Analysis Of the Effect of Motivation, Competency, And Geographical Environmental Characteristics on Employee Performance: Study on Finance Directorate in Indonesia

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Abstract

The background of this study is the presence of problems on motivation, competence, and performance characteristics of the geographic work environment of employees who have made F, tested by the results of pre-research. The research objective was to analyze the effect of work motivation, competence, geographic work environment on employee performance at Perum LPPNPI. A population of 344 for the central office environment Airnav Indonesia. The study sample consisted of 66 people drawn from the population of the Finance Directorate. The sampling technique in this research is non probability sampling-saturated samples. Determination of the number of samples by using the census method. Analysis of data using multiple regression with SPSS. The results prove that motivation, competence,

Introduction

Human resources, capital, as well as technology were well components in producing high-quality services and goods. In which these resources must be effectively organised in order to obtain the best results. To attain this objective, it is vital to create an organization that has the support of all stakeholders, including management and employees. Human resources are the most crucial resource among other resources; regardless of how advanced the technology is, it would be meaningless unless it is backed up with dependable human resources.

Labor is an important asset for a company that is invaluable. Without a workforce, a company will not be able to carry out all of its business activities. Environmental changes will also have a major impact on labor requirements. Changes in increasingly sophisticated technology are also the main reason, where companies are required to follow all existing developments.

In reality, in the field there are employees who are not motivated in carrying out their work responsibilities, including a decrease in the desire of employees to achieve work performance such as not having the ambition to progress and develop, completing work at will, lack of thoroughness in completing work, negative influences such as those who like to laze lazing and relaxing, influenced by colleagues who are also demoralized, then there is no example that should be used as a reference in achieving good work performance and always blaming the conditions in which they work. All these phenomena are what happens at Perum LPPNPI (Airnav Indonesia) which makes employee performance less than optimal.

Table 1.
Target of Report Completion at Airnav Indonesia in 2020

No.	Description	Target Company	Realization
1	Management Financial Reports	Every 10th of the month	15th / month
2	Complaints from customers / airlines	15 cases / month	≥ 20 cases / month
3	difficulties in the process of identifying who is the payer and of the invoices paid in the banking system.	200 cases	289 cases
4	Difference in master data of aircraft operated by foreign airlines	110 cases	150 cases
5	Several domestic and international airlines have not paid off debts	130 cases	156 cases

Source: Airnav Directorate of Finance Data Billing & Collection System (Arifin, 2015; Darmanto, 2016; Dhermawan, 2012; Govender & Govender, 2019)

Based on Table 1, it is clear that there is an increase in each complaint problem every year at Airnav Indonesia. This is due to the lack of competence possessed by Airnav Indonesia's employees. Thus, the occurrence of the above phenomenon for Airnav Indonesia employees.

In Table 2 below, it is clear that the salaries received by the senior level managers, managers and staff of Airnav Indonesia are still smaller than the salaries received by other airline service companies. Based on the description above, it is clear that there is a phenomenon of incidents of the behavior of Airnav Indonesia employees.

Table 2.
Comparison of Salaries between Levels at Airnav Indonesia in 2020

No.	Description	Airnav Indonesia	Other airlines
1	Senior Manager Level	Rp. 30,000,000, -	IDR 45,000,000
2	Manager Level	Rp. 15,000,000, -	Rp. 25,000,000, -
3	Staff level	Rp. 8,000,000, -	Rp. 11,000,000, -

Source: HRD Airnav Indonesia (2020)

In the long term, this is not good for development and trust, resulting in demotivation of Airnav Indonesia's employees, on the other hand, many similar companies have sprung up that are ready to accept workers from Airnav Indonesia.

It is clear from the results in the table below that Airnav Indonesia staff are having difficulties. Airnav Indonesia employee data 2018-2020, which is the result of Airnav Indonesia's performance will be presented as follows:

Table 3.
Completeness at Airnav Indonesia Head Office and Branches

No.	Description	Headquarters	JATSC	MATSC
1	Projector, computer, internet	There is a certain unit, not all parts are comprehensive	Only available at certain section levels	Available but not all locations have internet coverage
2	Praying room	There is a mosque and it is quite clean	There are no mosques and prayer rooms that are not clean enough	There is a prayer room which is quite far to reach by employees
3	Library room	There are no books and other equipment	Not available	Not available

Source: Asset data of Airnav Indonesia's Directorate of Finance

The table above shows that the support for the work environment to apply competence and motivation is still lacking for Airnav Indonesia's employees and technology support is also still inadequate.

