# The Influence of Competence and Work Facilities on Employee Performance with Work Motivation as An Intervening Variable (Study at The Airnav Indonesia Branch Office in Merauke)

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A R T I C L E I N F O

A B S T R A C T

The performance of Airnav Indonesia Office Branch Merauke, which has the task of providing flight navigation services in the South Papua region, is still less than optimal, as seen from the inconsistency in sending aircraft movement data every month. The purpose of the research conducted was to analyze the effect of competence, work facilitation on employee performance with work motivation as an intervening variable at the Airnav Indonesia Merauke Office. This research is quantitative research and uses a questionnaire as a research instrument. The sample for this research is the entire population, namely 50 employees at the Airnav Indonesia office Branch Merauke. Descriptive analysis test is used to analyze data by utilizing the help of SEM PLS software. The results of this study indicate that there is a significant influence between competence and performance, there is no significant influence between facilities and performance, and there is a significant influence between motivation and performance, there is a significant influence on competence on work motivation, there is a significant influence on facilities on motivation, there is a significant influence on competence on performance through work motivation, there is an influence related to work facilities on performance through work motivation, competence is the most dominant factor that has an influence on employee performance at the Airnav Indonesia Office in Merauke.

## INTRODUCTION

In Government Regulation No. 77 of 2012, the General Company of the Indonesian Aviation Navigation Service Organizing Agency is a business entity tasked with providing flight navigation services in Indonesia. This institution is not profit-oriented, and is in the form of a State-Owned Enterprise where all of its capital belongs to the state in the form of state assets that are separated and not divided into shares. This is in accordance with the Law of the Republic of Indonesia No.19 of 2003 concerning State-Owned Enterprises. The Indonesian Aviation Navigation Service Provider or better known as Airnav Indonesia is determined to become an international standard flight navigation service provider that prioritizes safety, order, and comfort. Airnav's vision is to become the best aviation navigation service provider in Southeast Asia, while Airnav's mission is to provide aviation traffic services while prioritizing safety, comfort, and environmental friendliness with the aim of meeting the expectations of aviation service users.

Airnav Indonesia is in charge of managing all airspace in Indonesia, where there are 2 Flight Information Regions (FIR). Total FIR area = 2,219,629 Km2; area = 1,476,049 Km2 with total flight traffic > 10,000 movements/day. The existence of Airnav Indonesia is then required to be able to provide flight navigation services by prioritizing safety, comfort, and environmental friendliness so as to meet the expectations of aviation service users. To achieve this, in carrying out daily operational activities through the application of values reflected in the motto ISAFE (Integrity, Safety, Accountability, Focus and Safety, Excellent Service). Airnav Indonesia is a multi-professional organization, so in addition to paying attention to the stability of financial resources, it must also pay attention to the stability of its human resources (HR) in order to be able to face challenges, both internal and external challenges and meet the standards of flight navigation services that have been mandated by regulations (laws).

Airnav Indonesia Merauke Branch Office in order to realize excellent service in the field of flight navigation services, strives to maintain and improve employee performance in order to achieve company goals in providing flight navigation services, especially in the area under the responsibility of the Airnav Indonesia Branch in Merauke. Referring to the decision of the President Director of Perum LPPNPI Number PR 07 of 2022, concerning the determination of operational performance indicators and the level of compliance of the Airnav Indonesia Branch Office. The decision states that one of the operational performance indicators of flight navigation services is the timeliness of submitting aircraft movement data reports every month. Airnav Indonesia's operational personnel are required to report aircraft movement data reports every month no later than the 08th. The occurrence of delays in sending aircraft movement data every month is one indicator of decreased employee performance.

In providing navigation services, the performance of Airnav Indonesia employees in Merauke can be seen from several indicators, one of which is the timeliness of sending aircraft movement data reports every month. During the period of 2022 at Airnav Indonesia Merauke Branch there was still a delay in

sending aircraft movement data reports every month. The delay in sending this report indicates a performance problem in the implementation of flight navigation services. From the results of interviews conducted with operational employees, it was revealed that delays often occur in sending aircraft movement data reports due to various factors, such as; internet networks that are less supportive, slow computers, and human resource factors. The human resource factor is one of the causes of delays in sending aircraft movement data reports.

There are several factors that can influence employee performance, namely; Attitude and mentality (such as; work motivation, work discipline, and work ethics), skills, education, leadership management, salary, income level, and health, social security, work climate, technology, facilities and infrastructure, and opportunities for achievement. Based on previous research in several companies in Indonesia related to employee performance, the results of the research are that there are several factors that can influence improving employee performance (Sedarmayanti, 2017). Research by several experts, by Situmorang (2022); Rohmat (2020); Patonengan and Setiawan (2021) the factors that can affect employee performance include competence, while according to research conducted by Anggara (2021); Fachrez (2019) and Tanjung et al., (2022) the factors that can affect employee performance are work motivation, and according to research conducted by Kinanti (2022); Putra (2019); Agung (2021) the factors that can affect employee performance are work facilities.

