

THE ROLE OF PROFESSIONALISM IN THE EFFECT OF COMPETENCE AND WORK MOTIVATION ON TICKETING EMPLOYEE PERFORMANCE OF PT. GARUDA INDONESIA TBK. SURABAYA BRANCH OFFICE

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Abstract: PT. Garuda Indonesia Tbk. is an airline as the Indonesian flag carrier which currently serves 83 destinations around the world and various exotic locations in Indonesia. Garuda Indonesia prioritizes the best service through the concept of "Garuda Indonesia Experience" which emphasizes hospitality and the richness of Indonesian cultures. To actualize this concept requires consistency of company performance which is supported by the employee performance. This study aims at knowing and explaining the influence of competence and work motivation on ticketing employee performance through employee professionalism at PT. Garuda Indonesia Tbk. Branch Office of Surabaya. The population of this study was 50 ticketing employees of PT. Garuda Indonesia Tbk. Branch Office of Surabaya by involving all the employees as respondents. The data collection method of this study used documentation and survey methods. The data analysis used in this study was path analysis. This study concludes that competence affects on professionalism, motivation affects on professionalism, competence affects on the employee performance, motivation affects on the employee performance, and professionalism affects on the employee performance. For the indirect effect, professionalism is proven as an intervening variable in the influence of competence and motivation on the employee performance at PT. Garuda Indonesia Tbk. Branch Office of Surabaya.

Keywords: Competence, Motivation, Professionalism, And Work Performance

1. Introduction

A good organizational performance is highly required in order to actualize vision and mission of a company or organization. It is influenced by qualified employees who have high responsibilities for their work so that company goals can be achieved. The performance shown by employees can also determine whether or not the company goals are achieved. Mangkunegara (2015: 67) states that employee performance is the work outputs in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. So, to improve the employee performance, it requires both effective communication continuously and high work ethic of the employees to provide readiness to face various challenges and problem arisen in carrying out their duties so that they are able to

take their own responsibilities and achieve the goals of the organization. Lack of openness of information which is provided will result in misunderstanding of the recipient of the message. Information disclosure, especially in organizations, is important in order to support employees to produce good performance to actualize the planned and desired company's goals that should be achieved.

Besides, the companies must also pay attention to what factors affect the performance of their employees. The factors influencing the employee performance are competence, motivation, and professionalism. Siagian (2015: 67), states that motivation means the whole process of giving work motivation to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically. Work motivation is as something that raises motivation or work ethic. Encouragement or energy is a mental and physical movement to act, so that the motive is a driving force or thrust that moves people to behave and those actions have a specific purpose. Furthermore, Wibowo (2016: 378) states that motivation is a psychological process that raises and leads behavior in achieving the goals. The managers need to understand this psychological process if they want to successfully build work toward accomplishing organizational goals.

Employees and companies are inseparable things. They are correlated each other. Employees play a major role in running company lives. If employees have high work motivation, then the companies will carry out their activities well. As a result, they will create good performance and work achievement for the companies themselves. On the other hand, it's difficult for the companies to run their activities well if the employees do not work productively, which means that the employees do not have high work ethic.

In addition to motivation, professionalism is quite often associated with the performance results achieved by the employees. According to Vitalina (2016: 23), a person who has a high level of professionalism automatically produces performance or output with good quality. This can be seen from the competence of the employees in achieving job output. Competence is often associated with the performance results achieved by the employees themselves. This can be seen from the abilities of employees to achieve job output, completing work punctually, having commitment to work, having competencies in accordance with the company expectations, and having initiative in solving problems faced in any job.

The problem, occurred at PT. Garuda Indonesia, Branch Office of Surabaya, is the decline of employee performance, in which the result of the performance assessment in 2017 was in the good category. Then in 2018 the employee performance got decreased so that it came to a good-enough category and in 2019 it again got decreased, that was in a good-enough category. Of course, this is far from the company's expectations where the company wants its employees to have good performance. The existence of the aspect of the employees' low performance, of course, becomes company's evaluation to the factors affecting on the employees' performance achievement. These problems indicate the need for employee competence, motivation and professionalism. This is in line with several previous studies on the effect of motivation on employee performance such as (Rita et al, 2018; Risambesi et al, 2012; Reizer et al, 2019) where the results of the studies showed that motivation had an effect on employee performance. Several studies on the effect of competence on employee performance conducted by (Kamukama, et al, 2017; Rantesalu et al., 2016; Shang, 2007) resulted in findings of competence on employee performance, while research on the effect of professionalism on performance was conducted by (NaFu et al., 2012; Fuller et al., 2017).

