



## Development of Human Resources and Competencies to Increase Employee Work Motivation

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### ABSTRACT

This research aims to analyze the influence of developing human resources (HR) for Civil Servants (PNS) simultaneously on increasing work motivation at the UPBU Tampa Padang Office, Mamuju Regency. The results of this research show that the development of human resources and employee competency simultaneously has a significant and positive effect on increasing work motivation at the Tampa Padang UPBU Office. This refers to the employee development method that has been applied at Tampa Padang Airport which is considered to be good, because in general the human resource development model seen from research indicators has a clear employee development design. Employees in turn become motivated and gain clarity when it comes to thinking about their career development. Conditions like this are enhanced by the clear direction of employee development through training programs that have been held by Tampa Padang Airport. It is hoped that the recommendations of this research should be in order to create an appropriate employee development strategy model, in order to form qualified and professional employees, aspects such as the vision, mission and goals of the organization should be used as the basis for building employee development patterns. Apart from the dominant aspects mentioned above, there are things that need to be considered, namely discipline, moral and ethical development, then performance assessment, technical training and empowerment.

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## Introduction

To fulfill demands for bureaucratic reform in every government agency, it is deemed necessary to redesign organizational management, which includes a set of components such as structure and human resources (HR) to achieve the desired goals and results. There is a framework in organizational management that connects the parts of the task that must be filled by someone who has competence based on their respective expertise. For this reason, adequate human resource development activities are needed to fill positions and positions in accordance with their skills, education and competence (Ansori, 2021; Iskanto, 2022). The goal is to complete the tasks that have been assigned to him (job description). A person who has human resources, who is often called a civil servant, occupies a position in an organization or government body who is capable of carrying out work in accordance with his main duties and functions (PNS). defines development as a process to improve employee abilities through increasing general knowledge, growth in mastery of theory, and decision making in relation to organizational problems (Iskanto, 2023b, 2023a; Qasim et al., 2022; Wahyuni et al., 2023).

Development is a long-term process of capacity building or education to improve conceptual skills, make decisions and expand relationships to achieve general goals, carried out systematically and regularly and carried out by managerial staff. So in this case the development is aimed at managers or staff so that they are better able to manage an organization through decision making and expanding human relations (Adula & Kant, 2022; Agusra et al., 2021; Ghazali et al., 2022; Iskanto, 2021).

Human resource development is the process of changing the human resources owned by an organization from one condition to another that is better to prepare for future responsibilities in achieving organizational goals. Human resource development is an effort to develop the quality or ability of human resources through the process of education, training and employee management for optimal results. Therefore, to achieve organizational goals in carrying out its duties and functions, reliable human resources are needed to drive the organization's progress in achieving its goals.

The Tampa Padang Mamuju Airport Management Unit (UPBU) is a government office with an organizational structure based on positions resulting from the formation of Civil Servants (PNS) and regulated by applicable regulations. Organizations must develop human resources for civil servants as a process of building capabilities and competencies in accordance with this. Currently, the organizational structure is being prepared by offering the possibility for civil servants who already have human resource capabilities that meet the required general education level of a bachelor's degree and special skills education in improving employment (Adu & Nawangsari, 2022; Agaba et al., 2023; Hidayah, 2022; Hidayat & Muh. Abdul Aziz, 2022).

The government program related to developing employee human resources at the Civil Aviation Office is based on provision Number 5 of 2018 concerning competency development for state civil servant employees, namely "every civil servant has the same rights and opportunities to participate in competency development".

Competency development which aims to improve the human resources capabilities of civil servants which can also be said to be a form of realizing an HR development program in improving the work of civil servants in carrying out their main tasks and functions at the UPBU Tampa Padang Office, Mamuju Regency.

Initial observations of the civil servant human resource development process show that it has not been implemented adequately in accordance with the expected human resource development ideas. This is because it can be seen in the organizational structure of civil servant human resources for placement of position formations at the UPBU Tampa Padang Mamuju Office. One example of the lack of optimal human resource development at the Tampa Padang UPBU Office can be seen from the fact that even though 46 civil servants are required to have a bachelor's degree, there are still civil servants who occupy structural positions. The latest education is a Diploma (D.III), while several officials meet the requirements of having received a Bachelor's degree (S1), which fulfills the requirements for the establishment of this position. Furthermore, initial observations revealed that there were influencing factors, such as the arrangement of positions occupied by employees who were still pursuing education with credentials determined by the leadership. Therefore, in this case the research will be limited to internal and external organizational factors that can influence human resource development in the ongoing process of civil servant activities in the office, which is related to the scope of analysis of civil servant human resource development in increasing the work motivation of employees working at the UPBU Tampa Padang Office. Data regarding civil servant human resources working at UPBU Tampa Padang, Mamuju Regency is presented in Table 1