The factors that have been found by previous researchers in analyzing employee performance are used by the author as a reference in conducting an initial survey. The initial survey was conducted by distributing questionnaires to 30 employees of Airnav Indonesia Merauke Branch to find out the factors that become problems or causes of low or high employee performance within the scope of Airnav Indonesia Merauke Branch. The results of the initial survey show that there are 3 (three) factors most chosen by employees, namely competence (80%), work facilities (90%), work motivation (88%).

In addition to competence and work facilities, work motivation also has a major influence in determining the level of employee performance. Providing motivation appropriately will generate enthusiasm and sincerity of work in employees. Increased employee morale will result in better work results. Conversely, if employees have low motivation, they will tend to work casually and make very little effort to get something better. Based on the background that has been described previously, a study was conducted with the research title "The Effect of Competence, Work Facilities on Employee Performance with Motivation as an Intervening Variable at the Merauke Branch Office of Perum LPPNPI".

## THEORETICAL REVIEW
### Definition of Human Resource Management
According to Pangabean & Mutiara (2016) provides an opinion that in general a company has 3 resources that they need in carrying out their daily work so that the goals that have been set can be achieved properly. The three resources are human resources (HR), financial resources and physical resources. Human

resources consist of all people who have contributed to carrying out work in the company, people who can work together in the future and those who have contributed in the past.

Zaenal et al (2018) provide an explanation that human resource management is one of the fields of general management which consists of planning, organizing, implementing and controlling. Meanwhile, according to Suwatno & Priansa, (2011) argues that human resource management has to do with all aspects of how people carry out work and are managed in an organization.

## *Employee Performance*

According to Robbins and Judge (2018), performance is defined as the results achieved by employees in carrying out their work in accordance with the duties and obligations that have been determined and apply to a position. Performance according to Rivai & Basri in Masram et al., (2019: 138), is the result or degree of overall individual success during a certain period of time in carrying out certain tasks. Mangkunegara and Prabu, explains that employee performance is the end result of work or work performance obtained by an employee in carrying out his activities and functions in accordance with the obligations imposed on him. This includes the quality and quantity of work. According to Whitmore (2019: 104) defines performance as an implementation of the functions of an employee regarding actions, achievements, and skills. According to Sedarmayanti (2017) employee performance indicators include: quality, quantity, timeliness, ability to cooperate and independence.

Based on the definitions above, it can be concluded that employee performance is the result of work or employee performance in carrying out the duties and responsibilities that have been assigned during a certain period.

## *Definition of Motivation*

According to Wibowo (2016) motivation is the drive of a series of human behavioral processes towards achieving goals. Work motivation is a basic human need and as an incentive that is expected to fulfill the basic needs desired, so that if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible. In recent research, motivation is defined by Saraswathi (2011) as the willingness to exert a high level of effort, towards organizational goals, which is conditioned by the ability of effort to meet some individual needs.

## *Definition of Competence*

Competence is an ability that exists within an employee used as a guideline in carrying out daily work. Emron et al., (2017) explain that competence is an individual's ability to carry out a job correctly and has an advantage based on matters relating to knowledge, skills and attitudes. Meanwhile, Dessler and Varkkey (2005) argue that competence is a person's personal characteristics that can provide benefits to companies such as knowledge, skills and leadership. According to Wibowo (2016) adds that an ability to run or do a job that is based on skills and knowledge and supported by the attitude demanded by the job

itself is competence. Then Mc Clelland defines that competence as a fundamental characteristic and exists within an employee has a direct influence on the performance of a company.

From some of the explanations put forward by the experts above, it can be concluded that competence is an ability and characteristic that exists within employees that is used in carrying out a job or task based on the knowledge, skills and behavior possessed by individuals with effectiveness.

*Work Facilities*

According to Tjiptono (2014) "Facilities are physical resources that must exist before something is offered to consumers". Facilities are something that is important in a service business, therefore existing facilities, namely the condition of the facilities, interior and exterior design and cleanliness must be considered, especially those that are closely related to what consumers feel directly. According to Kotler in Manik et al., (2022), facilities are everything that is physical equipment and is provided by the service seller to support consumer convenience. Meanwhile, according to Daradjat, in Febrianti and Apriyanti (2023), "Facilities are everything that can facilitate efforts and facilitate work in order to achieve a goal. In a company to achieve goals, supporting tools are needed that are used in the process or activities in the company. The facilities used by each company vary in shape, type and benefits. The greater the company's activities, the more complete the supporting facilities and facilities to achieve the company's goals. Baskoro and Widowati (2019), provides an explanation that what is meant by work facilities is a form of service from the company to employees in supporting employee performance. Meanwhile, Rifai (2019) provides an explanation that facilities are everything that is used by employees to facilitate the implementation of tasks and all kinds of work.