Based on the results of the pre-survey, questionnaires and interviews, conducted, the researchers found problems related to the work competence of the employees, namely: there were still employees who were not able to do work independently and there was also a lack

of activities to help, guide and inform each other in carrying out their work. These could be proven from the answers of research respondents when the researcher conducted the presurvey, in which it was found that employees did not support and did not help each others in carrying out their work and serving customers. Besides, it was also found that there were still employees with low competences placed in a job position. As the evidence, there was some work that could not be completed punctually. Consequently, this condition affected the performance of the company. This condition shows that competence is an aspect of a person's ability which involves knowledge, skills, attitudes, values, or personal characteristics that enable employees to achieve success in completing their work through achieving results or success in completing the tasks.

Furthermore, regarding the differences between this study and the previous ones, it can be explained that, according to the results of many previous studies related to the topic mentioned above, there was no comprehensive research on the influence of motivation, competence and professionalism on the employee performance. Therefore, a model analysis was conducted in this study by involving the effects of the three variables on the employee performance.

From the explanation above, the problems can be formulated as follow: (1) Does competence affect professionalism in PT. Garuda Indonesia Tbk. Branch Office of Surabaya? (2) Does motivation affect professionalism in PT. Garuda Indonesia Tbk. Branch Office of Surabaya? (3) Does competence affect employee performance at PT. Garuda Indonesia Tbk. Branch Office of Surabaya? (4) Does motivation affect employee performance at PT. Garuda Indonesia Tbk. Branch Office of Surabaya? (5) Does professionalism affect the performance of employees at PT. Garuda Indonesia Tbk. Branch Office of Surabaya? (6) Is professionalism an intervening variable in the influence of competence and motivation on employee performance at PT. Garuda Indonesia Tbk. Branch Office of Surabaya?

2. Literature Review

Employee competences

In general, competence can be understood as a combination among skills, personal attributes, and knowledge reflected through job behavior which can be observed, measured and evaluated. Competence is divided into two types, namely: 1) soft competency, a type of competence closely related to the ability to manage work processes, human relationships and build interactions with other people and 2) hard competencies, a type of competence related to the functional or technical abilities of a job.

Furthermore, Edison et al (2016: 17) define competence as an individual's ability to carry out a job properly and it has advantages related to knowledge, expertise, and attitudes. In line with this, Dessler (2015: 713) in Robbins, also states that job competence refers to an individual's knowledge, skills and personality that directly affect their performance. Moreover, Serdamayanti (2017) defines that the basic concept of competence originates from the concept of individuals who are individuals so that these individuals can work with extraordinary achievements. Individuals are the main components to become actors in the organization. Therefore, organizational capabilities depend on the abilities of individuals working in the organization, aiming at identify, acquiring and developing capabilities.

Companies can perform well if the people working in the company can contribute optimally to the company according to their duties and abilities. In other words, these people are able to perform at their best, which means that they are able to perform their work well, both at present and in the future, both in stable and changing situations, without disturbing

other people's work.

From the definitions mentioned above, it can be concluded that competence is an individual characteristic including knowledge, skills, and behaviors that produce effective work to achieve organizational goals. Competence which is strong, solid and in accordance with the company's business will be able to increase the company's competitive advantage and create creativity, innovation and company adaptation to the environment. This must, of course, be supported by owning individual competencies that are suitable with the demands of the individual's job so that they can interact in the frequently changing environmental situation.

Motivation

Handoko (2014: 256) defines that motivation is a situation in somebody's personality that encourages an individual's desire to do certain activities in order to achieve a goal. Furthermore, Gitosudarmo (2014: 28) states that motivation is the factors that exist in somebody's personality where that somebody moves and directs his behavior to fulfill certain goals. It is, therefore, motivation in a person will actualize a behavior directed to a goal in achieving satisfaction.