Table 1. Human Resources for Civil Servants at UPBU Tampa Padang

No.	Education	Number (Org)	Percentage%
1.	high school	29	63.04%
2.	D2	1	2.17%
3.	D3	4	8.69%
4.	D4	3	6.52%
5.	S1	9	19.57%
	<b>Amount</b>	<b>46</b>	<b>100.00</b>

Source: UPBU Office, 2022

Based on this data, it can be seen that the number of civil servants working at the Tampa Padang UPBU Office is 46 people, consisting of 29 employees with high school education with a percentage of 63.04%, 9 people with bachelor's degrees or 19.57%. DIII education was 4 people or 8.69%, D4 education was 3 people or 6.52%, and DII education was 1 person or 2.17%. High school education still dominates at 63.04%, while DII education is only 2.17%. Based on this data, it indicates that civil servants who work at the UPBU Tampa Padang office have inadequate human resources, which affects the increase in employee work motivation.

Based on these data, it appears that employees at the UPBU Tampa Padang Office, Mamuju Regency still lack human resources, especially in competency, with a shortage of staff with a Bachelor's Degree (S1) education as standard human resources, so that in carrying out their duties, many still do not know accurately the meaning of superiors' orders, so lack of support for improving employee work at UPBU Tampa Padang, Mamuju Regency.

The existing condition of HR development that is expected is the development of Civil Servants (PSN) who work at the Tampa Padang UPBU Office with a Strata 1 (S1) degree, but in reality, of the 46 Civil Servants (PNS), only 19.57% have a background Bachelor's degree education thus has an effect on improving organizational performance. Especially in the development of human resources who still have high school education (63.04%), there has been no development towards increasing the level of education to undergraduate level, there is still limited implementation of employee transfers, there are still limited employees participating in education and training, thus affecting employee work motivation in carrying out their duties and functions. Based on the problem that will be the focus of the research, the author.

Based on the problem that will be the focus of the research, the author is interested in conducting a study related to human resource development and employee competency by taking the following title: "The Influence of Human Resource and Competency Development on Increasing Employee Work Motivation at Airport Management Unit Offices (UPBU) Tampa Padang Mamuju"

## Method

The research used in this research is quantitative descriptive research. Descriptive research is a systematic, factual and accurate description or painting of the phenomena or relationships between the phenomena being investigated. In this research, the population is employees with civil servant status at Tmap Padang Airport, totaling 46 employees. the population at Tampa Padang Airport is no more than 100 people, so the total population is included in the sample. Thus the research sample was 46 people. Respondent surveys were used to collect primary data for this study, and observation was used as an additional data collection technique.

## Results and Discussion

Mamuju Regency, West Sulawesi, is home to Tampa Padang Airport. The runway at this airport measures 2,500 x 45 m. About 31 kilometers separate this location from Mamuju. This terminal has two taxiways and can handle more than 100 passengers. Merpati Airlines used AIRBUS A320 and BOEING 737-200/300/400 to transport Hajj pilgrims to and from this airport in 2010. This airline has served the Mamuju-Makassar route

Roundtrip from Tampa Padang Mamuju Airport three times a day since 2013. Wings Air and Garuda Indonesia are two of these airlines. There are now four flights daily between the airport and Makassar. Apart from that, Wings Air added a new route from Balikpapan to Mamuju PP once a day. An A320 and Boeing 737, as well as CRJ 1000 and ATR 72 500/600 aircraft, are also available for use at the airport.

The increasing number of planes using Tampa Padang Airport in Mamuju and Sumarorong Regencies, Mamasa Regency as departure and arrival points can be interpreted as a sign of aviation activity in West Sulawesi. For example, in March 2015 there were 2,811 departing air passengers according to the data. Compared to March last year, which reached 1,915 homecoming travelers, the number of arriving passengers increased by 59.11 percent. In March 2015, 23,988 kg of goods were unloaded, an increase

of 136.64 percent from the 10,137 kg of goods unloaded in February 2015. Meanwhile, in March 2015 17,595 kg of cargo was loaded. about 113.53% above the 8,240 kg recorded in February of the previous year. This year's weight gain is 138.06 percent higher than the same month last year, which reached 7,391 kg. West Sulawesi tourist attractions must be managed well so that they become one of the most popular tourist destinations in Indonesia. Of course the aim here is to increase the number of tourists visiting West Sulawesi, which will help the region financially through the tourism industry. It is also possible to increase the frequency of flights to and from Mamuju so that the airport infrastructure can be utilized optimally.