**METHODOLOGY**

In conducting research, it is important to have a method that is used, this method must be in line with the main problem being discussed (Patmasari, 2022; Ohoiwutun et al., 2024). The type of research is quantitative, the data source comes from primary and secondary data. The total population is 50 (fifty people) who come from operational employees at Airnav Indonesia Merauke. Sampling in this study using saturated sampling method. Quoting Arikunto (2016), the use of saturated samples when the population in a study is smaller, so the samples used in this study are all existing populations.

The distribution of questionnaires as a source for obtaining data from this study. Furthermore, a questionnaire with a Likert scale was used in the context of the data collection process. PLS (Partial Least Square)-SEM was used to analyze the data consisting of measurement sub models and structural models.

**RESULTS**
*Hypothesis Testing*

Hypothesis testing is a method of making decisions based on data analysis and seeing the influence between research variables. Hypothesis testing is carried

out in three stages, namely first checking the absence of multicollinearity between variables with the inner VIF measure. The inner VIF value <5 indicates the absence of multicollinearity between variables, Hair et al (2021). Second is hypothesis testing between variables by looking at the t statistic value or p-value. If the t-statistic value of the calculation result is greater than 1.96 (t table) or the p value of the test result <0.05, so that between variables have a significant influence. In addition, it is also necessary to mention the results and 95% confidence interval of the estimated path coefficient parameters.

Next (third) the f square value: the influence of direct variables on the structural level with the criteria (f square 0.02 low, 0.15 medium and 0.35 high). then f square (Hair et al., 2021). The, mediation effect is also known as the Upsilon V statistic which is obtained by squaring the mediation coefficient. Lachowicz et al (2018) interpreted in Ogbeibu et al., (2022) is a low mediation effect of 0.02, moderate mediation of 0.075 and high mediation effect of 0.175.

### Table. 1 Inner VIF

|  | Performance | Motivation |
|---|---|---|
| Facility | 2.147 | 1.558 |
| Performance |  |  |
| Competence | 2.359 | 1.558 |
| Motivation | 3.213 |  |

*Source: Processed, 2024*

Before testing the hypothesis of the structural model, it is necessary to see whether there is multicollinearity between variables, namely with the inner VIF statistical measure. The estimation results show the inner VIF value <5, so the level of multicollinearity between variables is low. These results strengthen the results of parameter estimation in SEM PLS is robust (unbiased).

### Table. 2 Direct Effect Hypothesis Testing

| Hypothesis | Path coefficient | p-value | 95% Confidence Interval Path Coefficient | | f square |
|---|---|---|---|---|---|
|  |  |  | Lower limit | Upper limit |  |
| Facility -> Performance | 0.148 | 0.389 | -0.194 | 0.464 | 0.027 |
| Facility -> Motivation | 0.428 | 0.000 | 0.256 | 0.571 | 0.379 |
| Competency -> Performance | 0.240 | 0.042 | -0.013 | 0.454 | 0.064 |
| Competency -> Motivation | 0.499 | 0.000 | 0.375 | 0.637 | 0.514 |
| Motivation -> Performance | 0.473 | 0.000 | 0.197 | 0.719 | 0.183 |

*Source: Processed, 2024*

Based on the results of testing the direct effect hypothesis above, it is known that:
1. H1 (Facility→Performance) is not accepted, namely the influence of work facilities on performance with a path coefficient (0.148) which means that this influence is considered insignificant because the p-value (0.389> 0.05). this shows that any change in the form of work facilities will not affect employee performance. In the 95% confidence interval, the effect of facilities on employee performance lies between -0.194 and 0.464.

However, the existence of work facilities and their influence on employee performance is low at the structural level (f square = 0.027).

2. H2 (Facility→Motivation) Accepted, significant influence is owned by work facilities on motivation with path coefficient (0.428) and p value (0.000 < 0.05). Every change in the form of work facilities is able to significantly influence motivation. This means that, at a confidence interval with a percentage of 95%, the magnitude of the influence of the work facilities on motivation lies between 0.256 to 0.571. So, the existence of work facilities and their influence on motivation are in a very high category at the structural level (f square = 0.379).

3. H3 (Competency→Performance) is accepted. This is indicated by the significant effect of competence on performance with path coefficient (0.240) and p-value (0.042 <0.05). Any change in the form of competence will affect performance. In the 95% confidence interval, the effect of competence on performance lies between -0.013 to 0.454. then the existence of competence and its effect on performance is low at the structural level (f square = 0.064).

