
**THE INFLUENCE OF COMPETENCE, WORK DISCIPLINE AND TEAMWORK
ON THE PERFORMANCE OF EMPLOYEES OF PT LION MENTARI AIRLINES
AT I GUSTI NGURAH RAI INTERNATIONAL AIRPORT**



Aril Amanda Putri¹

Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia
Arielamanda316@gmail.com

Dewi Andriani²

Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia
dewiandriani@umsida.ac.id

Kumara Adji Kusuma³

Universitas Muhammadiyah Sidoarjo, Sidoarjo, Indonesia
adji@umsida.ac.id

Abstract

Employee performance can be measured by their ability to complete all the work that is their responsibility. The decline in employee performance at Lion Air is characterized by a lack of knowledge of company procedures, high levels of tardiness and absenteeism, and a lack of communication and coordination between team members. This study seeks to examine the impact of competency, work discipline, and teamwork on the performance of employees at PT Lion Mentari Airlines. This study uses a quantitative method. The population of this study is the operational employees of Lion Air Ngurah Rai Airport, with a sampling technique using a total sample of 100 employees. The data source used is primary data obtained from distributing questionnaires via Google Forms. Data analysis was carried out using SmartPLS software version 4.0. This study's findings demonstrate that Competence, Work Discipline, and Teamwork positively and significantly influence employee performance.

Keywords: Competence, Work Discipline, Teamwork, Employee Performance

INTRODUCTION

The global aviation industry has experienced rapid progress driven by several key factors. Improvements in aircraft technology, the emergence of low-cost airlines, and advances in information technology have had a favorable influence on the global aviation industry (Supardam & Raza Bunahri, 2023). In Indonesia, airports play a strategic role in improving accessibility and boosting economic growth. One of the major airports in Indonesia is Ngurah Rai International Airport in Bali province. With thousands of passengers served every day, this airport is also one of the most widely used airports by domestic and international airlines.

Lion Air is the largest low-cost carrier airline in Indonesia. Established in 1999 by Rusdi Kirana and Kusnan Kirana, Lion Air has played a pivotal role in improving flight accessibility for Indonesians. Lion Air encouraged other airlines to lower fares and improve services. This triggered innovations in the aviation industry, such as the use of new technology and the development of more customer-friendly services (Vivid Violin et al., 2022). Based on data analysis by the Official Airline Guide (OAG) Year 2023, Lion Air is listed as the airline that has the highest number of passengers in the ASEAN region in 2023. According to data published by Databoks, Lion Air has carried around 2.9 million passengers, a figure that shows the airline's dominance in regional aviation (Annur, 2023).

Figure 1.
Data on airlines with the largest number of passengers in Southeast Asia 2023

No.	Nama Data	Jumlah Penumpang/orang
1	Lion Air	2.971.704
2	AirAsia	2.316.540
3	Vietnam Airlines	2.078.401
4	VietJet	2.004.290
5	Batik Air	1.779.936
6	Cebu Pacific Air	1.549.303
7	Thai Airasia	1.494.746
8	Singapore Airlines	1.449.454
9	Philippine Airlines	1.334.804
10	Citilink	1.277.640

The decline in employee performance at Lion Air, represented of knowledge and understanding of company procedures and regulations, high levels of tardiness and absenteeism, and a lack of communication and coordination between team members, is a phenomenon that has the potential to cause negative impacts on productivity, increase the risk of accidents, and reduce customer satisfaction.

Performance measures an individual's effectiveness and efficiency in completing assigned tasks (Ainun Sari & Eny Sri Haryati, 2023). Good performance from employees has

a direct effect on the development or decline experienced by the company. Employee performance can be measured through their ability to complete all the work they are responsible for (Imhar & Moch.Andyka Febrianto, 2022). Components that support employee performance increase include: employee competence, work discipline, and teamwork (Wahyuni, S., Sjahruddin, H., & Rajab, 2024).

Competence refers to the capacity to do tasks grounded in knowledge, skills, and work attitudes needed in the job to show the level of professionalism in a particular field (As'ad, 2021). In airlines, increasing employee competence will bring long-term benefits to the company in achieving success and excellence in the competitive aviation industry (Ikaningtyas et al., 2024). Competence refers to a person's work ability, which includes knowledge, abilities, and work attitudes that are consistent with established criteria or a mix of abilities, knowledge, and behaviors that can be observed and used successfully to produce success in an organization, which influences employee performance and contribution to the firm to achieve sustainable performance and success (Fitria Agustina & Mochammad Isa Anshori, 2024).

Work discipline is the behavior of individuals in following work rules and guidelines as determined by the organization in writing or unwritten in order to achieve better performance (Hidayat et al., 2024). Every worker is expected to follow all the rules that have been approved and is ready to accept the consequences if they violate these rules. Discipline aims to avoid deviations from the provisions that have been decided in work activities in the hope that sanctions against individuals or groups can be avoided (Anggara et al., 2023). Work discipline has a significant impact on flight operations employees, as they are responsible for maintaining the smooth running of all aspects of operations on the ground. Employees in this field, including baggage handlers, maintenance technicians and check-in staff, must adhere to strict procedures and schedules to ensure all processes go according to plan. Discipline in performing their duties, such as conducting safety checks, handling baggage, and providing information to passengers, is essential to avoid delays and potential issues that could disrupt flights. Disciplined employees create better operational efficiency and improve coordination between divisions, which in turn supports the overall performance of the airline (Ananda et al., 2023).

