

The Influence of Work Facilities, Communication and Motivation on Employee Performance at the Pioneer Air Transport Subsidy Service Elelim Coordinator

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ABSTRACT

This research was conducted on employees at the Regional Coordinator of Pioneer Air Transport Subsidy Services. The purpose of this study was to determine and analyze the influence of work facilities, Communication and Motivation on employee performance, both partially and simultaneously. This research is a quantitative study using Multiple Regression using SPSS Version 27 software. The population in this study were all employees at the Regional Coordinator of Pioneer Air Transport Subsidy Services serving 16 pioneer routes. A total of 80 respondents and samples were taken from the entire population. The results of the study indicate that partially work facilities have a significant effect on employee performance, Communication does not have a significant effect on employee performance, motivation has a significant effect on employee performance and simultaneously work facilities, Communication and motivation have a significant effect on employee performance at the Regional Coordinator of Pioneer Air Transport Subsidy Services.

Keywords: work facilities, communication, motivation and employee performance

INTRODUCTION

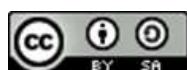
Pioneer air transport subsidies are one of the national strategic programs that have been implemented since 1990. The function of pioneer air transport is to serve and provide flight routes to remote and underdeveloped areas or areas that are not yet served by other modes of transportation and are not yet commercially profitable.

In Indonesia, there are around 18 Regional Coordinators (Korwil) for pioneer air transport subsidies, 9 of which are spread across Papua, namely Korwil Sorong, Manokwari, Nabire, Timika, Wamena, Merauke, Tanah Merah Oksibil and Korwil Elelim (Christian & Astini, 2025)

Specifically in Papua, especially in mountainous areas, pioneering air transport services are very essential because to connect one region to another, there are still many areas that can only be reached by air transport.

One of the areas in the mountainous region of Papua that receives pioneer air transport subsidies is the Elelim regional coordinator which serves around 16 pioneer routes covering remote areas.

In serving the 16 pioneer routes, the Elelim Regional Coordinator needs to evaluate performance in improving air transport services, especially employee performance is still felt to be less than optimal in providing services to the public.



Several factors affecting employee performance at the Elelim Regional Coordinator include knowledge, skills, competence, communication, work motivation, and inadequate work facilities. High employee performance is essential for companies because it helps achieve organizational goals.

Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Kumendongl et al., 2025)

Communication is one of the factors that can influence employee performance, as research conducted by (Gaho Tety Suryani, 2024); (Fernando & Almasdi, 2024). Organizational communication is a crucial process involving the exchange of information, ideas, and messages among members of an organization (Asep Deni, MM, 2024).

Another factor that can influence employee performance is motivation, as demonstrated in research conducted by (Endah Suryani et al., 2021) and (Shantini Rumbi et al., 2021). Motivation is a drive that arises from within a person; even human activity is inseparable from motivation (Siregar, 2020).

Besides communication and motivation, another factor that can influence employee performance is work facilities, as demonstrated by research conducted by (Mokoolang et al., 2022) and (Pelasula et al., 2024). Work facilities are the tools and infrastructure provided by the company to support employee work activities, which constitute their duties and responsibilities (Pelasula et al., 2024).

Based on observations made on the performance of Elelim Regional Coordinator employees in supporting Pioneer Air Transport services, it was found that employee performance on Ground Handling was not optimal so it needed attention so that in the future employee performance would be better. Ground Handling or Ground Operations is knowledge and skills about handling aircraft on the apron, handling passengers and their baggage in the terminal and cargo, as well as posts in the cargo area. This was caused by employees who were not yet able to develop and accelerate communication and also inadequate facilities which hampered the smoothnessn service to passengers.

Furthermore, the availability of facilities that support work also significantly impacts employee performance. Infrastructure, such as workspaces and the availability of tools to assist in completing tasks, impact employee performance.

Motivation and job satisfaction are internal factors that influence organizational performance. Awareness and passion for one's work are factors that drive an employee's motivation to carry out their work responsibly.