4. H4 (Competency→Motivation) accepted because there is a significant influence on competence on work motivation as for the path coefficient (0.499) and p-value (0.000 <0.05). Any change in the form of competence will affect motivation. At the 95% confidence interval, the effect of competence on motivation is in the range of 0.375 to 0.637. Thus, competence and its effect on motivation are categorized as very high at the structural level (f square = 0.514).

5. H5 (Motivation→Performance) is accepted there is a significant effect of motivation on performance with path coefficient (0.473) and p-value (0.000 <0.05). Any change in the form of motivation will affect performance. In the 95% confidence interval, the effect of motivation on performance lies between 0.197 to 0.719. Thus, the existence of motivation and its effect on performance is classified as moderate or moderate at the structural level (f square = 0.183).

*Table. 3 Testing the Intervening Hypothesis (Indirect Effect)*

| Hypothesis | Path coefficient | p-value | 95% Confidence Interval Path Coefficient | | Upsilon V |
|---|---|---|---|---|---|
| | | | Lower limit | Upper limit | |
| Facility -> Motivation -> Performance | 0.203 | 0.003 | 0.077 | 0.349 | 0.040 |
| Competency -> Motivation -> Performance | 0.236 | 0.002 | 0.091 | 0.387 | 0.055 |

*Source: Processed, 2024*

Based on the results of testing the indirect effect hypothesis above, it is known that:

1. The sixth hypothesis (H6) where motivation acts as an intervening variable significantly mediates the indirect effect of work facilities on

performance with a mediation path coefficient (0.203) and p-value (0.003 <0.05) which at the structural level the mediating role of motivation is classified as low (Upsilon V = 0.040). Upsilon V with a value of 0.01 has a low mediation effect, 0.075 is moderate and 0.175 which is the effect of high mediation, this is as explained by (Ogbeibu et al, 2020).

2. The seventh hypothesis (H7), namely motivation acts as an intervening variable significantly, namely mediating the indirect effect of competence on performance with a mediation path coefficient (0.236) and p-value (0.002 <0.05) which at the structural level the mediating role of motivation is classified as low (Upsilon V = 0.055).
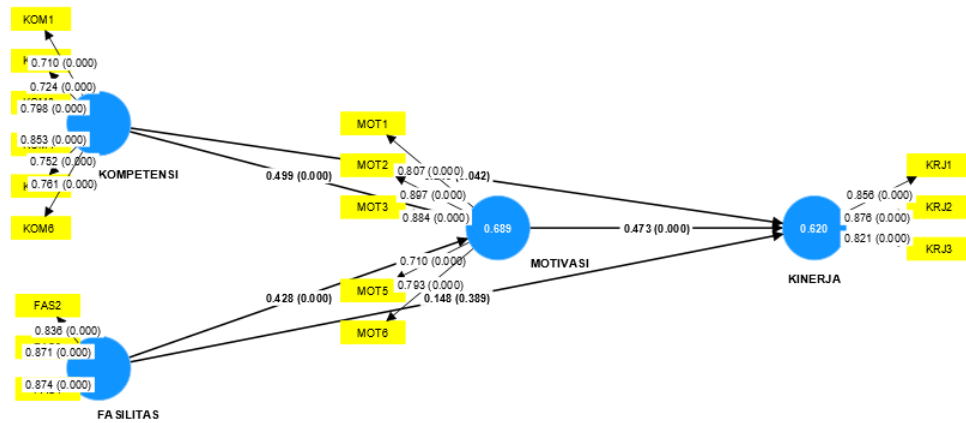


**Description:** *Kompetensi, (Competency), Fasilitasi (Facility), Motivasi (Motivation), Kinerja (Performance)*

***Figure. 1 Path Coefficient Diagram and P Value***

## Structural Model Testing

PLS is a variance-based SEM analysis with the aim of testing model theory that focuses on prediction studies (Hair et al, 2019). Testing of the structural model is done by looking at the R square value which describes the amount of variation in endogenous variables that can be explained by other exogenous / endogenous variables in the model. According to Hair et al (2021) that the interpretation value of R square quantitatively is 0.75 strong influence, 0.50 moderate / moderate, and 0.25 weak influence.

*Table. 4 R-Square*

|  | R-square |
|---|---|
| **Performance** | 0.620 |
| **Motivation** | 0.689 |

***Source: Processed, 2024***

Based on the table above, it can be said that the magnitude of the joint influence of facilities and competencies on work motivation is 68.9% (influence is close to high or moderate). Then the magnitude of the joint influence of facilities, competence, and motivation on employee performance is 62% (influence is close to high or moderate).