Air travel volumes have continued to increase over the last 20-30 years. a combination of technological breakthroughs in e-commerce and changes in global supply chains are to blame, as are initiatives to cut inventory costs and speed order processing cycle times. As air freight continues to increase in popularity, the volume of commodities shipped remains small, but the value of those goods continues to increase.

Meanwhile, growth in flights to and from Tampa Padang Airport in Mamuju Regency and Sumarorong Airport in Mamasa Regency in West Sulawesi can be noted. Flight departures increased 97.67 percent in March 2015 compared to February 2015 when only 43 flights departed. There was an increase of 117.95 percent in flights compared to March last year when there were 39.

In March 2015 there was a 96.77% increase in the number of arriving planes, as many as 85 flights, compared to 43 flights in February 2015. There were flights up 117.95 percent compared to March last year, namely there were 39 flights.

In March 2015, there were 2,811 passengers flying out of the airport. There was an increase of 50.64 percent from the number of people counted in February last year. There was an increase of 44.75 percent in March last year compared to conditions which reached 1,942 people. Passengers arriving in March 2015 amounted to 3,047, an increase of 71.95 percent compared to those arriving in February 2015 which amounted to 1,772. Compared to March last year, which reached 1,915 homecoming travelers, the number of arriving passengers increased by 59.11 percent.

In March 2015, 23,988 kg of product was out of stock, an increase of around 136.64 percent from the February 2015 total of 10,137 kg, in the logistics industry. In March this year there was an increase of 190.27 percent above the condition in March the previous year which amounted to 8,264 kg. Meanwhile, 17,595 kg of cargo was loaded during March 2015. This amount increased by around 113.53% from 8,240 kg recorded in February the previous year. There was an increase of 138.06 percent in the air transportation network system compared to the same month last year which was recorded at 7,391 kg as the total weight of air transportation.

#### **Distribution of Human Resources (HR) Based on Group.**

Based on the results of research respondent data processing, it is known that the characteristics of research respondents are based on the distribution of human resources with the data presented in Table 4.2.

Table 4.2 Distribution of Human Resources at Tampa Padang Airport Based on Group.

No.	Based on Group	Frequency	Percentage
1.	Group IV	-	-
2.	Group III	20	43.48
3.	Group II	26	56.52
Total		46	100.00

Source: Tampa Padang Airport Profile, 2021

Based on Table 4.2. above, it can be explained that of the 46 existing employees, there are 20 people or 43.48% who are group III, and 26 employees or 56.52% are group II.

#### **Distribution of Human Resources Based on Education Level**

Based on the results of research respondent data processing, it is known that the characteristics of research respondents are based on the distribution of human resources based on education level, the data is presented in Table 4.3.

Table 4.3 Distribution of Human Resources at Tampa Padang Airport Based on Education Level

No.	Based on Education Level	Frequency	Percentage
1.	Bachelor degree)	9	19.57
2.	Diploma IV	3	06.52

3.	Diploma III	4	08.69
4.	Diploma II	1	02.17
5.	high school	29	63.04
Total		46	100.00

Source: Tampa Padang Airport Profile, 2021

Based on Table 4.3, it can be explained that human resources at Tampa Padang Airport have varying levels of education. Of the 46 permanent employees, there are 29 people or 63.04% with a high school education level or equivalent, 9 people or 19.57% with a bachelor's education level (S1), 4 people or 08.69% with a diploma education level (DIII), there are 3 people or 06.52% with a Diploma education level (DIV), and 1 person or 02.17% with a Diploma education level (DII).

Based on the results of research respondent data processing, it is known that the characteristics of research respondents are based on the distribution of human resources based on position, the data is presented in Table 4.4.