Teamwork is a collaboration between individuals with different expertise who come together to achieve a goal in an efficient way, in order to improve collaboration and communication among parts of the company (Ramadhan Abdillah & Eka Purnama Sari, 2023). Teamwork involves a group of individuals with diverse abilities, talents, experiences, and origins, who come together to achieve a common goal in various activities (Ibrahim et al., 2021). Each individual in the team needs to believe in the abilities of their colleagues and work together. The quality of employee work can be measured by how well the company manages its human resources to commit and help each other achieve goals, both personally and for the benefit of the company (Agustina et al., 2024).

This research is motivated by the gap in the difference in respondents where employee performance in research (Ananda et al., 2023) uses production labor respondents, while in this study using non-production or service labor. The research gap in this study is due to differences in work practices. Another difference that is a gap in research (Imhar &

Moch.Andyka Febrianto, 2022) lies in the use of purposive sampling technique, namely determining the sample through consideration of certain criteria to determine the quantity of samples, while in this study using total sampling technique, namely the use of the entire population as a sample through data calculation from questionnaire results using a Likert scale. Another difference is in previous research (Imhar & Moch.Andyka Febrianto, 2022) which used a research measurement tool using the Statistical Package for the Social Sciences (SPSS), While conducting research utilizing SmartPLS measurement tool.

This research intends to analyze the influence of competence, work discipline, and teamwork on employee performance of PT Lion Mentari Airlines. Employee competence, which includes knowledge, skills and attitudes, will increase work effectiveness and productivity. High work discipline will contribute to the consistent and efficient execution of tasks. Good teamwork will create synergy in achieving common goals, facilitate effective communication, and optimize work results. Thus, enhancing employee performance is a crucial responsibility for a company leader, The success of an organization or firm is significantly contingent upon the caliber of its people resources. This research will explore the phenomena related to employee performance levels and the factors that influence them, such as competence, work discipline, and teamwork, to identify the challenges faced by the airline and find solutions to improve employee performance, so that the services provided can meet the expected standards and improve the reputation and customer trust in the airline.

REVIEW OF LITERATURE

Competence

Competence refers to the capacity to execute a work or task utilizing abilities and information, underpinned by a suitable attitude. appropriate to the job. Competence refers to certain knowledge, talents, and attitudes that characterize a professional (Khaeruman et al., 2021). The benefits of competencies are clear to employees, providing a standardized description of excellence and potential future roles (Rahadi, 2021). Employee performance can only increase if the employee is competent in completing their job responsibilities in order to provide maximum and satisfactory work results (As'ad, 2021). Several indicators support competence, including (Khaeruman et al., 2021) : (1). Knowledge: includes employee knowledge and information regarding their obligations and duties. (2). Skills: refers to the ability that allows individuals to carry out tasks or jobs efficiently, such as the ability to solve problems. (3). Attitude: the way employees act in carrying out their obligations following company procedures. Employee competencies that include knowledge, skills, and attitudes will increase work effectiveness and productivity. so that employee performance increases and company goals can be achieved.

Work Discipline

Work discipline is a respectful attitude, obedience, and respect for applicable norms, both written and unwritten. This includes the capacity to enforce company policies and face the consequences of violating assigned duties and authorities (Khaeruman et al., 2021). Work discipline is a strategy for managers to talk to their workers, encourage them to behave better, and raise expectations for individual knowledge and readiness to comply with all company standards (Destri Alda & Heliyani, 2023). Work discipline is the ability of individuals to

work regularly and diligently. Work discipline can be reflected in arriving and returning on time, completing tasks properly, and complying with company regulations to minimize errors (I Nyoman Agus Hendra Maryawan, Ni Made Dwi Puspitawati, 2024). Indicators that support work discipline, including (Khaeruman et al., 2021): (1). Absence rate: one of the criteria used to assess the level of employee discipline. The more often employees are present or the less often they are absent, the higher the employee's work discipline. (2). Complying with Company Regulations: employees who obey work rules will not violate existing procedures and will always follow company work guidelines, thus creating a comfortable and smooth working atmosphere. (3). Effective Use of Time: Employees are required to make the best use of their working hours to achieve certain goals and avoid wasting time. (4). Responsibility: reflects an employee's commitment and duty to complete work correctly and on time as specified. High work discipline will contribute to consistent and efficient task implementation. so that employee performance is in accordance with airline procedures and company goals.

Teamwork

Teamwork is an activity carried out by a group of individuals who are members of one organization, and can strengthen cooperation and communication both within and between company departments (Ramadhan Abdillah & Eka Purnama Sari, 2023). Teamwork is a process of cooperation between group members who have various skills, with the direction of set goals, as well as leadership and communication support to achieve better performance (Umniyyah & Kusuma, 2024). There are several indicators to measure teamwork, including (Yuan Prasetya Yuditio et al., 2024) : (1). Responsibility: Taking responsibility together to build positive cooperation. (2). Mutual Contribution: Effective cooperation occurs when all members involved share their energy and ideas. (3). Maximum Exertion of Ability: when all team members contribute maximally, the cooperation will become stronger and superior. Teamwork in airlines is essential to ensure smooth operations. Effective communication between check-in personnel, security officers, and baggage handling staff ensures that all processes, from passenger arrival to boarding, go off without a hitch. The engagement of ground staff with the flight management team allows them to immediately resolve any issues that may arise, such as delays or schedule changes. Good teamwork creates an atmosphere of trust, where each team member feels a responsibility to support one another, contributing to increased efficiency, reducing the risk of errors, and overall ensuring every flight takes place safely and on time. Good teamwork will create synergy in achieving common goals, facilitate effective communication, and optimize employee performance.