*Table. 5 SRMR*

| | Estimated Model |
|---|---|
| **SRMR** | 0.097 |

*Source: Processed, 2024*

SRMR is Standardized Root Mean Square Residual. Where this value is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix (Yamin, 2022). The SRMR value itself has a category if <0.08 indicates a fit model (suitable) (Hair, et al, 2021). However, in Karin et al., in Susanti et al., (2024) the SRMR value between 0.08-0.10 indicates an acceptable fit model. So, the model estimation result is 0.090, which means that the model has an acceptable fit model. Empirical data can explain the influence between variables in the model.

*Linearity Test*

It is necessary to check the linearity of the relationship between variables, as stated by Hair et al., (2019). This check is carried out with the aim of testing the quadratic form of the variable (QE = quadratic effect).

*Table. 6 Linearity Test (p>0.05)*

| Quadratic Effect | Path coefficient | p-value | Description |
|---|---|---|---|
| QE (Motivation) -> Performance | -0.135 | 0.296 | Linearity fulfilled |
| QE (Competency) -> Performance | -0.073 | 0.310 | Linearity fulfilled |
| QE (Competency) -> Motivation | 0.004 | 0.941 | Linearity fulfilled |
| QE (Facility) -> Performance | 0.067 | 0.511 | Linearity fulfilled |
| QE (Facility) -> Motivation | -0.010 | 0.829 | Linearity fulfilled |

*Source: Processed, 2024*

Based on the results of the data processing above, the square form of work facilities and competencies on motivation and performance is significant and the square form of motivation on performance is also significant. Then the effect of work facilities, competence and motivation on employee performance is linear or the linearity effect of the model is fulfilled (robust). The overall flow and value of the relationship between variables and models contained in the processed data in this study are in the graph below:
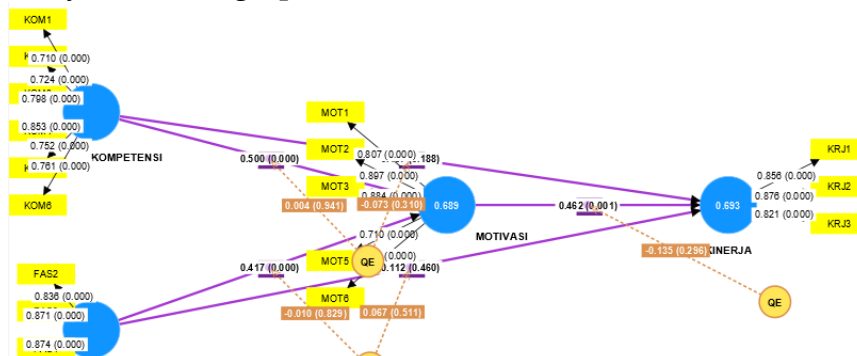


*Description:* *Kompetensi, (Competency), Fasilitasi (Facility), Motivasi (Motivation), Kinerja (Performance)*
***Figure 2 Graphical Output of SmartPLS 4***

**DISCUSSION**
*The Effect of Competence on Employee Performance*
In this case, the independent variable is competence, which is a combination of knowledge, skills, and personality attributes of a person that affect their performance in work. The dependent variable is performance, which is the result or achievement achieved by individuals or groups when doing work. Based on the results of processed data with several numbers, namely:

1. Path coefficient (0.240): This is the value of the regression coefficient or slope which shows how much influence competence has on employee performance. This value means that every one unit increase in competence will increase performance by 0.240 units. This value is positive, meaning that the direction of influence is unidirectional, that is, the higher the competence, the higher the performance.

2. P-value (0.042 <0.05): This is the p-value which indicates the probability that the effect of competence on performance is zero or non-existent. This value is smaller than 0.05, which is a commonly used significance limit in research. This means that the probability that the effect of competence on performance is zero or non-existent is very small, So, we can reject the null hypothesis and then accept the alternative hypothesis, namely that there is a significant influence between competence and performance.

3. 95% confidence interval (-0.013 to 0.454): This is the range of regression coefficient values that have a 95% confidence level, meaning that if we repeat this study with a different sample, there is a 95% chance that the regression coefficient values will fall within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is unidirectional, that is, the higher the competence, the higher the performance.

4. F square (0.064): This is an effect size value that shows how much influence competence has on performance at the structural level, which is the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the effect. The effect size value can be categorized into small (0.02), large (0.35), and medium (0.15) (Cohen, 1988). Thus, the value of 0.064 is relatively small, meaning that the effect of competence on performance is relatively low at the structural level.

From the results of the data processing above, it can be concluded that competence has a positive and significant role on employee performance. This is indicated by the competence of employees at Airnav Merauke Branch has been fulfilled quite well in each work unit, the Company has provided competence to all employees properly and maximally so that it can produce good performance as well. Like air traffic employees are included.