Table 4.
Airnav Indonesia Employee Data for 2018-2020

No.	Year	Airnav Indonesia employees	Percentage
1	2018	2,383	+25
2	2019	2,287	-4
3	2020	1,944	-15

Source: HRD Airnav Indonesia (2020)

Based on Table 4, it shows that Airnav Indonesia employees starting in 2018 have increased and in 2020 experienced a significant decline of 15%. The data above shows that the performance of Airnav Indonesia's employees shows a downward trend.

Table 5 shows that of the 12 Airnav Indonesia employees in the pre-research, there were 80% who stated that they had problems with motivation, especially those related to the bonuses received that were not in accordance with employee expectations, the qualifications for giving bonuses that often-changed caused employees to experience difficulties in carrying out work because the change causes employees to think that the company is inconsistent. This change in the incentive system actually made employees experience demotivation which resulted in a decrease in the performance of Airnav Indonesia's employees in completing work.

Table 5.
Pre-Research Results at Airnav Indonesia in July 2020

Number of Respondents	Problem Identification		
	Motivation	Competence	Characteristics of the Work Environment
12 people	80%	85%	74%

Data source: *pre-research* (2020)

According to the results of pre-research inside the above mentioned table, it is examined that the highest phenomenon that occurs in the Airnav Indonesia company environment occurs in the competence, motivation and characteristics of the work environment. Table 6 summarises the findings of the research. The following are some examples:

Table 6.
Factors affecting the performance of Arinav Indonesia's employees

No.	Description	Problem Identification
1	Motivation	80%
2	Competence	85%
3	Characteristics of the Work Environment	74%
4	Leadership Style	53%
5	Organizational culture	47%

Source: Pre-research data for Airnav Indonesia employees (2020)

Formulation of the problem

Several issues can be identified based on the problem's background, as follows: (1) how does employee motivation affect Airnav Indonesia's performance? (2) What role does competence play in the performance of Airnav Indonesia employees? (3) What role does the work environment play in the performance of Airnav Indonesia employees? (4) How do motivation, competence, and work environment factors impact the effectiveness of Airnav Indonesia personnel at the same time?

Destination

The following are the study's objectives: (1) to test the impact of motivation on Airnav Indonesia's employees' performance; (2) to estimate the influence of competence on Airnav Indonesia's employees' performance; (3) to determine the impact of work environment properties on Airnav Indonesia's employees' performance; (4) Understanding the impact of motivation, competence, as well as work environment features on Airnav Indonesia employees' performance at the same time.

Theoretical Review

Motivation

Motivation that exists in a person is a driving force that will manifest a behavior in order to achieve the goal of self-satisfaction. People want to work to meet their needs, both conscious needs and unconscious needs, likewise people want to work to get physical and mental needs.(Igbokwe, 2020; Kamis & Noermijanti, 2013). Blanchard and Thacker (Kithatu & Phillips, 2020; Lotunani et al., 2014), that motivation has been reflected in the choice of goals each person will pursue and strive to achieve these goals.
Blanchard and Thacker (Madagamage et al., 2014; Maryadi, 2012),explains Alderfer's ERG theory as follows: (1) Existence needs (2) The need for existence is in the lower order of Maslow's security needs, namely physiological needs. The need for existence is an urgent need needed to survive, namely the need for food, shelter, and the like and the need for a sense of security and health in the future. (3) Relatedness needs (the need for relationships) (4) The need to relate to other parties that reflects the need to be appreciated and accepted by others. The relationship between the person and group members (work, family, friends, etc.) makes it necessary to act to meet these needs. (5) Growth needs (need for growth) (6) The need for growth includes feelings of self-esteem, competence and potential to achieve it. Recognition, achievement, challenging opportunities, and a sense of accomplishment fill those needs.
Ivancevich, (Pancawati, 2013; Pasara & Dunga, 2020; Rahardjo, 2014; Rizal et al., 2013; Rizwan et al., 2014; Sari, 2012 Setyaningdyah et al., 2013), Maslow's hierarchy of needs concept is explained

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as follows: (1) Physiological (physiological). The need for food, drink, shelter, and freedom from pain. (2) Security and safety (safety and security). The need to be free from threats is defined as being safe from a threatening event or environment. (3) Togetherness, social and love (belongingness, social, as well as love). Friendship, connection, engagement, and love are all desires. (3) Self-esteem. The need for self-esteem and other people's respect. (4) Realization of one's full potential. The desire to meet one's own needs by making the best possible use of one's capabilities, talents, as well as potential.