Employee Performance

Performance is the outcome achieved by an individual in executing the responsibilities entrusted to him with skills, experience, and dedication over a certain period of time. the results of his work are measured based on the objectives that must be met by an employee when executing out responsibilities, by comparing the ratio of actual work results to quality and quantity standards determined by the company (Khaeruman et al., 2021). Employee performance is the outcome of accomplished job through a combination of grade and amount of work done according with the responsibilities and professional standards of

the company (Novia Ruth Silaen, Syamsuriansyah et al., 2021). Employee performance measures how effectively an employee fulfills job responsibilities, contributes to company goals, and reduces operational risks (I Nyoman Agus Hendra Maryawan, Ni Made Dwi Puspitawati, 2024). Several indicators support employee performance, including (Novia Ruth Silaen, Syamsuriansyah et al., 2021): (1). Work Quantity: Evaluate by comparing the volume of work given (work standards) with actual capabilities. (2). Work Quality: Emphasizes the quality of work produced and compares it to the volume of work completed. Work quality includes accuracy and neatness in task completion, as well as work ability. (3). Time Utilization: refers to the use of working time following company policy. (4). Attendance Rate: This criterion assumes that if an employee's attendance falls below the standards established by the organisation, the employee will be unable to make a full contribution to the organization. (5). Cooperation: An assessment of the involvement of all employees in meeting set goals will impact the success of teamwork.

RESEARCH METHOD

This research uses quantitative methodologies to ascertain the relationship between the influence of competence, work discipline, and teamwork on employee performance at PT Lion Mentari Airliness Ngurah Rai Airport. Population can be interpreted as a scope generalisation of items or people with specific attributes and characteristics established by researchers for analysis and then used as a basis for concluding (Usmiar & Utomo, 2020). The population of this study was operational employees of Lion Air at Ngurah Rai airport, totaling 100 employees. This sampling technique uses total sampling (full sample), which means that the quantity of samples collected is equivalent to the total population. The use of total sampling can be used if the population is less than 100, then the complete population will be utilised as a sample in the research (Destri Alda & Heliyani, 2023). In this study, the use of total sampling is considered an appropriate method as it helps to avoid bias that may occur if only a limited sample is used, thus ensuring that the results are more accurate and representative. In addition, total sampling also ensures comprehensive data collection, covering all relevant aspects and variables, so the results of this study can be guaranteed to be more complete and thorough.

The utilised data source is primary data, specifically filling out a questionnaire by employees of PT Lion Mentari Airliness Ngurah Rai Airport, which is distributed via Google Form. The selection of Google Forms is based on several reasons, namely convenience, high accessibility, and ease of data preparation. Google Forms allows filling out questionnaires online and facilitates data analysis through the results collected in the form of tables and graphs. This research uses a measuring scale, namely a Likert scale, which contains five alternative answers, namely STS (Strongly Disagree), TS (Disagree), CS (Moderately Agree), S (Agree), and SS (Strongly Agree), with a value scale of 1 to 5. Data analysis was carried out using SmartPLS version 4.0 software, which is statistical software used to evaluate the relationship between variables. The testing process in SmartPLS consists of two main stages: Outer Model, which measures the reliability and validity of indicators, Inner Model: R-Square, and hypothesis testing. The hypothesis can be accepted or rejected based on the T-statistic or P-value, as indicated by the significance weight test results. The hypothesis is rejected if the T-statistic is greater than 1.96 or the P-value is less than 0.05.

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive statistics summarize respondents' answers based on questionnaire distribution findings for each variable. This study involved 100 employees from Lion Air airlines who were willing to participate as respondents and included a variety of demographic characteristics. Descriptive tests for respondent characteristics were carried out using frequency distribution analysis, and the results are as follows (Boas, et al., 1958).

Descriptive of Respondents Based on Gender

Table 1 shows the identities of responders depending on gender, where the respondents numbered as many as 100.

Table 1.
Respondents' Gender Identity

Gender	Total	Percentage
Man	57	57%
Woman	43	43%
total	100	100%

Based on Table 1 above, it is evident that there are approximately 57 male respondents and approximately 43 female respondents. Thus, the table shows that there is a significant difference between the number of male and female employees at Lion Air Ngurah Rai Airport.

Descriptive Age of Respondents Based on Age

Table 2 shows the identities of respondents based on their age.

Table 2.
Identity of the Respondent's Age

Age	Frequency	Percentage
21-30 years	59	59%
31-40 years	25	25%
41-50 years	12	12%
> 50 years	4	4%
total	100	100%

Based on Table 2 above, one can clearly observe that the respondents belong to different age groups. There were 59 respondents aged 21 to 30 years, 25 respondents aged 31 to 40 years, 12 respondents aged 41 to 50 years, and 4 respondents aged beyond 50 years. This shows that the respondents with the largest number of respondents are respondents with an age range of 21-30 years, namely 59 respondents.

Description of Respondents Based on Length of Work

Respondent characteristics according to their term of service at Lion Air airline can be seen in Table 3 below.

Table 3.
Respondents Based on Length of Work

Length of Work	Number of Respondents	Percentage
< 1 year	22	22%
1-5 years	36	36%
6-10 years	16	16%
11-15 years	16	16%
>15 years	10	10%
total	100	100%

Based on table 3 above, the characteristics of the respondents show that there are 22 respondents with a work period of less than 1 year, 36 respondents with a work period of 1-5 years, 16 respondents with a work period of 6-10 years, 16 respondents with a work period of 10-15 years, and 10 respondents with a work period of more than 15 years. The most respondents are those with a tenure of 1-5 years, with a total of 36 respondents.