*The Influence of Work Facilities on Employee Performance*
In this case, the independent variable is work facilities, namely everything that can be used as a tool to achieve work goals and objectives. The dependent variable is performance, namely the results or achievements achieved by individuals or groups when doing work. This is shown by several figures, namely:

1. Path coefficient (0.148): This is the regression coefficient or slope value which shows how much influence work facilities have on performance. This value means that every increase in one unit of work facilities will increase performance by 0.148 units. This value is positive, meaning that the direction of influence is in the same direction, namely the better the work facilities, the better the performance.
2. P-value (0.389 > 0.05): This is the p-value which shows the probability that the effect of work facilities on performance is zero or non-existent. This value is greater than 0.05, which is the significance limit commonly used in research. This means that the probability that the effect of work facilities on performance is zero or does not exist is quite large, so we cannot reject the null hypothesis and accept the alternative hypothesis, namely that there is no significant effect of work facilities on performance. Because this value is still below 0.5, we can say that work facilities have a weak influence on performance.
3. 95% confidence interval (-0.194 to 0.464): This is the range of regression coefficient values that have a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the better the work facilities, the better the performance.
4. F square (0.027): This is an effect size value that shows how much influence work facilities have on performance at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. Effect size values can be categorized as large (0.35), medium (0.15), and small (0.02) (Cohen (1988). Thus, the value of 0.027 is relatively small, meaning that the influence of work facilities on performance is relatively low at the structural level.

From the results of the data processing above, it can be concluded that work facilities have an insignificant influence on the performance of employees at the Airnav Indonesia Merauke Branch Office. The company has provided complete and adequate facilities for all employees to produce good performance. Employees can use the facilities interchangeably and affordably. The company can immediately repair damaged facilities using company technicians or bringing in technicians from outside.

## The Influence of Motivation on Employee Performance

In this case, the independent variable is motivation, namely the encouragement or reason that encourages someone to do something. The dependent variable is performance, namely the results or achievements achieved by individuals or groups when doing work. This is shown by several figures, namely:
1. Path coefficient (0.473): This is the regression coefficient or slope value which shows how much influence motivation has on performance. This value means that every increase in one unit of motivation will increase performance by 0.473

units. This value is positive, meaning that the direction of influence is in the same direction, namely the higher the motivation, the higher the performance.

2. P-value (0.000 < 0.05): This is the p-value which indicates the probability that the influence of motivation on performance is zero or non-existent. This value is smaller than 0.05, which is the significance limit commonly used in research. This means that the probability that the effect of motivation on performance is (0) zero is very small, therefore the null hypothesis is rejected and accepts the alternative hypothesis, namely that there is a significant effect of motivation on employee performance.

3. 95% confidence interval (0.197 to 0.719): This is the range of regression coefficient values that have a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the higher the motivation, the higher the performance.

4. F square (0.183): This is an effect size value that shows how much influence motivation has on performance at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. According to Cohen (1988), effect size values can be categorized as small (0.02), medium (0.15), and large (0.35). Thus, the value of 0.183 is classified as moderate, meaning that the influence of motivation on performance is moderate at the structural level.

From the results of the data processing above, it can be concluded that motivation has a significant influence on employee performance. In line with the problems that occur at Airnav Merauke Branch, namely the lack of motivation from the leadership, so that employees feel that they are not cared for and work according to their own wishes without caring about the performance achieved. This lack of motivation also has an impact on the employee's own performance. Motivation has an important role in achieving good performance. Delays in sending aircraft movements are an example of poor performance, this could occur due to a lack of motivational support from superiors to work and study more optimally again. The results of the data processing above are not in line with the results of research from Rohmat Samsu, (2020) which explains that motivation has no significant effect on employee performance. This could be a gap for me to do research.

### The Influence of Competence on Motivation

In this case, the independent variable is competence, which is a combination of a person's knowledge, skills and personality attributes that influence his or her performance at work. The dependent variable is motivation, namely the drive or reason that encourages someone to do something. This is shown by several figures, namely:

1. Path coefficient (0.499): This is the regression coefficient or slope value which shows how much influence competence has on motivation. This value means that every increase in one unit of competency will increase motivation by 0.499

units. This value is positive, meaning that the direction of influence is in the same direction, namely the higher the competence, the higher the motivation.

2. P-value ($0.000 < 0.05$): This is the p-value which shows the probability that the influence of competence on motivation is zero or non-existent. This value is smaller than 0.05, which is the significance limit commonly used in research. This means that the probability that the effect of competence on motivation is zero or does not exist is very small, so we can reject the null hypothesis and accept the alternative hypothesis, namely that there is a significant effect of competence on motivation.

3. 95% confidence interval (0.375 to 0.637): This is the range of regression coefficient values that has a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the higher the competence, the higher the motivation.

4. F square (0.514): This is the effect size value which shows how much influence competence has on motivation at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. According to Cohen (1988), effect size values can be categorized as small (0.02), medium (0.15), and large (0.35). Thus, the value of 0.514 is relatively large, meaning that the influence of competence on motivation is very high at the structural level.