Competence

Son (2013) Suswardji et al., (2012) Human capital is defined as the skills, agility and knowledge of a group of people and is the main determinant of today's economic growth. Organizations need to make efforts or acquisitions or competency development in a systematic manner.
(Syiah, 2014; Tartib, 2014; Trun, 2020),dividing competencies into 5 (five) characteristics, namely:
(1) Information and learning results, including a surgeon's understanding of basic anatomy, are examples of knowledge. (2) A person's capacity to accomplish an activity, including a surgeon's experience in doing surgeries, is referred to as their skill. (3) One's attitudes, values, and self-image are referred to as one's self-concept as well as values. (4) Physical characteristics and consistency of responses to circumstances as well as information are referred to as personal characteristics. (5) Motives are emotions, wants, psychological requirements, or other factors that cause someone to act.
(Weiss, 2020; Yangin et al., 2020), Competence is defined as a set of capabilities, and both of these factors are given a lot of attention in today's management circles. The main foundations of competency pillars include: (1) knowledge or knowledge, (2) skills or skills, (3) behavior or attitude. The three pillars combine to form competence.

Geographic Characteristics of the Work Environment

Cromwell and Kolb in Homklin The characteristics of the work environment are the climate in transferring training or the Trainees' perceptions of elements that enhance or inhibit the use of knowledge, abilities, as well as attitudes learned inside the workplace.
that there can be various aspects of the work environment that influence training transfer, including: (1) the environment for transfer. The trainee's impressions of work environment features that encourage or restrict the utilisation of the trainee's abilities or behaviours are referred to as climate for transfer. There are the current Research has indicated that the transitional training climate is significantly associated with positive changes of various training behaviors. (2) Manager support (support from managers). Support from managers refers to the extent to which the managers of the people being trained (a) promote the need of attending trainings, and (b) encourage the use of training materials in the workplace. The more support a manager provides, the more probably here is that a training transition will take place. Acceptance, or permitting the persons being trained to attend training, is the most fundamental degree of support a manager must provide. Participating in training as a trainer provides the highest level of support (teaching into a training program). Managers can also employ action plans to help with the transition. (3) Peer assistance (support from colleagues). The transition from training to employment can also be facilitated by forming the support network between those who are being trained.
A support group is a network of two or more persons who are being trained who may have agreed to meet and discuss their progress in applying what they have learned in the job. These include a variety of encounters and face-to-face e-mail conversation. Trainees must share their positive experiences with using training materials in the job, as well as how they got the resources they necessary using the training materials and how they managed in work conditions that hinder them from doing so. (4) Possibility of putting newly acquired skills to use (the opportunity to using several capabilities have been learned). The extent to which the taught individual is supplied with or actively seeks new experiences employing the information, skills, and behaviour from the newly learned training programme is referred to as "opportunity to employ the many abilities that have been learned." The trainee's motivation as well as the work environment both influence his or her ability to do so. Another of the methods trainees can put their new skills to be using and by being assigned work experience (issues and tasks) that require them to use them. (5) ″EPSS and knowledge management systems″ are examples of technological support (technology assistance). Electronic performance support systems (EPSS) comprise computer programmes

which can provide training skills, information, and expert guidance when needed. EPSS can help trainees make a smoother transition to work by giving an electronic resource to which they can refer when they try to apply what they've learned in the classroom. Knowledge management is the process of enhancing the generation, sharing, and application of knowledge with formulating and executing tools, processes, systems, structures, as well as cultures to improve organisational performance. EPSS can help trainees make the most of their training by giving an electronic resource to which they can refer as they try to apply what they've learned in the working place. Knowledge management is the process of enhancing the generation, sharing, and application of knowledge through identifying and developing tools, procedures, systems, structures, as well as cultures to improve organisational performance. EPSS can help trainees make the most of their training by giving an electronic resource to which they can refer as they try to apply what they've learned in the classroom. Knowledge management is the process of enhancing the generation, sharing, as well as application of knowledge through formulating and executing methods, procedures, systems, structures, as well as cultures to improve organisational performance.

Performance

performance is the result of the interaction between motivation and knowledge, skills, attitudes and the environment. According to performance is about achieving difficult goals, as well as how to generate measurable performance. Wood and Bailey performance is a brief measurement of the quantity and quality of the contribution of tasks performed by individuals or groups to work units or organizations. According to factors that affect individual performance, namely: Competency, motivation, support received, the availability of work in progress, as well as the connection with the business are all factors to consider.