Table 4.4 Distribution of Human Resources at Tampa Padang Airport Based on Position

No.	Based on Position	Frequency	Percentage
1.	Head office	1	02.17
2.	Administration	14	30.43
3.	Operations Technician	25	54.35
4.	Airport Services1	6	13.04
Total		46	100.00

Source: Tampa Padang Airport Profile, 2021

Based on Table 4.3, it can be explained that Human Resources at Tampa Padang Airport based on position consist of Head of Office, Administration, Operational Technicians and Airport Services. Of the 46 employees, there are 25 people or 54.35% in the Operational Technician field of work, 14 people or 30.43% in the Administration field, 6 people or 13.04% in the Airport Services field.

### Human Resource Development

There are several forms of building a proper career system at Tampa Padang Airport, but so far the personnel development model has focused on quality improvement design. The Tampa Padang Airport workforce development program is currently structured logically. Employees, on the other hand, have a difficult time focusing on their careers. Employee growth is also hampered as a result of this situation. Tampa Padang Airport has conducted a study on the implementation of employee development, here are the findings.

The findings of aspects of training implementation at Tampa Padang Airport show that Tampa Padang Airport has good performance in handling employee development programs, especially in sending its employees to take part in training because Tampa Padang Airport has prepared the training program. To find out clearly about the employee development program, you can seen in the following table

Table 4.5 Distribution of Respondents Based on Aspects of Training Implementation by Tampa Padang Airport

	Qualification	Frequency	Percentage
Valid	It is not in accordance with	1	2.20
	Not Appropriate	7	15.20
	In accordance	26	56.50
	Very suitable	12	26.10
	Total	46	100,100

Source: Primary Data Processed Results, 2021

Based on Table 4.5 regarding aspects of the implementation of education and training carried out by Tampa Padang Airport, of the 46 respondents there were 26 people or 56.5% who said that the implementation of employee education and training at Tampa Badang Airport was appropriate, 12 people or 26.1% said it was very suitable, 7 people or 15.2% said it was not suitable, and 1 person or 2.2% said it was not suitable.

Given that almost all workers are sent to training every year, the sending aspect of program participants is seen as good. Respondents' answers are evidence of the statement above as in the following table:

Table 4.6 Distribution of Respondents Based on Aspects of Routine Education and Training Programs Carried Out Every Year

	<b>Classification</b>	<b>Frequency</b>	<b>Percentage</b>
Valid	Not Appropriate	6	13.0
	In accordance	28	60.9
	Very suitable	12	26.1
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.6 regarding program aspects in sending training participants by Tampa Padang Airport, of the 46 respondents there were 28 people or 60.9% who said that the employee education and training program at Tampa Badang Airport was appropriate, 12 people or 26.1% who said it was very suitable, and 6 people or 13.0% who said it was not suitable.

Regarding the training method aspect implemented by Tampa Padang Airport, it appears that the implementation of the training method is considered good, because the method is implemented in accordance with employee needs.

Table 4.7 Distribution of Respondents Based on Aspects of Training Methods and Materials Implemented

	<b>Classification</b>	<b>Frequency</b>	<b>Percentage</b>
Valid	Not Appropriate	9	19.6
	In accordance	23	50.0
	Very suitable	14	30.4
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.7 regarding program aspects in sending training participants by Tampa Padang Airport, of the 46 respondents there were 28 people or 60.9% who said that the employee education and training program at Tampa Badang Airport was appropriate, 12 people or 26.1% who said it was very suitable, and 6 people or 13.0% who said it was not suitable.

The role of institutions in motivating employees who take part in training is considered moderate, aka ordinary. This is because Tampa Padang Airport's policy regarding employee motivation, especially its emphasis on technical guidance provided through education and training, has almost the same portion.

Table 4.8 Distribution of Respondents Based on Aspects of the Agency's Role in Motivating Employees to Participate in Training

	<b>Classification</b>	<b>Frequency</b>	<b>Percentage</b>
Valid	In accordance	35	76.1
	Very suitable	11	23.9
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.8, it can be seen that respondents' views about the function of agencies in encouraging employees to take part in training vary. Of the 46 respondents, 35 people or 76.1% said it was suitable, and 11 people or 23.9% said it was very suitable. Regarding employee development planning, it shows that Tampa Padang Airport has done it well, because Tampa Padang Airport when planning employee development programs is based on the vision, mission and goals of the organization.