In addition to the phenomena discussed previously, the inconsistency of several previous research findings, or gaps, also motivated researchers to pursue this topic. These studies, such as those conducted by Mokoolang et al., 2022, showed that work facilities significantly influence employee performance. Similarly, Pelasula et al., 2024, also found research supporting the significant influence of work facilities on employee performance.

However, several studies have yielded conflicting results. (Yani, 2023) stated that work facilities have no significant impact on employee performance. Furthermore, other studies, such as (Aurelia & Octavera, 2025); (Jayanti & Wahyuni, 2021), also support the same finding that work facilities have no significant impact on employee performance.

Several studies have shown a positive correlation between motivation and employee performance, including those conducted by Endah Suryani et al. (2021); Shantini Rumbi et al. (2021) who agree that motivation has a significant influence on

employee performance. However, research conducted by Nuraini et al. (2024) indicates that motivation does not significantly influence employee performance.

Furthermore, several studies have examined the influence of communication on employee performance. Studies conducted by (Gaho Tety Suryani, 2024) and (Manao Wirman, 2018) found that communication influences employee performance. However, research by (Fernando & Almasdi, 2024) found a different finding, indicating that communication had no significant effect on employee performance.

METHOD

This research is a quantitative research that emphasizes more on measurement, statistical analysis and generalization of results (Sri Anjarwati, SE, Ak, 2024), using multiple regression.

Population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). The population in this study is all employees who work at the Elelim Regional Airport, totaling 80 people. The sample in this study is the entire population, namely 80 respondents or saturated samples, namely a sampling technique that involves all members of the population as research samples.

RESULTS AND DISCUSSION

Validity Test

The criteria for assessing the validity test are if $r_{hitung} > r_{tabel}$ (at a significance level of $\alpha = 0.05$) then it can be said that the questionnaire item is valid. If $r_{hitung} < r_{tabel}$ (at a significance level of $\alpha = 0.05$) then it can be said that the questionnaire item is invalid. The results of the validity test for each variable are as follows.

Table 1 Validity Test of Facility Variables

Indicator	R count	R table	significance	α	Information
X11	0.826	0.217	0,000	0.05	Valid
X12	0.772	0.217	0,000	0.05	Valid
X13	0.828	0.217	0,000	0.05	Valid
X14	0.810	0.217	0,000	0.05	Valid
X15	0.752	0.217	0,000	0.05	Valid
X16	0.823	0.217	0,000	0.05	Valid
X17	0.736	0.217	0,000	0.05	Valid
X18	0.789	0.217	0,000	0.05	Valid
X19	0.785	0.217	0,000	0.05	Valid
X110	0.762	0.217	0,000	0.05	Valid

Source: Processed data, 2025

Table 2. Validity Test of Communication Variables

Indicator	R count	R table	significance	α	Information
X21	0.797	0.217	0,000	0.05	Valid
X22	0.841	0.217	0,000	0.05	Valid
X23	0.731	0.217	0,000	0.05	Valid
X24	0.842	0.217	0,000	0.05	Valid
X25	0.742	0.217	0,000	0.05	Valid
X26	0.755	0.217	0,000	0.05	Valid
X27	0.821	0.217	0,000	0.05	Valid

X28	0.764	0.217	0,000	0.05	Valid
X29	0.746	0.217	0,000	0.05	Valid
X210	0.802	0.217	0,000	0.05	Valid

Source: Processed data, 2025

Table 3 Validity Test of Motivation Variables

Indicator	R count	R table	significance	α	Information
X31	0.805	0.217	0,000	0.05	Valid
X32	0.787	0.217	0,000	0.05	Valid
X33	0.828	0.217	0,000	0.05	Valid
X34	0.796	0.217	0,000	0.05	Valid
X35	0.762	0.217	0,000	0.05	Valid
X36	0.773	0.217	0,000	0.05	Valid
X37	0.838	0.217	0,000	0.05	Valid
X38	0.797	0.217	0,000	0.05	Valid
X39	0.790	0.217	0,000	0.05	Valid
X310	0.826	0.217	0,000	0.05	Valid