According to Mangkunegara (2015: 93), motivation is a condition that moves employees in order to be able to achieve goals from their motives. Motivation can also be defined as energy to raise encouragement in oneself. Winardi (2015: 6) explains the definition of motivation as follows: a potential power that exists in a human being, which he can develop himself, or it can be developed by a number of outside power which essentially deals with monetary rewards, and monetary rewards that can affect performance results positively or negatively, depending on the situation and conditions faced by the person concerned.

Employee Professionalism

According to Arens, et al (2015: 53), professionalism is a responsibility based on the duties and regulations applied in the workplace where the individual works in a financial institution. Professionalism in a job or profession has long received attention from the researchers. Professionalism, seen from the language, can have several meanings. First, professionalism means an expertise, having certain qualifications, and having experience in accordance with the field of expertise in the company. Second, the definition of professionalism refers to a work standard, namely the moral principles and professional ethics of employees.

The concept of modern professionalism in carrying out a job has been presented by Hall (2015: 115), stating that professionalism is related to two important aspects, namely structural and attitude aspects. Structural aspect is the aspect whose characteristic is part of the formation of training schools, professional associations and the establishment of a code of ethics. Meanwhile the attitude aspect is related to the formation of a professional spirit formed from the results of learning in an organizational environment inherent in individuals and becomes a habit in carrying out every activity in the company and organization environment.

Employee Performance

According to Simanjuntak (2016: 67), performance is the level of the achievement results for the implementation of certain tasks, in actualizing the goals, objectives, mission and vision of an organization, as well as the level of achievement results in actualizing company goals. Performance or work performing is the result of work produced by employees or real behavior that is performed according to their role in the company. Employee performance is a very essential thing in terms of the company's efforts to achieve the goals, so that various activities must be carried out by the organization to improve it. One of the efforts is in the form of performance assessment. Thus, performance is about doing the job

and achieving the results from that work. Performance is about what is done and how to do the job.

According to Rivai (2015: 53), performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or criteria already determined and agreed in advance. This is in line with Hasibuan (2015: 67), who argues that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on experience skills and seriousness and time. From the experts' opinions above, it can be concluded that performance is the real behavior of work results in carrying out the tasks already agreed together to achieve organizational goals.

The factors affecting performance are: (1) effectiveness and efficiency. When a certain goal can finally be achieved, we may say that the activity is effective. If the results that the activity is not looking for have an important value from the results achieved to cause dissatisfaction, even though it is effective, it is called inefficient. (2) Authority. The meaning of authority is the nature of a communication or order in a formal organization that is owned (received) by a member of the organization to the other members to carry out a work activity based on its contribution (energy contribution). The order states what can be done and cannot be done in the organization. (3) Discipline. Discipline is obedience to applicable laws and regulations. So, employee discipline is the activity of the employee concerned in respecting the work agreement with the organization where the employees work. (4) Initiative, which is related to thinking capacity and creativity in the form of ideas to plan something related to organizational goals. Thus, initiative is the progress thrust for aimed at influencing organizational performance.

The purpose of conducting performance assessment in general is to provide feedback to employees in an effort to improve their work performance as well as an effort to increase organizational productivity, and policies towards employees, such as for the purpose of promotion, salary increases, education and training and so on.

3. Method

This study employed a research instrument in the form of a questionnaire to gain data related to the measured variables. The respondents in this study were 50 employees of PT. Garuda Indonesia Tbk. Branch Office of Surabaya. These 50 employees were considered to have sufficient abilities to answer the questionnaires objectively. There were 50 sets of questionnaires distributed by the researcher to the respondents. The researchers informed the aims and the objectives of the study as well as provided assurance that the questionnaires were used for the needs of research.

Employee performance research variables were taken from Rahinnaya (2016: 5) with indicators: (a) Quantity, the amount that must be completed or achieved. Quantitative measurement involved calculating the output of the process or implementation of the activities. This dealt with the number of output which was produced; (b) Quality, the quality that must be produced (whether it was good or not). The qualitative measure of output reflected a measure of "satisfaction level", that was, how well it was accomplished. It dealt with the forms of output; (c) Timeliness or punctuality, whether or not it was suitable with the planned time. Timeliness measurement was a special type of quantitative measurement that determined the timeliness of completing an activity.