Description of Respondents Based on Work Status

Respondent characteristics according to their employment status at Lion Air airline can be seen through Table 4 below.

Table 4.
Respondents Based on Work Status

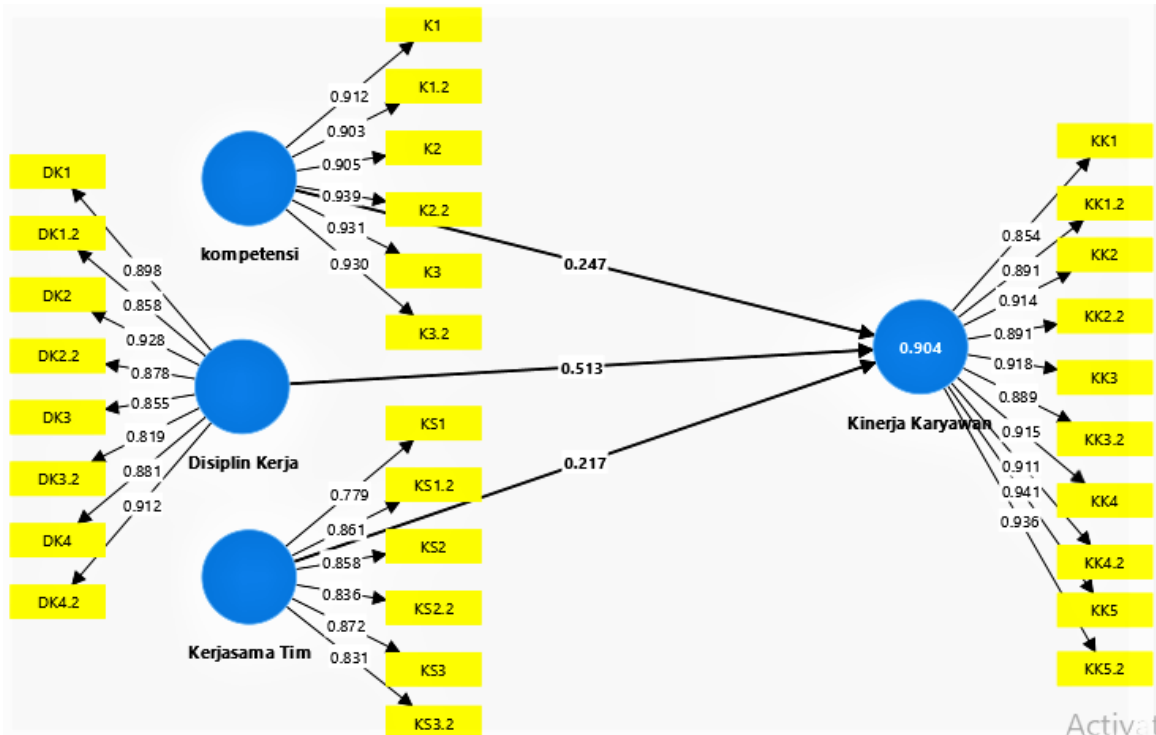
Work status	Total Respondents	Percentage
Karyawan kontrak	56	56%
Karyawan tetap	44	44%
total	100	100%

Based on Table 4, it is known that the characteristics of respondents with employee work status as permanent employees are 44 respondents, and contract employees are 56 respondents, so it can be seen that the number of respondents with the most characteristics based on work status is contract employees, as many as 56 respondents.

Calculation of the Measurement Model (Outer Model)

The results of the Measurement Model Testing (Outer Model) in this study used the Partial Least Square (PLS) method. The Outer Model testing process begins with the application of the PLS Algorithm, as shown in the figure below. After obtaining the output, the subsequent phase involves assessing the measurement model (outer model) by examining convergent validity, discriminant validity, and reliability (Hidayati et al., 2024).

Figure 2.
Algorithm PLS – Outer Loading



Source: Smartpls data processing

Convergent Validity Test Results

The Convergent Validity Test results show that convergent validity in the measurement model is applied using reflective indicators based on the loading factor value. The indicator is deemed optimal or valid if the loading factor value exceeds 0.7 for measuring the construct. Values ranging from 0.5 to 0.6 are deemed acceptable; however, if the value falls below 0.5, the indicator must be eliminated from the model. The values for the loading factor are presented in the table below, based on data computations using the PLS Algorithm (Hidayati et al., 2024).

Table 5.
Validity Test Results

Variabel items	<u>Competence (X1)</u>	<u>Work Discipline (X2)</u>	<u>Teamwork (X3)</u>	<u>Employee Performance (Y)</u>
K1	0.912			
K1.2	0.903			
K2	0.905			
K2.2	0.939			
K3	0.931			
K3.2	0.930			
DK1		0.898		
DK1.2		0.858		
DK2		0.928		
DK2.2		0.878		

DK3	0.855	
DK3.2	0.819	
DK4	0.881	
DK4.2	0.912	
KS1	0.779	
KS1.2	0.861	
KS2	0.858	
KS2.2	0.836	
KS3	0.872	
KS3.2	0.831	
KK1		0.854
KK1.2		0.891
KK2		0.914
KK2.2		0.891
KK3		0.918
KK3.2		0.889
KK4		0.915
KK4.2		0.911
KK5		0.941
KK5.2		0.936