Table 4.9 Distribution of Respondents Based on Employee Development Planning Aspects at Tampa Padang Airport

	Classification	Frequency	Percentage
Valid	Not Appropriate	2	4.3
	In accordance	33	71.7
	Very suitable	11	23.9
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.9 regarding respondents' perceptions of the employee development planning aspect, it shows that Tampa Padang Airport differs from one employee to another. Of the 46 respondents, there were 33 people or 71.7% who said it was suitable, 11 people or 23.9% who said it was very suitable, and 2 people or 4.3% who said it was not suitable.

Tampa Padang Airport's efforts to improve the quality of its employees' abilities, skills, discipline and attitudes have been successful. This is because most governments place a high value on the goal of improving the quality of life of employees.

Table 4.10 Distribution of Respondents Based on Aspects of the Aims and Objectives of Tampa Padang Airport in Developing Employee Quality

	Classification	Frequency	Percentage
Valid	Not Appropriate	3	6.5
	In accordance	33	71.7
	Very suitable	10	21.7
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.10, the respondents' perceptions of the aims and objectives of Tampa Padang Airport in developing employee quality differ from one employee to another. Of the 46 respondents, there were 33 people or 71.7% who said it was suitable, 10 people or 21.7% who said it was very suitable, and 3 people or 6.5% who said it was not suitable.

In accordance with the aims and objectives of Tampa Padang Airport in developing the careers of its employees, it shows good faith because it always prioritizes employee career development goals for employees in order to improve their position, in order to improve the quality and strategy of employees. In the process of creating an employee training plan. Employee quality development begins with a focus on the company's vision and mission, as well as the importance of discipline, moral and ethical development, performance evaluation, technical training, empowerment and empowering. Meanwhile, career development, clear career paths, job training and competency systems are some of the most important aspects that must be used as a basis for building employee careers.

Table 4.11 Distribution of Respondents Based on Aspects of the Aims and Objectives of Tampa Padang Airport in Carrying Out Employee Career Development

	Classification	Frequency	Percentage
Valid	Not Appropriate	3	6.5
	In accordance	25	54.3
	Very suitable	18	39.1
	Total	46	100.00

Source: Primary Data Processed Results, 2021

Based on Table 4.11 regarding respondents' perceptions of the aims and objectives of Tampa Padang Airport, employee career development differs from one employee to another. Of the 46 respondents, there were 25 people or 54.3% who said it was suitable, 18 people or 39.1% who said it was very suitable, and 3 people or 6.5% who said it was not suitable.

### The Influence of Human Resource Development for Civil Servants

Based on the research results, it provides information that human resource development at the UPBU Tampa Padang Office, Mamuju Regency has a positive effect on increasing work motivation. Employees as human resources are an important asset for agencies to mobilize and realize their programs and activities.

No matter who the owner is, an agency's most important asset is its people, and it must always be able to manage those people in the best way. To achieve organizational goals, employees are expected to show their best abilities, and human resource management cannot be separated from this. To achieve organizational goals, employees play strategic roles as thinkers and planners, as well as managers and controllers of their own work.(Analisa, Lucky Wulan, 2017)

Human resources are an important component of any organization as they are the main force behind fulfilling the goals set by the organization. As a system, organizations will have various resources and funding sources that work together to support each other. Apart from facilities and infrastructure, adequate funding and adequate funding sources, organizational activities will not run without the support of trustworthy human resources, which means that organizational goals will not be achieved. Therefore, human resource development is an inevitable requirement to ensure businesses have access to quality workers who can meet their demands.

Competitive human resources are critical to the long-term survival of any agency. Due to its failure to compete, an organization will experience difficulties and may be eliminated. Such situations require the implementation of long-term strategies for career advancement of personnel. Another way of saying this is that career development should be undertaken alongside other forms of human resource development.

Human Resources at Tampa Padang Airport has had difficulty accelerating improvements in its workforce administration for years. Rapid organizational expansion has not been accompanied by an increase in the number of individuals capable of filling the roles of CEO and CFO. A further problem is that to date, personnel at Tampa Padang Airport have been hired on a contract basis, and although they may have innovative ideas, their supervisors have not responded in a way that meets their expectations.

An example of how an organization's performance can be explained is through evaluations carried out on its personnel. The results of the company's evaluation of airport workers at Tampa Padang Airport support this statement.

At Tampa Padang Airport, two areas of human resource development have been examined: first, an employee development model based on discipline, moral and ethical development, performance evaluation, technical training, and empowerment. Second, the employee empowerment model. In the second category, we have career development, which includes career development, job training, and competency.