Professionalism variables were with indicators (a) Equality, the same treatment for services provided (b) Equity (justice), in addition to equal treatment to the community, there was also

fair and equal treatment; (c) Loyalty, given to the constitution of law, leaders, subordinates and colleagues; (d) Accountability, every government official must be ready to accept responsibility for whatever he did. Every employee must uphold the code of ethics and principles established by the institution

Competency variables were based on views of Robbins (2015; 86) with the indicators: (a) Knowledge; (b) Initiative and (c) Attitude. Meanwhile, motivation variables were based on the views of Pamela & Oloko (2015) with indicators: (a) Self-esteem; (b) Power; and (c) Job Security Needs.

Data Analysis Technique

Data analysis technique employed in this study was a path analysis with the help of SPSS program. Path analysis developed by Sewall Wright (1934) was a form of multiple regression application that used a path diagram as a guide to a complex hypothesis testing. Path analysis was used to test not only a cause-and-effect relationship based on knowledge, formulation of theory and assumptions, but also research hypotheses and to interpret these relationships. This path analysis was developed as a method to study a direct or indirect effect of the independent variables on the dependent variable.

The direct effect was the direction of direct relationship between variables without going through other variables, while indirect influence was through other variables. To know the magnitude of the direct influence between variables, the researchers used a standardized regression coefficient. The magnitude of the indirect effect in the path analysis was gained by multiplying the path coefficient of the direct influence of the independent variable towards the intermediate variable and the path coefficient of the direct influence of the intermediate variable with the dependent variable. The significance of the indirect effect could be seen from the significance in the first line with the significance of the intermediate variable and the dependent variable.

Based on the explanation above, the reason to employ path analysis in this study was because the researchers wanted to conduct a study of the direct influence of competence and motivation on employee performance and wanted to know the indirect effect of competence and motivation on employee performance through professionalism. The model is described as follows:

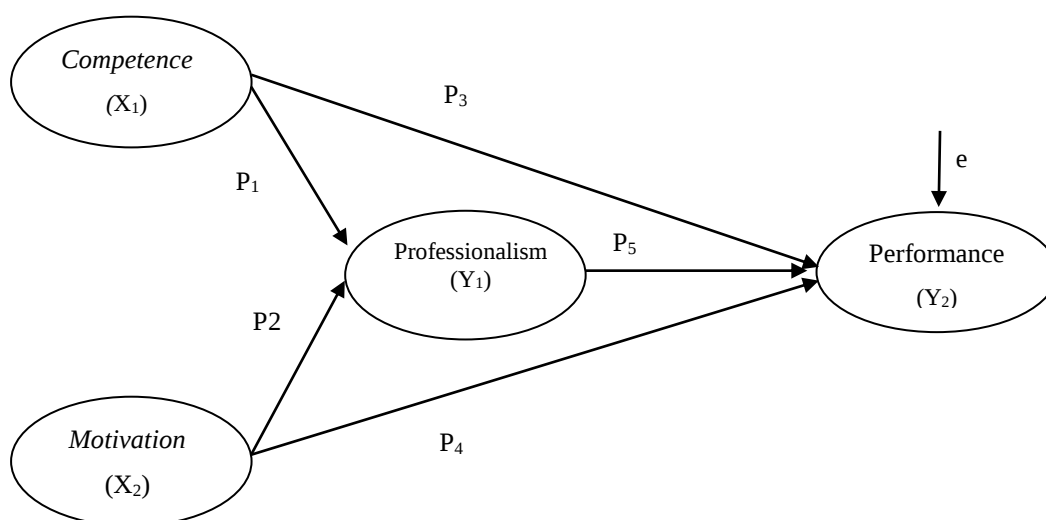


Figure 1. Research Model

Decriptions:

- X_1 : Competency Variable
- X_2 : Motivation Variable
- Y_1 : Professionalism Variable
- Y_2 : Employee Performance Variable
- $\epsilon_1, \epsilon_2, \epsilon_3$: Bully/disturber error
- P_1, P_2, P_3, P_4, P_5 : Path Coefficients

Estimation of parameters or path coefficients computation in the recursive one-way arrow model was a regression which was partially standardized in each equality. From this calculation, the coefficient was obtained directly. Meanwhile, to look for the indirect effect between variables could be obtained by using the path coefficient (β).