Source: Smartpls data processing

Based on Table 5 above, the results of the loading factor calculation demonstrate that each indicator's loading factor values are identical, which have been calculated and are above 0.7 indicating valid data and can be used for further research, and have met the established criteria. To achieve convergence, the Average Variance Extracted (AVE) value for every construct is required. The AVE value obtained PLS algorithm is provided in the following table:

Table 6.
Construct Reliability and Validity

Variabel	Average Variance Extracted	description
Competence	0.847	Valid
Work discipline	0.773	Valid
Teamwork	0.705	Valid
<u>Employee Performance</u>	0.822	Valid

Source: SmartPLS data processing

According to Table 6, the AVE value for each variable exceeds 0.50, Average Variance Extracted (AVE) is acceptable in PLS-SEM because this value indicates that at least 50% of the variance of the measurement items can be explained by the measured construct. a value of 0.5 is still acceptable in PLS-SEM because this method is more flexible and can handle non-normal data. Thus, all variable indicators can be used for measuring the amount of variance of the indicator that is supported by the construct. This demonstrates that the AVE value is indicative of strong convergent validity.

Discriminant Validity Test Results

Discriminant validity for reflective indicators can be assessed through the value of cross-loading between the construct and the indicator in question. The data is presented in the following table:

Table 7.
Results of Discriminant Validity- Cross-Loading

Variables / Indicators	competence (X1)	work discipline (X2)	Teamwork (X3)	employee performance (Y)
K1	0.912	0.855	0.797	0.844
K1.2	0.903	0.829	0.807	0.818
K2	0.905	0.852	0.770	0.825
K2.2	0.939	0.887	0.846	0.858
K3	0.931	0.877	0.840	0.871
K3.2	0.930	0.910	0.832	0.883
DK1	0.869	0.898	0.802	0.860
DK1.2	0.822	0.858	0.789	0.823
DK2	0.873	0.928	0.851	0.869
DK2.2	0.867	0.878	0.835	0.816
DK3	0.798	0.855	0.775	0.784
DK3.2	0.725	0.819	0.660	0.787
DK4	0.804	0.881	0.732	0.818
DK4.2	0.877	0.912	0.810	0.847
KS1	0.640	0.696	0.779	0.693
KS1.2	0.762	0.753	0.861	0.767
KS2	0.742	0.758	0.858	0.761
KS2.2	0.744	0.727	0.836	0.740
KS3	0.787	0.768	0.872	0.762
KS3.2	0.783	0.779	0.831	0.770
KK1	0.796	0.792	0.759	0.854
KK1.2	0.806	0.863	0.768	0.891
KK2	0.840	0.876	0.825	0.914
KK2.2	0.857	0.862	0.794	0.891
KK3	0.867	0.865	0.806	0.918
KK3.2	0.821	0.829	0.773	0.889
KK4	0.818	0.851	0.790	0.915
KK4.2	0.807	0.807	0.840	0.911
KK5	0.878	0.887	0.863	0.941
KK5.2	0.878	0.876	0.866	0.936

Source: SmartPLS data processing

Based on Table 7 above, the Average Variance Extracted (AVE), is contrasted with the discriminant validity cross-loading value. which is the correlation value between constructs squared. If the correlation between the indicator and the construct is more significant than its association with other constructs, then this model can be considered valid because it meets the requirements of discriminant validity.

Reliability Test Results

The reliability testing model is used to assess the reliability of a construct. The purpose of this testing procedure is to demonstrate the measurement device's precision, consistency, and accuracy in evaluating the construct (Ariska Aditya et al., 2021). Thus, reliability reflects the consistency of the measuring instrument in identifying the same symptoms. Reliability measurement in research can be done using Cronbach's alpha value and composite reliability value, which are presented in the following table:

Table 8.
Reliability-Composite Reliability test results

Variabel	Cronbach' s alpha	Composite Reliability (rho_c)	description
competency	0.964	0.971	Reliabel
work discipline	0.958	0.965	Reliabel
teamwork	0.916	0.935	Reliabel
employee performance	0.976	0.979	Reliabel

Source: SmartPLS data processing

Based on Table 8, it is evident that the Cronbach's Alpha and Composite Reliability values of the reliability test exceed 0.7. This indicates that the variables of competence, work discipline, and teamwork may be seen as reliable variables.

The goal of significance testing, also known as bootstrapping, is to assign a significance value to each of the dependent variable constructs' indicators, which include competence, work discipline, and collaboration, as shown in the image below:

Testing the Inner Model

R-Square

Exogenous latent effects are explained using the R Square test. variables on endogenous latent variables that have a significant impact. The results of the PLS Algorithm approach for the R Square value are as follows.

Table 9.
R Square Test Result

Variabel	R-Square	R-Square adjusted
Employee Performance	0.904	0.901

Source: SmartPLS data processing

Based on Table 9, it can be seen that the endogenous variable (employee performance) with an R-Square value of 0.904, which indicates that the exogenous variables (competence, work discipline, and teamwork) can explain employee performance by 90% so that the R-Square value is categorized in the good category. Meanwhile, the residual 10% may be affected by additional variables not analyzed in this study.

Inner weight

Path Coefficient

The hypothesis can be accepted or rejected based on the T-statistic or P-value, as indicated by the significance weight test results. The hypothesis is supported if the T-statistic exceeds 1.96 and the P-value is below 0.05.

Table 10.
Path Coefficient test result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Competence -> Employees' performance	0.247	0.250	0.113	2.174	0.030
Work Discipline -> Employees' performance	0.513	0.503	0.122	4.210	0.000
Teamwork -> Employees' performance	0.217	0.225	0.093	2.326	0.020

Source: SmartPLS data processing

From table 10 above, it can be concluded that the hypothesis:

The influence of competence and employee performance is statistically significant, as evidenced by a T-statistic of 2.174, exceeding the threshold of 1.96, and a P-value of 0.030, which is less than 0.05. Competence significantly influences employee performance.