Framework and Hypotheses

Based on the description of the conceptual framework above and to clarify the relationship between the following variables, Figure 1 shows a conceptual framework that acts as a guide, represents the flow of thought, and provides the foundation for the formation of hypotheses:
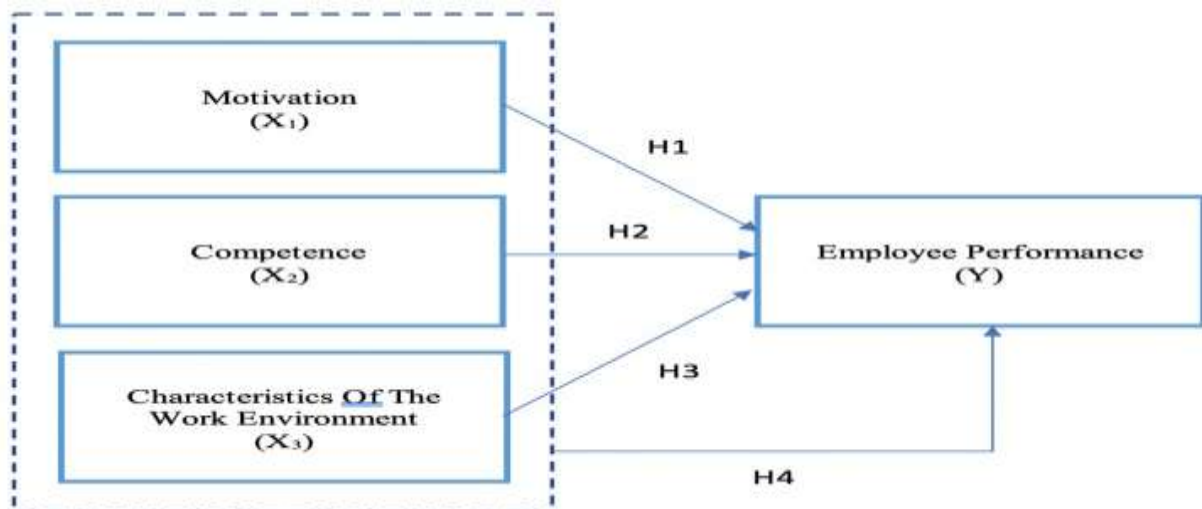
Picture 1. Conceptual Framework

The study's hypothesis is formulated as follows, based at a conceptual framework which mentioned above:

H1: At the Perum LPPNPI, motivation seems to have a positive impact on employee performance.
H2: At Perum LPPNPI, competence seems to have a positive impact on employees performance.
.H3: At Perum LPPNPI, the aspects of work environment get a positive impact on employee performance.
H4: At Perum LPPNPI, motivation, competence, as well as work environment qualities all have a positive impact on employee performance.

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Research Methods

Type of Research Design

The strength of the association among two and more variables is measured in the current study by using a quantitative methodology as well as a descriptive research methodology.
This study uses a survey method. This research is: Cross Sectional Survey where data is collected only at certain times. The scale in this study is an ordinal scale.

Population and Research Sample

In this study, the population used was all employees of the Directorate of Finance Airnav Indonesia, totaling 66 people located at Airnav Indonesia's head office on Jl. Ir. H. Juanda No. 1, Tangerang.

Types and Sources of Data

Primary data in the current research comes directly from data sources that were specifically gathered and thus are directly connected to the subject under the study. Sources of data from the recent study remain collected directly from the consequences of answers to the questionnaires shared with employees and analysis of data obtained by researchers both from the media and from Perum LPPNPI. Second, secondary data, namely information and data can collected indirectly towards the means of studied. Can be into the type of documents or written notes. Secondary data can usually be processed directly through analysis by researchers.

Method of Analysis

Multiple linear regression analysis was used to analyse the data in this study. The dependent variable and two or more variables have a linear correlation, according to multiple linear regression analysis. At Airnav Indonesia, the multiple linear regression analysis method is constructed to see how much motivation, competence, and work environment variables affect employee performance. Developed by:

$$Y = a + b1X1 + b2X2 + b3X3 + e \qquad (1)$$

Inter-Dimensional Correlation Analysis.

The inter-dimensional correlation test has objective to discovered that how an association among dimensions on independent variable as well as dimensions on the dependent variable. Dimensional analysis in this study is to use Pearson Product Moment Correlation. The correlation between the dimensions of the independent variable and dimensions of dependent variable is shown in the table below:

Results And Discussion

Validity test

In this study, the validity test technique used refers to the Pearson Product Moment correlation. Where this technique correlates the score of every item (item) question with the total score. The instrument items in this study are said to be valid if r count> r table, at N = 66. The validity test consequences indication that the worth of all instruments remains greater than r table, namely> 0.302, so that all data used can be said to be valid.