1. Direct influence of competence on employee performance = P_3
2. Direct influence of competence on professionalism = P_1
3. Direct influence of motivation on performance = P_4
4. Direct influence of motivation on professionalism = P_2
5. Indirect influence of *competence* on employee performance through professionalism = P_5
= $(P_1 \times P_3)$
6. Indirect influence of motivation on employee performance through professionalism = P_5
= $(P_2 \times P_3)$
7. Total effect was the sum of direct influence and indirect effect.

The model of validation test was used to test whether the path model employed was already appropriate or correct by looking at the difference in path coefficients < 0.05 , it, then, could be assumed that the path model was appropriate. On the other hand, if there were a difference in the value of the path coefficients > 0.05 , it could be assumed that the path model was not appropriate or part of the path was not used.

4. Result Result and Discussions

Results of Testing Research Instruments

Validity Test

The complete validity test is presented in Appendix 3. If the probability of the correlation result were less than 0.05 (5%), then it could be considered valid.

Table 1. The results of Instrument Validity Test

Variables	Items	R	Sig.	Descriptions
X_1	$X_{1,1}$	0.583	0.000	Valid
	$X_{1,2}$	0.591	0.000	Valid
	$X_{1,3}$	0.326	0.040	Valid
X_2	$X_{2,1}$	0.588	0.000	Valid
	$X_{2,2}$	0.476	0.002	Valid
	$X_{2,3}$	0.024	0.885	Valid
Y_1	$Y_{1,1}$	0.620	0.000	Valid

Variables	Items	R	Sig.	Descriptions
Y ₂	Y _{1,2}	0.538	0.000	Valid
	Y _{1,3}	0.807	0.000	Valid
	Y _{2,1}	0.548	0.000	Valid
	Y _{2,2}	0.367	0.020	Valid
	Y _{2,3}	-0.030	0.852	Valid

Source: processed data

The table 1 above showed all probability values (sig) <0.05, so that all the question itmes were considered valid.

Reliability Test

The variabel was considered reliable if the Cronbach alpha coeffecient value were greater than 0.6

Table 2. The result of Instrument Reliability Test

Independent Variables	Alpha	Descriptions
Competency (X ₁)	0,685	Reliable
Motivation (X ₂)	0,600	Reliable
Professionalism (Y ₁)	0,617	Reliable

Source: processed data

The table above showed all apha values >0.6, so that all research variables were considered reliable.

Path Analysis Test Results

Regression Model Testing 1

Regression Model 1 analyzed the influence of Competence (X₁) and Motivation (X₂) on Professionalism (Y₁). The structural equality can be seen in Figure 3 below:

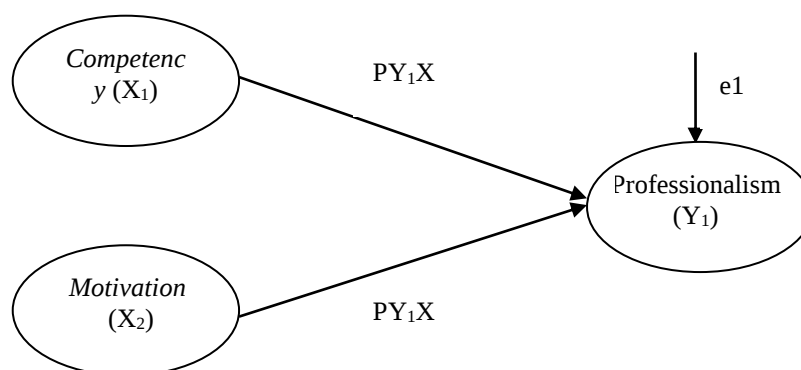


Figure 2. Regression Structure Model 1

$$Y_1 = PY_1X_1 + PY_1X_2 + e_1$$

Tabel 3. The results of Testing of Regression Model 1

Variables	Beta	t-count	Sig. T	Descriptions
X ₁	0.537	3.984	0.000	Significant
X ₂	0.275	-2.040	0.049	Significant
R _{square}	0,334			

Source: Processed Data

Based on the three tables above, it can be concluded that:

- 1) Rsquare value = 0.334 or 33.4%. This means that Professionalism (Y₁) was influenced by Competence (X₁) and Motivation (X₂) by 33.4%.
- 2) The regression equality formed was:
$$Y_1 = 0,537 Y_1X_1 + 0,2275 Y_1X_2 + 0,666$$
- 3) Referring to the regression output 1 in the coefficient table, it can be seen that the significance value of the variable X₁ = 0.000 and X₂ = 0.049 was smaller than 0.05. These results showed that the regression model 1, X₁ and X₂ had a significant effect on Y.
- 4) Meanwhile, the value of e₁ could be found by the formula $e_1 = \sqrt{1-0.334} = 0.666$.