The influence of work discipline on employee performance is validated, evidenced by a T-Statistic of 4.210, exceeding the threshold of 1.96, and a P-Value of 0.000, which is less than 0.05. Work Discipline significantly influences employee performance.

The influence of Teamwork and employee performance is supported, evidenced by a T-statistic of 2.326, exceeding the threshold of 1.96, and a P-value of 0.020, which is less than 0.05. Teamwork significantly influences employee performance.

H1 : Competence on Employee Performance

The analysis results indicate that Competence has a significant positive effect on Employee Performance. The findings of this study align with the theory proposed by (Rahadi, 2021) that Competence plays an important function in molding. a person's way of thinking. Competence has been applied as a detailed framework to assist employees in directing their behavior on tasks that are significant to the organization and support the achievement of success. This proves that Increased employee competence correlates positively with enhanced performance outcomes. Competent employees can face challenges and complete tasks more efficiently, can identify and address problems through creative solutions, adapt quickly to change, and provide high-quality service to customers. These findings align with previous research (Imhar & Moch.Andyka Febrianto, 2022), (Wahyuni, S., Sjahrudin, H., & Rajab, 2024), (As'ad, 2021), (Destri Alda & Heliyani, 2023), and (Ariska Adititya et al.,

2021), confirming competence positively influences performance, though contradicting (Agustine Pariesti et al., 2022), which found a negative impact.

Competence is built by several indicators (Khaeruman et al., 2021), including Knowledge, Skills, and attitudes. The skill indicator has the most contribution. The results of this calculation prove that employees of PT Lion Mentari Airlines at Ngurah Rai Airport have a strong belief in their abilities. This is backed by responders who agree with the assertion that they have adequate skills in interacting with passengers to provide the best service. In addition, they also feel confident in carrying out practical tasks related to their work, which reflects a high level of competence and dedication in providing optimal service to each passenger. The managerial implication of this finding is that companies can utilize employee confidence and competence to improve service quality. Therefore, companies can develop effective training programs and provide incentives to employees who demonstrate high competence.

H2: Work Discipline on Employee Performance

The analysis results indicate that Work Discipline has a significant positive effect on Employee Performance. The findings of this study align with the theory proposed by (Khaeruman et al., 2021) that work discipline is an attitude that shows respect, obedience, and respect for applicable norms, both written and unwritten. This includes the capacity to execute corporate operations policies and face the consequences of violating the assigned duties and authorities. This proves that the higher the work discipline possessed by employees, the better the performance they can achieve. Disciplined employees tend to be more organized and have good time management, so they can complete work efficiently and reduce the possibility of errors. The findings of this study align with existing research (Wahyuni, S., Sjahrudin, H., & Rajab, 2024), (Ananda et al., 2023), (Destri Alda & Heliyani, 2023), and (Ariska Adittyia et al., 2021), which state that Work Discipline has a significant positive effect on employee performance. However, it is not in line with research (Hasyim et al., 2020) and (Usmiar & Utomo, 2020), indicating that Work Discipline negatively impacts Employee Performance.

Work discipline is established through the following indicators (Khaeruman et al., 2021), namely Absenteeism, Complying with Company Regulations, Effective Use of Time, and Responsibility. The largest contribution is in the indicator, Complying with company regulations. The results of this calculation prove that employees of PT Lion Mentari Airlines at Ngurah Rai Airport believe it is important to always adhere to the regulations and protocols established by the organisation. They feel that following existing work guidelines is a must, even in urgent situations. This is also evidenced by the answers obtained from the questionnaire statements distributed, where the majority of respondents gave scores of four and five for work discipline to employee performance, indicating that Recognition of the significance of work discipline contributed significantly to their performance.

H3 : Teamwork on Employee Performance

The analysis results indicate that Work Discipline has a significant positive effect on Employee Performance. The findings of this study align with the theory proposed by (Agustina et al., 2024) that teamwork is a process in which each individual on the team trusts

each other in the abilities of their colleagues and collaborates to achieve common goals. The quality of employee work can be measured by how effective the company is in managing its human resources, ensuring that each team member is committed and helps each other, both for the achievement of personal goals and for the benefit of the company as a whole. Which proves that the higher the teamwork owned by employees at Lion Air airlines, The higher the level of performance that can be attained, especially in the aviation industry which requires high coordination between departments. The results of this study are in line with research (Ananda et al., 2023), (Ibrahim et al., 2021), (Agustina et al., 2024), (Yuan Prasetya Yuditio et al., 2024), and (Umniyyah & Kusuma, 2024) which state that Teamwork has a significant positive impact on employee performance. However, it is not in line with research (Ramadhan Abdillah & Eka Purnama Sari, 2023) which states that Teamwork has a negative effect on Employee Performance.

Teamwork is developed by the following indicators: responsibility, mutual contribution, and maximum exertion of abilities. The largest contribution is in the maximum ability exertion indicator. The results of this calculation prove that employees of PT Lion Mentari Airlines at Ngurah Rai Airport have a strong belief in the importance of making the best contribution in every team project they run. They believe that the success of a team is heavily reliant on the capacity of each member to collaborate and contribute optimally. This is also evidenced by the answers from the questionnaire statements distributed, where the majority of respondents gave scores of four and five for Teamwork on employee performance, indicating that employees' commitment to collaborate and contribute optimally greatly affects their performance, and reflects a positive work culture at PT Lion Mentari Airlines.