Source: Processed data, 2025

Table 4: Performance Variable Validity Test

Indicator	R count	R table	significance	α	Information
y1	0.866	0.217	0,000	0.05	Valid
y2	0.799	0.217	0,000	0.05	Valid
y3	0.831	0.217	0,000	0.05	Valid
y4	0.808	0.217	0,000	0.05	Valid
y5	0.788	0.217	0,000	0.05	Valid
y6	0.817	0.217	0,000	0.05	Valid
y7	0.779	0.217	0,000	0.05	Valid
y8	0.792	0.217	0,000	0.05	Valid
y9	0.756	0.217	0,000	0.05	Valid
y10	0.835	0.217	0,000	0.05	Valid

Source: Processed data, 2025

Based on tables 1, 2, 3 and 4, it shows that all indicator items for each variable, namely the variables Work Facilities, Communication, Motivation and Employee Performance are valid because count > r table or significance value is less than 0.05.

Reliability Test

Table 5: Reliability Test of Facility Variables

Reliability Statistics

Cronbach's

Alpha	N of Items
.928	10

Source: Processed data, 2025

Table 6: Reliability Test of Communication Variables

Reliability Statistics

Cronbach's

Alpha	N of Items
.928	10

Source: Processed data, 2025

Table 7 :: Reliability Test of Motivation Variables

Cronbach's Alpha	N of Items
.938	10

Source: Processed data, 2025

Table 8: Reliability Test of Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.938	10

Source: Processed data, 2025

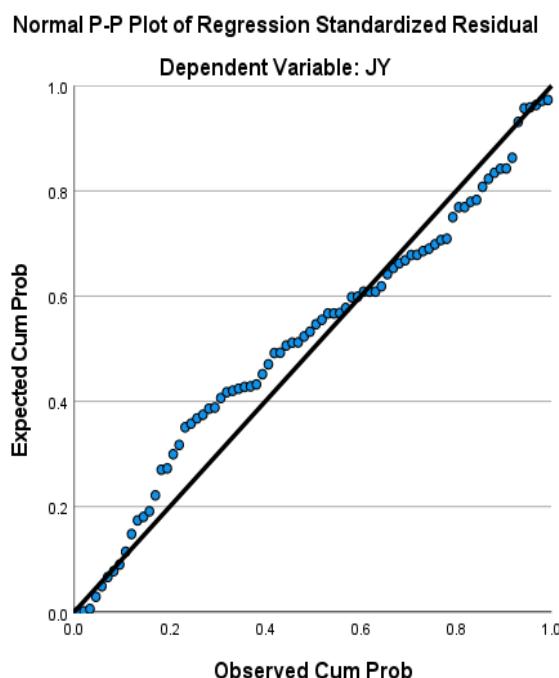
Based on the results of the reliability test in this study, it can be concluded that the work facilities variable produces an Alpha value of 0.928, the Communication variable (X2) produces an Alpha value of 0.928, the Motivation variable (X3) produces a value of 0.938. Meanwhile, the employee performance variable produces an Alpha value of 0.938. All Alpha values of these four variables are greater than 0.60. Thus, it can be concluded that the statement items of the four research variables are declared valid and reliable.

CLASSICAL ASSUMPTIONS

Normality Test

The normality test for the distribution of the research data was conducted by examining the data distribution on a normal probability plot. The results of the normal probability plot test for the research data are shown in the image below.

Figure 1: Normality Test Results



Based on the normal probability plot above, the research data can be said to have fulfilled the normality rules because it can be seen that the data is spread along a diagonal line, the distribution is random and does not form a particular pattern.

Multicollinearity Test

This study's multicollinearity test uses the Variance Inflation Factor (VIF) value. If the VIF is greater than 10, multicollinearity is present. Conversely, if the VIF is less than 10, multicollinearity is not present. The results of the multicollinearity test are as follows:

Table 9 Multicollinearity Test

Coefficientsa

Model		Collinearity Statistics	
		Tolerance	VIF
1	JX1	.486	2,057
	JX2	.661	1,513
	JX3	.398	2,513