Regression Model Testing 2

Regression Model 2 analyzed the influence of Competence (X₁), Motivation (X₂) and Professionalism (Y₁) on Employee Performance (Y₂). The structural equality can be seen in Figure 4 below:

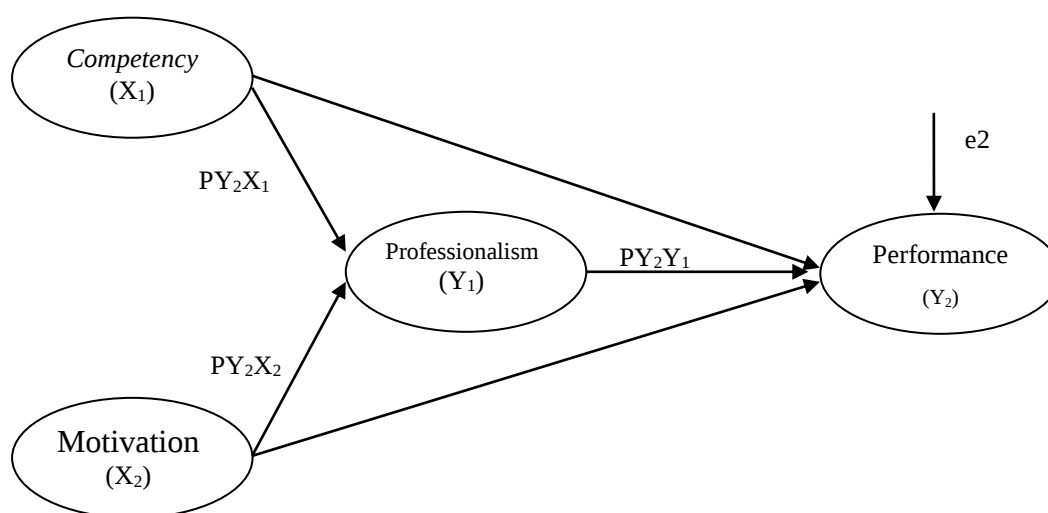


Figure 4. Equality of Structural Regression Model 2

$$Y_2 = PY_2X_1 + PY_2X_2 + PY_2Y_1 + e_2$$

Table 4. The result of Testing Regression Model 2

Variables	Beta	t-count	Sig. T	Descriptions
X ₁	-.344	-2.367	.023	Significant
X ₂	.719	5.606	.000	Significant
Y ₁	.308	2.077	.045	Significant
R _{square}	0,474			

Source: Processed Data

Based on table 4 above, it can be concluded that:

- 1) Rsquare value = 0.474 or 47.4%. This means that employee performance (Y₂) was influenced by Competence (X₁), Motivation (X₂) and Professionalism (Y₁) by 47.4%. While the rest, 9.8%, was influenced by other variables outside the exogenous variables studied.
- 2) The regression equation formed was:
$$Y_2 = 0,344 Y_2X_1 + 0,791 Y_2X_2 + 0,308 Y_2Y_1 + 0,526$$
- 3) Referring to the regression output 2 in the coefficient table, it can be seen that the significance value of the variable X₁ = 0.023 and X₂ = 0.000 and Y₁ = 0.045 was smaller

than 0.05. These results showed that the regression model 2, X_1 and X_2 and Y_1 had a significant effect on Y_2 .

- 4) Meanwhile, the value of e_2 could be found by the formula $e_2 = \sqrt{1 - 0.474} = 0.526$.