From the results of the data processing above, it can be concluded that competence has quite a large influence on motivation. This means that the more employees are given competencies, the higher the motivation for these employees to continue to progress. However, it was discovered in the field that the motivation of Airnav Merauke Branch employees had decreased due to one factor, namely competence. Seniority is one of the causes of the lack of competence experienced by Airnav Merauke Branch employees. Whoever is senior is the main priority in obtaining competency, while new employees will gain competency after their senior year is completed. This is one of the causes of the lack of competence possessed by Airnav Merauke Branch employees, thus triggering a decrease in employee motivation.

### The Influence of Work Facilities on Motivation

In this case, the independent variable is work facilities, namely everything that can be used as a tool to achieve work goals and objectives. The, dependent variable is motivation, namely the drive or reason that encourages someone to do something. This is shown by several figures, namely:

1. Path coefficient (0.428): This is the regression coefficient or slope value which shows how much influence work facilities have on motivation. This value means that every increase in one unit of work facilities will increase motivation by 0.428 units. This value is positive, meaning that the direction of influence is in the same direction, namely the better the work facilities, the higher the motivation.

2. P-value (0.000 < 0.05): This is the p-value which shows the probability that the effect of work facilities on motivation is zero or non-existent. This value is smaller than 0.05, which is the significance limit commonly used in research. This means that the probability that the effect of work facilities on motivation is zero or does not exist is very small, so we can reject the null hypothesis and accept the alternative hypothesis, namely that there is a significant effect of work facilities on motivation.

3. 95% confidence interval (0.256 to 0.571): This is the range of regression coefficient values that has a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the better the work facilities, the higher the motivation.

4. F square (0.379): This is an effect size value that shows how much influence work facilities have on motivation at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. According to Cohen (1988), effect size values can be categorized as small (0.02), medium (0.15), and large (0.35). Thus, the value of 0.379 is relatively large, meaning that the influence of work facilities on motivation is very high at the structural level.

From the results of the data processing above, it can be explained that work facilities have a fairly high role in motivation. What happened at Airnav Merauke Branch was that the available facilities did not provide work motivation for employees. The lack of provision of facilities is an obstacle for employees to gain motivation. Limited internet networks, computer devices that have not been updated are examples of the need to provide additional work facilities for employees, so that employees think the company is lacking in providing work facilities. This is what triggers a lack of employee motivation with the facilities provided by the company.

### The Influence of Competence on Employee Performance Through Motivation

In this case, the independent variables are competence and motivation, while the dependent variable is performance. Competency is a combination of a person's knowledge, skills and personality attributes that influence his or her performance at work. Motivation is the drive or reason that drives someone to do something. Performance is the result or achievement achieved by individuals or groups when doing work. These data show that the hypothesis (Competency -> Motivation -> Performance) is accepted, meaning that there is a significant influence of competence and motivation on performance directly or indirectly. This is shown by several figures, namely:

1. Path coefficient (0.236): This is the regression coefficient or slope value which shows how much influence competence and motivation have on performance indirectly, namely through the mediating motivation variable. This value means that every increase in one unit of competence and motivation will indirectly increase performance by 0.236 units. This value is positive, meaning

that the direction of influence is in the same direction, namely the higher the competence and motivation, the higher the performance.

2. P-value (0.002 < 0.05): This is the p-value which indicates the probability that the indirect influence of competence and motivation on performance is zero or non-existent. This value is smaller than 0.05, which is the significance limit commonly used in research. This means that the probability that the influence of competence and motivation on performance indirectly is zero or does not exist is very small, so we can reject the null hypothesis and accept the alternative hypothesis, namely that there is a significant influence of competence and motivation on performance indirectly.

3. 95% confidence interval (0.091 to 0.387): This is the range of regression coefficient values that has a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the higher the competence and motivation, the higher the indirect performance.

4. F square (0.055): This is an effect size value that shows how much influence competence and motivation have on performance indirectly at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. According to Cohen (1988), effect size values can be categorized as small (0.02), medium (0.15), and large (0.35). Thus, the value of 0.055 is relatively small, meaning that the indirect influence of competence and motivation on performance is low at the structural level.

From the results of the data processing above, it is concluded that the influencecompetence on performance through motivation has a significant relationship. This is shown by the less than optimal performance of Airnav Merauke Branch employees due to a lack of competence and motivation for employees. There are several things that cause a lack of employee competency, such as seniority level, the absence of a system that regulates employee competency needs, so that employees are less motivated to complete work. They tend to be selfish and indifferent to the work results desired by the Company. Competence is quite important for employees in fostering work motivation so that with high motivation maximum performance will be achieved.