Reliability Test

The reliability of measurement devices is tested in order for a measuring device to also be trusted and dependable. The Cronbach's Alpha coefficient formula was employed in this study's instrument reliability test. The reliability test produced the following results:

Table 7.
Inter-variable Dimension Matrix

Variable	Variable	Y									
	Dimensions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
X1	X1.1	rX1.1Y1	rX1.1Y2	rX1.1Y3	rX1.1Y4	rX1.1Y5	rX1.1Y6	rX1.1Y7	rX1.1Y8	rX1.1Y9	rX1.1Y10
	X1.2	rX1.2Y1	rX1.2Y2	rX1.2Y3	rX1.2Y4	rX1.2Y5	rX1.2Y6	rX1.2Y7	rX1.2Y8	rX1.2Y9	rX1.2Y10
	X1.3	rX1.3Y1	rX1.3Y2	rX1.3Y3	rX1.3Y4	rX1.3Y5	rX1.3Y6	rX1.3Y7	rX1.3Y8	rX1.3Y9	rX1.3Y10
	X1.4	rX1.4Y1	rX1.4Y2	rX1.4Y3	rX1.4Y4	rX1.4Y5	rX1.4Y6	rX1.4Y7	rX1.4Y8	rX1.4Y9	rX1.4Y10

Variable	Variable	Y									
	Dimensions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	X1.5	rX1.5Y1	rX1.5Y2	rX1.5Y3	rX1.5Y4	rX1.5Y5	rX1.5Y6	rX1.5Y7	rX1.5Y8	rX1.5Y9	rX1.5Y10
X2	X2.1	rX2.1Y1	rX2.1Y2	rX2.1Y3	rX2.1Y4	rX2.1Y5	rX2.1Y6	rX2.1Y7	rX2.1Y8	rX2.1Y9	rX2.1Y10
	X2.2	rX2.2Y1	rX2.2Y2	rX2.2Y3	rX2.2Y4	rX2.2Y5	rX2.2Y6	rX2.2Y7	rX2.2Y8	rX2.2Y9	rX2.2Y10
	X2.3	rX2.3Y1	rX2.3Y2	rX2.3Y3	rX2.3Y4	rX2.3Y5	rX2.3Y6	rX2.3Y7	rX2.3Y8	rX2.3Y9	rX2.3Y10
X3	X3.1	rX3.1Y1	rX3.1Y2	rX3.1Y3	rX3.1Y4	rX3.1Y5	rX3.1Y6	rX3.1Y7	rX3.1Y8	rX3.1Y9	rX3.1Y10
	X3.2	rX3.2Y1	rX3.2Y2	rX3.2Y3	rX3.2Y4	rX3.2Y5	rX3.2Y6	rX3.2Y7	rX3.2Y8	rX3.2Y9	rX3.2Y10
	X3.3	rX3.3Y1	rX3.3Y2	rX3.3Y3	rX3.3Y4	rX3.3Y5	rX3.3Y6	rX3.3Y7	rX3.3Y8	rX3.3Y9	rX3.3Y10
	X3.4	rX3.4Y1	rX3.4Y2	rX3.4Y3	rX3.4Y4	rX3.4Y5	rX3.4Y6	rX3.4Y7	rX3.4Y8	rX3.4Y9	rX3.4Y10
	X3.5	rX3.5Y1	rX3.5Y2	rX3.5Y3	rX3.5Y4	rX3.5Y5	rX3.5Y6	rX3.5Y7	rX3.5Y8	rX3.5Y9	rX3.5Y10

Source: Sugiyono, (2011: 30)

Table 9.
Reliability Test Results

Variable	Cronbach's Alpha	Decision
Motivation (X1)	0.967	Reliable
Competence (X2)	0.955	Reliable
Characteristics of the Work Environment (X3)	0.968	Reliable
Employee Performance (Y)	0.851	Reliable

Source: SPSS data processing output

The outcomes of the reliability test of three variables in this instrument are all above 0.60, this means that the existing questionnaires meet the assumptions of reliability.

Normality test

The normality test is used for the purpose of determine where the sharing of data is symmetrical and not. The normality test results show a longitudinal line and the points are scattered in the direction of the longitudinal line. Therefore it could be indicated that the data remains normally shared and the regression model is suitable for predicting employee performance based on the independent variables.
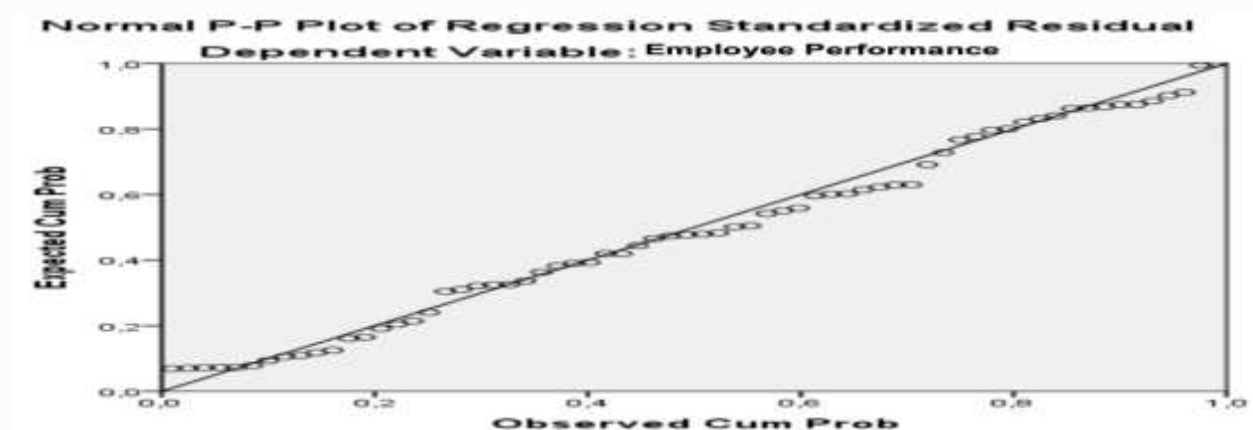