CONCLUSION

This study reveals that Competence, Work discipline, and Teamwork significantly improve Employee Performance at PT, Lion Mentari Airlines Ngurah Rai International Airport. Specifically, the existence of higher skill competencies, the application of work discipline in accordance with company regulations, and solid teamwork and maximizing each other's abilities positively affect employee performance results at PT, Lion Mentari Airlines.

PT Lion Mentari Airlines must constantly improve the factors of competence, work discipline, and teamwork to optimize employee performance. High competence will ensure that each employee has the necessary skills and knowledge to perform their duties well. Work discipline will create a productive and efficient work environment. In addition, well-collaborated teamwork will encourage synergy between employees, so as to achieve company goals more effectively. By focusing on these three factors, PT Lion Mentari Airlines has the potential to enhance the quality of service, the level of customer happiness, and the competitiveness of the airline sector.

REFERENCES

- Agustina, I., Mutaufiq, A., & Taryanto. (2024). Pengaruh Kerjasama Tim Dan Komunikasi Terhadap Kinerja Karyawan Di PT. Samick Indonesia. *Jurnal Tadbir Peradaban*, 4, 1–50. <https://doi.org/10.55182/jtp.v4i1.367>

- Agustine Pariesti, Usup Riassy Christa, & Meitiana. (2022). Pengaruh Kompetensi dan Gaya Kepemimpinan Transformasional Terhadap Kinerja Pegawai Dengan Motivasi Sebagai Variabel Intervening Pada Kantor Inspektorat Kabupaten Katingan. *Journal of Environment and Management*, 3(1), 35–45. <https://doi.org/10.37304/jem.v3i1.4284>
- Ainun Sari, & Eny Sri Haryati. (2023). Pengaruh Kualitas Layanan dan Komplain Penumpang Terhadap Kinerja Karyawan Maskapai Wings Air Di Bandar Udara Sultan Muhammad Salahuddin Bima. *Jurnal Mahasiswa Kreatif*, 1(5), 92–103. <https://doi.org/10.59581/jmk-widyakarya.v1i5.1152>
- Ananda, W., Kristiana, A., Khojin, N., & Iskandar, K. (2023). Pengaruh Kerja Sama Tim dan Disiplin Kerja terhadap Kinerja Karyawan pada Departemen Produksi Plant Assembly PT Bintang Indokarya Gemilang Kabupaten Brebes. *JECMER: Journal of Economic, Management and Entrepreneurship Research*, 1(3), 124–136.
- Anggara, M. T., Ahluwalia, S. E. L., & ... (2023). Penerapan Disiplin Kerja Dalam Meningkatkan Kinerja Pegawai Pada PT Sucofindo Bandar Lampung. *Journal Strategy of ...*, 2, 47–57. <https://doi.org/https://doi.org/10.33365/smart.v2i2.3295>
- Annur, C. M. (2023). *Lion Air, Maskapai dengan Penumpang Terbanyak di ASEAN pada September 2023*. Databoks. <https://databoks.katadata.co.id/datapublish/2023/10/02/lion-air-maskapai-dengan-penumpang-terbanyak-di-asean-pada-september-2023>
- Ariska Aditnya, Lidia Andini, & Lailatus Sa'adah. (2021). Pengaruh Kompetensi dan Motivasi terhadap Kinerja dengan Pengembangan Karier sebagai Variabel Mediasi. *Jurnal Manajemen Dan Kewirausahaan*, 6(1), 42–59. <https://doi.org/10.32503/jmk.v6i1.1214>
- As'ad, A. (2021). Pengaruh Kompetensi, Motivasi Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan. *YUME: Journal of Management*, 4(1), 191–200. <https://doi.org/10.37531/yum.v4i1.965>
- Boas, R. P., Klamkin, M. S., Squier, D. P., & Zeitlin, D. (1958). 4728. *The American Mathematical Monthly*, 65(2), 126. <https://doi.org/10.2307/2308901>
- Destri Alda, S., & Heliyani. (2023). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil Dengan Motivasi Kerja Sebagai Moderasi (Studi Empiris Pada BKPSDM Kabupaten Pasaman). *Jurnal Mirai Management*, 8(1), 240–250. <https://doi.org/10.37531/mirai.v8i1.4990>
- Fitria Agustina, & Mochammad Isa Anshori. (2024). Peran Kompetensi Individu terhadap Kinerja Karyawan pada PT Berkah Industri Mesin Angkat (BIMA) Surabaya. *Jurnal Riset Manajemen*, 2(2), 82–93. <https://doi.org/10.54066/jurma.v2i2.1773>
- Hasyim, M. A. N., Maje, G. I. L., Alimah, V. ', & Priyadi, S. A. P. (2020). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan PT.Kahatex. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 3(2), 58–69. <https://doi.org/10.36778/jesya.v3i2.161>
- Hidayat, M. S., Perkasa, D. H., Faruq Abdullah, M. Al, Desty Febrian, W., Purnama, Y. H.,