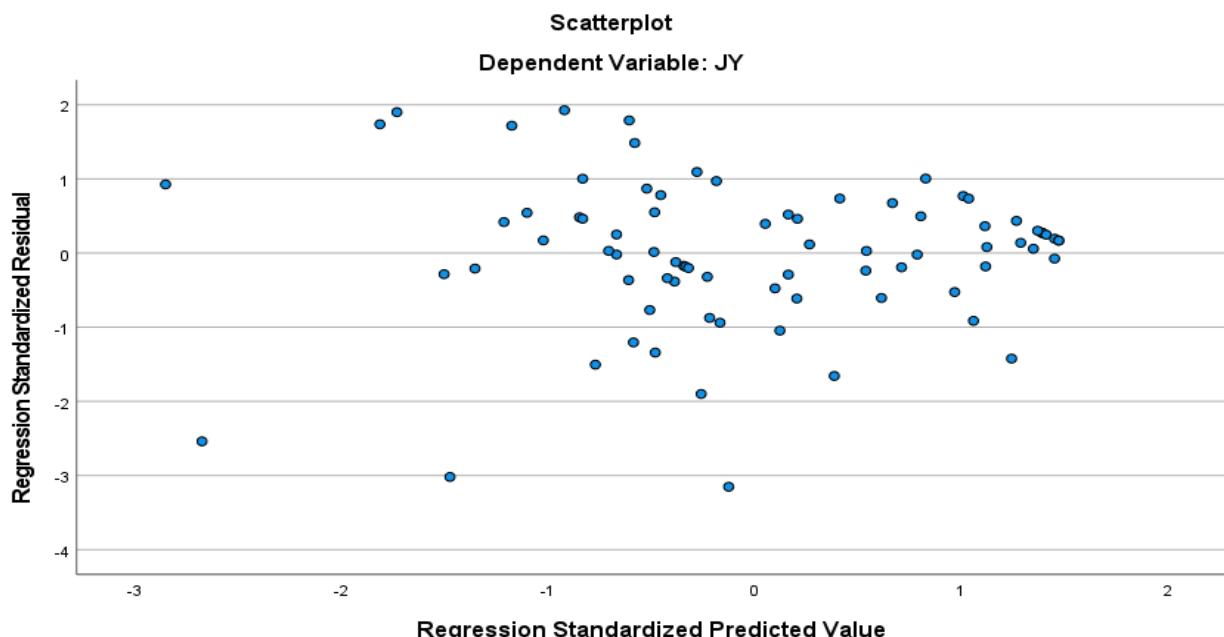
a. Dependent Variable: JY

Based on table 9, the results of the multicollinearity test show that the tolerance value is close to 1 and the VIF value is below 10, which means that there is no multicollinearity between the independent variables in this study.

Skewedness Test

Heteroscedasticity testing in this study was conducted by examining scatterplot charts. The following are the results of the heteroscedasticity test, as seen in the scatterplot chart below:

Figure 3: Heteroscedasticity Test



Based on the image above, it shows that the research data is free from heteroscedasticity because the data points are spread above and below the number 0 on the Y axis.

REGRESSION ANALYSIS

This research is a quantitative research using multiple regression with the following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Where:

Y = Performance

X1 = Work facilities

X2 = Communication

X3 = Motivation

a = Constant

e = residue

b1,b2,b3= Regression coefficient

Table 10: Results of the Determination Coefficient Test

		Model Summary			
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	
1	.798a	.637	.622	3,707	

a. Predictors: (Constant), JX3, JX2, JX1

Table 11: F Test Results

ANOVA

Model		Sum	of	Mean Square	F	Sig.
		Squares	df			
1	Regression	1831,390	3	610,463	44,416	.000b
	Residual	1044,560	76	13,744		
	Total	2875.950	79			

a. Dependent Variable: JY

b. Predictors: (Constant), JX3, JX2, JX1

Table 12: t-Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,462	3,307		1,349	.181
	JX1	.296	.096	.304	3,070	.003
	JX2	.099	.071	.119	1,396	.167
	JX3	.508	.117	.475	4,335	.000

a. Dependent Variable: JY

Regression Equation

$$Y=4.462+0.296X1+0.099X2+0.508X3$$

Where:

- Y = Employee Performance
- X1 = Work Facilities
- X2 = Communication
- X3 = Motivation

Hypothesis Test Results

Based on tables 11 and 12, the results of the hypothesis test in this study are as follows:

- 1) Work facilities have a significant impact on employee performance At the Regional Coordinator of Elelim Services Pioneer Air Transport Subsidy
- 2) Communication does not have a significant effect on employee performance at the Regional Coordinator of Elelim Services Pioneer Air Transport Subsidy
- 3) Motivation has a significant influence on employee performance at the Regional Coordinator of Elelim Services Pioneer Air Transport Subsidy
- 4) Work facilities, communication and motivation together have a significant influence on employee performance at the Regional Coordinator of Elelim Services Pioneer Air Transport Subsidy

Coefficient of Determination

The coefficient of determination aims to determine the magnitude of the influence of the independent variable on the dependent variable. The results of the coefficient of determination can be seen in table 10 showing that the R Square value is 0.637, this means that the variables of work facilities, communication and motivation together are able to influence employee performance at the Korwil Elelim Pioneer Air Transport Subsidy Service.

Discussion

The influence of work facilities on employee performance

Work facilities have a t-value of 3.070 and a significance value of 0.003, so the significance value is smaller than 0.05 at a significance level of 5%, this means there is a significant influence between work facilities on employee performance. The regression coefficient value of 0.296 indicates a positive influence of work facilities on employee performance. The better the work facilities, the better the employee performance.

Good work facilities will be able to support the work of employees, especially those in the Elelim Regional Coordinator for Air Transportation Subsidy Services, the Pioneer of Air Transportation Subsidy Services, who are in the field, so that they can smooth the flow of flights in the Elelim Regional Coordinator area. Although the facilities owned by *Ground Handling* The airports in the Elelim Regional Coordination are still simple but can support the implementation of the work within the given timeframe. The research results are in line with research conducted by (Untailawal et al., 2024); (Aurelia & Octavera, 2025); (Pelasula et al., 2024).

The Influence of Communication on Employee Performance

Communication has a t-value of 1.396 and a significance value of 0.167, so the significance value is greater than 0.05 at a significance level of 5%, this means that there is no significant influence between communication and employee performance.

The results of the study show that communication does not affect employee performance. This means that communication is not a factor that can affect employee performance. Facts in the field Most of the pilots who carry out duties in the Elelim Regional Coordination area are foreign citizens and most of their communication is in English and most of the employees are not fluent in English but the pilots are able to convey their intentions and can be understood by the workers in the field because the things conveyed by the pilots are always repeated such as boarding times, passenger checks, weighing goods.

The results of this study are not in line with research conducted by(Gaho Tety Suryani, 2024)but in line with research conducted by(Fernando & Almasdi, 2024).

The Influence of Motivation on Employee Performance

Motivation has a t-value of 4.335 and a significance value of 0.000, so the significance value is smaller than 0.05 at a significance level of 5%, this means there is a significant influence between motivation and employee performance. The regression coefficient value of 0.508 indicates a positive influence of motivation on employee performance. The better the employee's work motivation, the better the employee's performance.

Good work motivation that comes from within and from outside the employees will be able to support the work of the employees, especially the employees at the Elelim Regional Coordinator for Pioneer Air Transport Subsidy Services who are in the field so that they can smooth the flow of flights in the Elelim Regional Coordinator area.

The results of this study are in line with research conducted by(Shantini Rumbi et al., 2021);(Endah Suryani et al., 2021);(Christian et al., 2024);(Norkhalisah, Budiman Arif, 2024).

CONCLUSION

The results of the study can be concluded that: Partially, work facilities have a significant effect on employee performance in the Regional Coordinator of Pioneer Air Transport Subsidy Services; Communication does not have a significant effect on employee performance in the Regional Coordinator of Pioneer Air Transport Subsidy Services; Motivation has a significant effect on employee performance in the Regional Coordinator of Pioneer Air Transport Subsidy Services and simultaneously, work facilities, communication and motivation together have a significant effect on employee performance in the Regional Coordinator of Pioneer Air Transport Subsidy Services.

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