Figure 2. Normality Test Results

Multicollinearity Test

Table 10.
Multicollinearity Test Results

Independent Variable	Collinearity Tolerance	Statistics VIF
Motivation (X1)	0.950	1,053
Competence (X2)	0.989	1,011
Characteristics of the Work Environment (X3)	0.942	1,062

Source: SPSS data processing output
The multi - collinearity test is used to detect whether or not independent variables are correlated.

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All variables for tolerance > 0.10 & VIF 10 were tested for multi - collinearity in this study. As a result, the independent variables in this study showed no signs of multi - collinearity, indicating that all variables can be employed are directly independent variables.

Heteroscedasticity Test

The heteroscedasticity test determines if there is an inequality of variance between the residuals with one observable as well as the residuals of another in the regression model. The heteroscedasticity test revealed that the Scatterplot distributes randomly but does not exhibit a distinct pattern in this research. As a result, the proposed model does not have any heteroscedasticity.
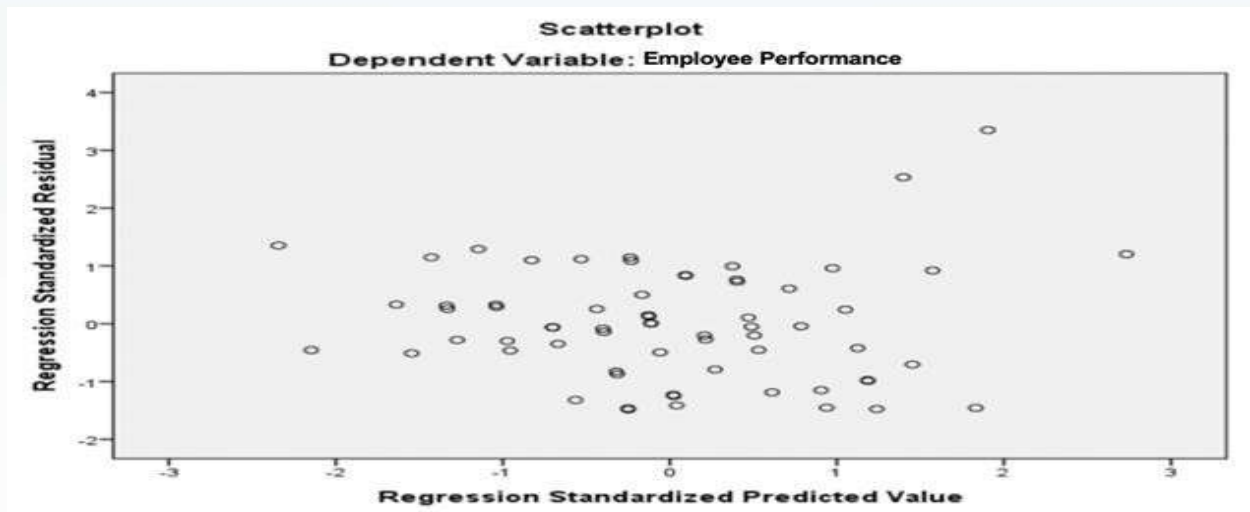

Figure 3. Heteroscedasticity Test Results

Multiple Linear Regression Test Results. The regression test results from this study would be as follows:

Table 11.
Multiple Linear Regression Test Results

Variable	Coefficient	t	Sig
Constant	1,193	14,672	0.000
Motivation	0.252	22,255	0.000
Competence	0.269	22,798	0.000
Characteristics of the Work Environment	0.155	13,335	0.000
R2	0.953		
F count	419,936		0.000

Source: SPSS Data Processing Output

Multiple linear regression equations can be set up depending on the outcomes from the above analysis:

Y = 1.193 + 0.252 X1 + 0.269 X2 + 0.155 X3

Employee performance is 1.193 without the effect of motivation, competence, or work environment factors, with a significance of 0.000, indicating that this is not substantial. However, if it is influenced by motivation, competence and work environment characteristics, it will produce the following coefficients: (a) If motivation increases, the performance of Airnav Indonesia employees will increase. (b) If competency increases, Airnav Indonesia's employee performance will increase. (c) If the work environment increases, the performance of Airnav Indonesia's employees will enhance as well. (d) The competency variable is the most important element

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influencing Airnav Indonesia employees' performance, as evidenced by the competency variable's coefficient of 0.269, followed by the motivation variable's coefficient of 0.