- Deswindi, L., & Ekhsan, M. (2024). Pengaruh Motivasi Kerja, Disiplin Kerja dan Gaya Kepemimpinan terhadap Kinerja Karyawan di PT Kalimutu Mitra Perkasa. *Journal of Management and Bussines (JOMB)*, 6(1), 287–297. <https://doi.org/10.31539/jomb.v6i1.7570>
- Hidayati, L. Z., Firdaus, V., & Sumartik, S. (2024). THE INTEGRAL ROLE OF MOTIVATION, DISCIPLINE, AND WORK ENVIRONMENT IN IMPROVING EMPLOYEE PERFORMANCE IN SURABAYA PLANTATIONS. *International Journal of Business, Law and Political Science*, 1(9), 52–67. <https://doi.org/10.61796/ijblps.v1i9.192>
- I Nyoman Agus Hendra Maryawan, Ni Made Dwi Puspitawati, N. L. G. P. P. (2024). PENGARUH KOMPETENSI, PENGEMBANGAN KARIR DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN PADA PT. BPR ULATIDANA RAHAYU KABUPATEN GIANYAR. *Values, Fakultas Ekonomi Dan Bisnis Universitas Mahasaraswati Denpasar*, 3(4), 413–446.
- Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). PENGARUH KERJASAMA TIM TERHADAP KINERJA KARYAWAN DI PT LION SUPERINDO. *Jurnal Arastirma*, 1(2), 316. <https://doi.org/10.32493/arastirma.v1i2.12369>
- Ikaningtyas, M., Zhahran, B. D. A., Yuanesya, Z. L., & Carolina, A. (2024). Pemberdayaan Karyawan Melalui Pelatihan dan Pengembangan: Pengaruhnya Terhadap Pertumbuhan Bisnis. *Economics And Business Management Journal (EBMJ)*, 3(01), 77–85.
- Imhar, & Moch.Andyka Febrianto. (2022). PENGARUH KEPEMIMPINAN, BUDAYA ORGANISASI, DAN KOMPETENSI TERHADAP KINERJA KARYAWAN BAGIAN TEKNISI PESAWAT PT. LION MENTARI AIRLINES. *Jurnal Publikasi Manajemen Informatika*, 1(3), 14–22. <https://doi.org/10.55606/jupumi.v1i3.245>
- Khaeruman, Marnisasah, L., Idrus, S., Irawati, L., Farradia, Y., Erwantiningsih, E., Hartatik, Supatmin, Yuliana, Aisyah, N., Natan, N., Widayanto, mutinda teguh, & Ismawati. (2021). Meningkatkan Kinerja Sumber Daya Manusia Konsep & Studi Kasus. In CV. AA. RIZKY.
- Novia Ruth Silaen, Syamsuriansyah, Reni Chairunnisah, Maya Rizki Sari Elida Mahriani, Rahman Tanjung, Diana Triwardhani, Anne Haerany Anis Masyuroh, Dewa Gede Satriawan, Ambar Sri Lestari Opan Arifudin, Zackharia Rialmi, S. P. (2021). *Kinerja Karyawan* (aji abdullatif usman taufik (ed.)). Widina Bhakti Persada Bandung.
- Rahadi, D. R. (2021). Kompetensi Sumber Daya Manusia. In CV. *Lentera Ilmu Madani* (Issue 1991).
- Ramadhan Abdillah, & Eka Purnama Sari. (2023). PENGARUH KERJASAMA TIM DAN PENGAWASAN TERHADAP KINERJA KARYAWAN PADA PT. INDOLAKTO CABANG MEDAN. *Jurnal Publikasi Ilmu Manajemen*, 2(1), 170–183. <https://doi.org/10.55606/jupiman.v2i1.1299>
- Supardam, D., & Raza Bunahri, R. (2023). Faktor-Faktor yang Mempengaruhi Inovasi dalam Sektor Penerbangan: Kapabilitas Sumber Daya Manusia, Kemajuan Teknologi, dan

- Prominensi Energi Bersih. *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(4), 1–8.
<https://doi.org/10.31933/jemsi.v4i4>
- Umniyyah, T. H., & Kusuma, K. A. (2024). Relationship between Teamwork, Communication, and Work Discipline on Employee Performance at CV Ayo Berjaya Berkarya. In *Management Studies and Entrepreneurship Journal* (Vol. 4, Issue 6, pp. 8865–8877). <https://doi.org/10.21070/ups.3664>
- Usmiar, U., & Utomo, R. (2020). PENGARUH MOTIVASI DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN BALAI MONITOR SPEKTRUM FREKUENSI RADIO KELAS II PADANG. *Jurnal Menara Ekonomi : Penelitian Dan Kajian Ilmiah Bidang Ekonomi*, 6(3), 106–114.
<https://doi.org/10.31869/me.v6i3.2243>
- Vivid Violin, Mahfudnurnajamuddin, Sabri Hasan, & Muhlis Sufri. (2022). Pengaruh Konsep Low-Cost Carrier dan Kualitas Layanan terhadap Kepuasan dan Loyalitas Pelanggan pada Maskapai Lion Airlines di Indonesia. *Journal of Management Science (JMS)*, 3(2), 150–160. <https://doi.org/10.52103/jms.v3i2.957>
- Wahyuni, S., Sjahrudin, H., & Rajab, A. (2024). Kebermaknaan Kompetensi Dan Disiplin Kerja Dalam Meningkatkan Kinerja Pegawai. *Jurnal Bina Bangsa Ekonomika*, 17(2)(2), 1375–1387. <https://doi.org/10.46306/jbbe.v17i2.563>
- Yuan Prasetya Yuditio, Rizky Nastiti, Muhammad Maladi, & Ibrahim Daud. (2024). Pengaruh Komunikasi Dan Kerjasama Tim Terhadap Kinerja Pegawai Di Sekretariat Daerah Kabupaten Barito Timur. *Manajemen : Jurnal Ekonomi*, 6(1), 143–151.
<https://doi.org/10.36985/manajemen.v6i1.1159>