4. Result and Discussion

In the analysis of the effect of X_1 on Y_1 : from the above analysis, the significance value of X_1 was $0.000 < 0.05$. The first hypothesis stated that it was hypothesized that there was a significant influence between competences (X_1) on professionalism (Y_1) of ticketing employees of PT. Garuda Indonesia Tbk. Surabaya Branch Office, was acceptable. So, it can be concluded that there was a direct significant effect of X_1 on Y_1 . This showed that the higher the level of competence that the employees had at the company gave a real and significant effect on the professionalism of these employees.

In the analysis of the effect of X_2 on Y_1 : from the above analysis, the significance value of X_2 was obtained as large as $0.049 < 0.05$. The second hypothesis stated that it was hypothesized that there was a significant influence between motivations (X_2) on professionalism (Y_1) of ticketing employees of PT. Garuda Indonesia Tbk. Surabaya Branch Office. So, it can be concluded that there was a direct significant effect of X_2 on Y_1 . This showed that the higher the level of motivation that employees had at the company gave a real and significant effect on the professionalism of these employees.

In the analysis of the effect of X_1 on Y_2 : from the above analysis, the significance value of X_1 was obtained as large as $0.023 < 0.05$. The third hypothesis stated that it was hypothesized that there was a significant influence between competences (X_1) on performance (Y_2) of ticketing employees of PT. Garuda Indonesia Tbk. Surabaya Branch Office. So, it can be concluded that there was a direct significant effect of X_1 on Y_2 .

In the analysis of the effect of X_2 on Y_2 : from the above analysis, the significance value of X_2 was $0.000 < 0.05$. The fourth hypothesis stated that it was hypothesized that there was a significant influence between motivations (X_2) on performance (Y_2) of ticketing employees of PT. Garuda Indonesia Tbk. Surabaya Branch Office. So, it can be concluded that there was a direct significant effect of X_2 on Y_2 .

In the analysis of the effect of Y_1 on Y_2 : from the above analysis, a significance value of Y_1 was obtained as large as $0.045 < 0.05$. The fifth hypothesis stated that it was hypothesized that there was an influence between professionalism (Y_1) on performance (Y_2) of ticketing employees of PT. Garuda Indonesia Tbk. Surabaya Branch Office. So, it can be concluded that there was a direct significant effect of Y_1 on Y_2 .

In the analysis of the effect of X_1 through Y_1 on Y_2 : it was known that the direct effect of X_1 on Y_2 was 0.344. While the indirect effect of X_1 through Y_1 on Y_2 was the multiplication of the beta value of X_1 to Y_1 and the beta value of Y_1 to Y_2 , namely $0.537 * 0.308 = 0.165$. Then the total effect given by X_1 to Y_2 was the direct effect added with the indirect effect, namely: $0.344 + 0.165 = 0.509$. Based on the results of these calculations, it can be seen that the value of the direct effect was greater than the value of the indirect effect. This result showed that X_1 through Y_1 directly had a significant effect on Y_2 .

In the analysis of the effect of X_2 through Y_1 on Y_2 : it was known that the direct effect of X_2 on Y_2 was 0.719. While the indirect effect of X_2 through Y_1 on Y_2 was the multiplication of the beta value X_2 to Y_1 with the beta value of Y_1 to Y_2 , namely $0.275 * 0.308 = 0.084$. Then the total effect given by X_2 to Y_2 was the direct effect added with the indirect effect, namely: $0.719 + 0.084 = 0.803$. Based on the results of these calculations, it can be seen that the value

of the direct effect was greater than the value of the indirect effect. This result showed that X_2 through Y_1 directly had a significant effect on Y_2 .

5. Conclusion

Based on the results of this study, it can be concluded as follows: (1) Competence affects professionalism at PT. Garuda Indonesia Tbk. Surabaya Branch Office. (2) Motivation has an effect on professionalism in PT. Garuda Indonesia Tbk. Surabaya Branch Office. (3) Competence affects the performance of employees at PT. Garuda Indonesia Tbk. Surabaya Branch Office. (4) Motivation has an effect on employee performance at PT. Garuda Indonesia Tbk. Surabaya Branch Office. (5) Professionalism affects the performance of employees at PT. Garuda Indonesia Tbk. Surabaya Branch Office. (6) Based on the results of the research calculations, it can be concluded that professionalism is proven as an intervening variable in the influence between competence and motivation on employee performance at PT. Garuda Indonesia Tbk. Surabaya Branch Office.

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