The correlation coefficient (R2) is used to determine how much effect the independent variables have over the dependent variable when they are all present at the same time. The R2 value of 0.953 indicates that the independent variable can explain 95.3 percent of the variation in the dependent variable, with the remainder explained by factors not included in the model. With a coefficient of determination better than 50%, this model can be deemed to have a reasonable predictive capacity.

The results of the preceding test, the F test, indicate that the independent factors have a combined impact on the dependent variable. Additionally, we will examine the independent variable's impact on the dependent variable in part. The t testing is used to assess how much each independent variable contributes to both the explanation of the dependent variable. The t test can also be used to test a different research hypothesis (X1 with Y, X2 with Y). The significant value, 0.000, may be observed throughout the significant column, indicating that the probability was little than 0.05, and therefore Ho being rejected. The conclusion is that almost all of independent variables get a significant impact on Airnav Indonesia's employee performance.

Inter-Dimensional Correlation Test Results

The inter-dimensional correlation test has an objective to discovered how an association between dimensions at independent variable as well as dimensions at dependent variable. Dimensional analysis in this study is to use Pearson Product Moment Correlation.

Table 12.
Results of the Inter-Dimensional Correlation Matrix at Airnav Indonesia

Variable	Dimensions	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
X1	x1.1	0.447	0.578	0.588	0.423	0.566	0.357	0.19	0.262	0.229	0.469
	x1.2	0.443	**0.609**	0.578	0.317	0.49	0.301	0.256	0.231	0.386	0.441
	x1.3	0.387	0.42	0.543	0.253	0.365	0.217	**0.198**	0.256	0.26	0.405
	x1.4	0.41	0.609	0.568	0.369	0.482	0.293	0.24	0.322	0.358	0.44
	x1.5	0.387	0.588	0.575	0.389	0.462	0.338	0.213	0.305	0.272	0.488
X2	x2.1	0.39	0.359	0.445	0.343	0.38	0.243	0.178	0.236	0.329	0.375
	x2.2	0.397	0.39	**0.491**	0.414	0.444	0.337	**0.105**	0.304	0.288	0.425
	x2.3	0.344	0.337	0.396	0.412	0.464	0.326	0.109	0.3	0.231	0.331
X3	x3.1	0.312	0.333	0.31	0.298	0.331	0.17	0.245	0.23	0.156	0.23
	x3.2	0.271	0.402	0.318	0.339	0.375	0.254	0.143	0.331	0.346	0.251
	x3.3	0.172	0.331	0.214	0.348	0.266	0.26	0.237	0.213	0.224	0.322
	x3.4	0.269	**0.409**	0.343	0.371	0.288	0.233	0.233	0.297	0.227	0.307
	x3.5	0.298	0.316	0.218	0.337	0.271	0.211	0.192	0.236	**0.87**	0.238

Source: SPSS data processing output

From Table 12 it could be indicated that th outcomes of the inter-dimensional correlation test of the motivation variable (X1) on the employee performance variable (Y) show that the lowest value is found in the relationship between the dimensions of togetherness, social and love (X1.3) on the dimensions of interpersonal relationship skills (Y7). The biggest value is in the correlation of the security as well as safety dimensions (X1.2) to the connectivity dimension (Y2), that is 0.609, which suggests that the level of correlation between these two dimensions is regarded significant based on actual Pearson Correlation (R) value.

Table 12 shows that the correlation test among dimensions of a competency variable (X2) and employee performance variable (Y) yielded the lowest value in the link among ability dimension (X2.2) as well as interpersonal interaction capability dimension (Y7), which would be equivalent to 0.105. The biggest value is in the correlation of capabilities (X2.2) to the dimension of consideration (Y3), which is 0.491, indicating that the level of correlation between these two dimensions is regarded significant accordance with the standard Pearson Correlation (R) values.