### *The Influence of Work Facilities on Employee Performance Through Motivation*

In this case, the independent variable is facilities, namely everything that can be used as a tool in achieving work goals and objectives. The dependent variable is performance, namely the results or achievements achieved by individuals or groups when doing work. The data shows that the hypothesis (Facilities -> Motivation -> Performance) is accepted, meaning that there is a significant influence of facilities on motivation and performance directly or indirectly. This is shown by several figures, namely:

1. Path coefficient (0.203): This is the regression coefficient or slope value which shows how much influence facilities have on motivation and performance

indirectly, namely through motivation mediating variables. This value means that every increase in one facility unit will indirectly increase motivation and performance by 0.203 units. This value is positive, meaning that the direction of influence is in the same direction, namely the better the facilities, the higher the motivation and performance.

2. P-value (0.003 < 0.05): This is the p-value which indicates the probability that the indirect influence of facilities on motivation and performance is zero or non-existent. This value is smaller than 0.05, which is the significance limit commonly used in research. This means that the probability of the effect of facilities on motivation and performance is indirectly zero (0), so that the null hypothesis can be rejected and accept the alternative hypothesis, namely that there is a significant effect of facilities on motivation and performance indirectly.

3. 95% confidence interval (0.077 to 0.349): This is the range of regression coefficient values that has a 95% confidence level, meaning that if we repeat this research with a different sample, there is a 95% chance that the regression coefficient value will be within this range. This range shows how much the regression coefficient varies from sample to sample. This value is also positive, meaning that the direction of influence is in the same direction, namely the better the facilities, the higher the motivation and indirect performance.

4. F square (0.040): This is an effect size value that shows how much influence facilities have on motivation and performance indirectly at the structural level, namely the level that looks at the relationship between variables in a model. This value is between 0 and 1, the closer to 1, the greater the influence. According to Cohen (1988), effect size values can be categorized as small (0.02), medium (0.15), and large (0.35). Thus, the value of 0.040 is relatively small, meaning that the influence of facilities on motivation and performance is indirectly low at the structural level.

From the data processing results above, it is explained that the three indicators, namely work facilities, motivation and employee performance, have a significant attachment and relationship. The higher the work facilities provided by employees will provide more motivation for the employee to obtain maximum performance. Of course, this will provide a solution for Airnav Merauke Branch in improving employee performance which is still lacking by adding qualified and affordable work facilities. So by adding good work facilities, it can provide high motivation for employees to provide the best performance for the company.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research carried out at the Airnav Indonesia Merauke Branch Office, the following conclusions can be drawn: 1) Competence has a significant and positive effect on employee performance. This explains that the better the competence provided by the Airnav Indonesia Merauke Branch Office to employees, the higher the performance will be. 2) Work facilities do not have a significant effect on employee performance. This is because the existing facilities at the Airnav Indonesia Merauke Branch Office have supported maximum employee performance. The company has prepared technicians if there are problems with the facilities. 3) Work motivation has a positive and significant

effect on employee performance. This explains that the higher the work motivation given to employees of the Airnav Indonesia Merauke Branch Office, the better the resulting performance will be. 4) Competence has a positive and significant effect on work motivation. This explains that the better the competence given to employees of the Merauke Branch of the Airnav Indonesia Office, the higher the employee's work motivation. 5) Work facilities have a positive and significant effect on work motivation. This explains that the better the work facilities provided to employees, the higher the work motivation of employees at the Airnav Indonesia Merauke Branch Office. 6) Competence has a positive and significant effect on employee performance, both directly and indirectly through work motivation. It can be explained that motivation can provide mediation of the influence of competence on employee performance at Airnav Indonesia Merauke Branch. 7) Work facilities have a positive and significant effect on employee performance, both directly and indirectly through work motivation. This explains that work motivation can mediate the influence of work facilities on the performance of employees at the Airnav Indonesia Merauke Branch Office.

The following are several recommendations that can be proposed based on the results of the discussion, conclusions and limitations of this research: 1) For future researchers, it is recommended to use qualitative or mixed methods to get a more in-depth and holistic picture of performance phenomena in the AirNav environment. Apart from that, it can also provide additional data in understanding respondents' perceptions that are not covered by quantitative approaches. 2) Future researchers are also advised to add other variables that can influence performance, such as organizational culture, job satisfaction, or organizational commitment. So that the research produced is more varied. 3) Future researchers can use other supporting data such as interview results so that research results are more accurate and reduce bias.

**FURTHER STUDY**

This research uses a limited sample and a small population. To get better research results, future researchers should not conduct research on companies that have a small population to avoid high gradation. This research uses a subjective measurement instrument, namely a questionnaire filled out by respondents based on their own perceptions. This can lead to bias or measurement error, because respondents' perceptions can be influenced by other factors, such as mood, physical condition, or the situation when filling out the questionnaire.

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