standard operating procedures, implement ongoing training programs, and create mechanisms to measure and manage performance in real time. The unexpected negative impact of job satisfaction also implies the need for deeper analysis of employee motivation

in high-demand contexts. While dissatisfaction might temporarily boost performance, it should not be prolonged, as it could eventually lead to burnout. Despite its contributions, the study has limitations, such as focusing solely on internal organizational factors and excluding external influences like leadership style, organizational climate, or compensation schemes. Future researchers are advised to expand the model by incorporating these variables and testing the framework across different industries or service sectors to improve generalizability. Longitudinal studies could also explore how the satisfaction-performance relationship evolves, offering more comprehensive insights into employee behavior in demanding operational contexts.

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