The findings of the inter-dimensional correlation analysis of a work environment features factor (X3)

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upon on employee performance variable (Y) in Table 12 show the relationship between the dimensions of technology support (X3.5) as well as the dimensions of creativity (Y9) has the lowest value of 0.87. The biggest value is in the correlation of opportunities to employ the many abilities that have also been learned (X3.4) and against dimension of creativity (Y9), which is 0.409, indicating that the extent of correlation between these two dimensions is regarded strong. depending on the Pearson Correlation

Discussion

All independent factors exhibit a positive as well as significant association to the dependent variable, either partially and collective, according to this study. These findings support the concept that was proposed. The findings of this study are also consistent with those of early studies. The following is the explanation:

The Influence of Motivation on Employee Performance

The findings of hypothesis testing (H1) have demonstrated that motivation has an impact on employee performance. The t value of 35.25 with a significance level of 0.000 that is less to 0.05, indicating that the hypothesis in this study accepts Ha as well as rejects Ho based on the findings of the analyses. Personal and partial motivation does have a positive as well as impact on employee performance, according to this research. This suggests that at Airnav Indonesia, there is a connection among motivation & employee performance, Employees' performance in performing the tasks as well as responsibilities will be higher when their desire for giving appreciation towards firm employees is high, or likewise. These results are consistent with the research authors.

The Influence of Competence on Employee Performance

The findings of hypothesis testing (H2) have shown that employee performance is determined through competence. The t value indicates 44.99 with a level of significance of 0.000, that is less to 0.05, indicating that the hypothesis in this study accepts Ha as well as rejects Ho based on the findings of the computations. Individual and partial competence does have a positive as well as impact on employee performance, according to this test. This suggests that at Airnav Indonesia, competency variables have an impact on employee performance; if employees' expertise, capabilities, and behaviors are high in executing the company's operations, this should result in increased performance, likewise. The conclusions of this study are consistent with the findings of

The Influence of Work Environment Characteristics on Employee Performance

Hypothesis testing (H3) revealed that workplace factors had an impact on employee performance. The t value is 28.42 with a significance level of 0.000, which is less than 0.05, indicating that the hypothesis in this study rejects Ho and accepts Ha, based on the findings of the computations. The results of this study show that individual and partial discipline has a positive as well as significant impact on employee performance. This indicates that the variable aspects of the work environment have an impact on employee performance in Airnav Indonesia, where if the climate conditions are transitional, support from managers, support from colleagues, as well as the opportunity to use the various abilities that have been learned as well as technology support for high-ranking employees It will result in excellent performance or vice versa in carrying out their tasks and commitments. The results of this study reflect the findings of

Simultaneous Influence Of Motivation, Competence, And Work Environment Characteristics On Employee Performance

The conclusions of hypothesis testing (H4) show that the independent variables (motivation, competence, as well as work environment properties) have an impact on the dependent variable (employee performance) when they are used together (all at the same), as indicated by the

multiple correlation coefficient (R) of 0.994. The independent variable's coefficient of determination (R2) on the dependent variable is 0.989 (between zero and one), implying that the three independent factors can predict 98 percent of the variation in employee performance (there is a strong relationship). This test statistically proves that the motivation, competence, and characteristics of the work environment simultaneously have a significant and positive impact on the employee performance This indicates that at Airnav Indonesia, the independent variables (motivation, competence, as well as work environment features) have an impact on the dependent variable (employee performance). This study's findings are also backed up by research. which states in his research that motivation, competence, and characteristics of the work environment at the same time have a positive as well as significant impact at the employee performance.

Conclusion

The following conclusions could be formed findings of the study and data analysis results: (1) According to the findings of this study, the competency variable has an impact on the performance on Airnav Indonesia workers. Thus, competence can improve performance for the company. Competence that has more dominant influence is in the knowledge dimension, namely Airnav Indonesia employees can understand the navigation and flight safety business model, can understand the benefits of navigation and aviation services, and understand the flight safety system. (2) The strongest relationship between the dimensions is shown by the security and safety dimensions of the communication dimension, this indicates that the strongest association between the two dimensions exists. (3) Motivation, competence, and work environment features have been shown to have a positive as well as significant impact in Airnav Indonesia employees' performance, meaning that Airnav Indonesia employee performance will increase if the employees have high motivation, good competence and are supported by a work environment to share enthusiasm, knowledge, skills and experience.

Suggestion

Employee performance is very important both for the employees themselves and for the company for the continuity and success of the business in the long term. Based on this research, there are several findings that can serve as suggestions for Airnav Indonesia and further research are as follows: (1) Increasing the competence of employees needs to be improved and considered because it has the greatest effect on improving employee performance in the company. Competence can be improved in several ways, as follows: (a) Providing training and training required by employees and in accordance with company needs in order to increase competence and to know about aviation products and equipment. (b) High commitment from management in the form of budget provision for sustainable human resource development budget guidance. (c) Selection of training participants, professional instructors, adequate methods and infrastructure that can support human resource development. (2) Creating a conducive environment for work. Employees feel comfortable and optimistic in working to increase motivation for employees to achieve maximum employee performance. (3) It is necessary to carry out further research related to this research topic on different objects to see the effect of motivation, competence as well as characteristics of the work environment in other industrial sectors.

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