From the aspect of the human resource development model at Tampa Padang Airport, looking at the indicators of discipline, moral and ethical development, it shows that the respondents' perception of effective guidance for employees differs from one employee to another. From; Of the 46 respondents, there were 32 people or 69.6% who said it was suitable, 10 people or 21.7% who said it was very suitable, and 4 people or 8.7% who said it was not suitable. Conditions show that there is an understanding of the work that is their responsibility in the employee development model offered, which is approved or needs to be present regarding the question of complying with the rules and regulations that apply in the workplace.

Respondents' perceptions of monitoring aspects differ from one employee to another for performance assessment indicators. Of the 46 respondents, 32 or 69.6 percent said it was suitable, and 14 or 30.4% said it was very suitable.

The employee's work must be monitored continuously in the employee development plan offered, according to this section. The research results show that conducting job evaluations as a control of job quality in the employee development model offered is acceptable or necessary.

As proven by indicators related to human resource development, the training model proposed by the organization must always refer to its vision and mission statement. Employees' perceptions of following predetermined procedures every time they work vary, according to research results. Of the 46 people who took part in the survey, 31 (or 67.4%) said they were appropriate; 11 (23.9 percent) said very appropriate; and 4 (8.7 percent) said no.



In implementing training, it is necessary to determine the training objectives clearly in accordance with the organization's objectives in the employee development model that is offered, approved or needs to be in place and the implementation of training must be adjusted. for organizational needs in the employee development model offered is approved or needs to exist.

The research results show that career development is through providing equal opportunities for employees to occupy positions. The research results show that providing equal opportunities for employees to occupy positions in the employee development model offered is in accordance with employee needs. Employee perceptions about equal opportunities to occupy different positions between one employee and the next are based on respondent responses. Appropriate for 71.7 percent of the 46 respondents, with 10% saying very suitable, and 6.5 percent saying not suitable.

There is good career development for airport employees in Tampa Padang, thanks to clear career guarantees for each employee. Because each employee has a different understanding of what "career security" means to them, this can be seen in the survey responses. Of the 46 people surveyed, 25 people said it was appropriate, 18 people said it was very appropriate, and 3 people said it was not suitable. The remainder, or 39.1 percent, said it was not appropriate.

Employees at Tampa Padang Airport are not discriminatory in determining someone's career in the employee development model, according to the results of this research. When it comes to career decisions, employees' views on what constitutes fairness and nondiscrimination vary widely. More than two-thirds of the 46 respondents (32 or 69.6 percent) said it was appropriate, while only four (or 8.7 percent) said it was inappropriate.

The research results show that employees need motivation in their careers in order to foster a sense of enjoyment in their work. In terms of the need for motivation to foster enthusiasm for a new career from one employee to the next, this can be seen from the respondents' responses. Most respondents (28/46) thought it was appropriate, 15/32 (32%) thought it was very suitable, and 3/65 (6.5%) thought it was not suitable.

In terms of advancing employees' careers, there are also positive results. One way to find out about this is to look at how respondents view the idea of having a defined career path. This varies from person to person. Of the 46 respondents, 32 or 69.6 percent said it was suitable, and 14 or 30.4% said it was very suitable.

The research results show that building a career path that is in line with the needs of the organization's vision and mission is beneficial for employee development. Employee perceptions can be seen from the way they build career paths that differ from one person to another, based on the needs of the organization's vision and mission. Eighty-two percent of those who took part in the survey said it was appropriate, fifteen percent of those who said it was very appropriate, and two percent of those who said it was inappropriate, out of a total of 46 people who took part.

The research results show that career paths must be designed to build employee competency in an employee development model from the perspective of employee development from a career path perspective through career paths.

By using the Tampa Padang Airport employee development model, the research results show that the career path has been designed to create professional employees through the employee development career path aspect. They believe that the career path aspect is designed to create professional employees who are different from one employee to another. Of the 46 people who took part in the survey, 31 people said it was appropriate, 11 people said it was very appropriate, and 4 people said it was not appropriate. In the employee development model, a predetermined career path must be followed, and the results show that promotions have been carried out according to the model design. Respondents' belief that they must follow a predetermined career path, which varies from one employee to another, can be seen in the promotion aspect. Of the 46 people who took part in the survey, 23 people said it was appropriate, 14 people said it was very appropriate, and 9 people said it was not appropriate, for the percentage of respondents who said it was inappropriate.

Employee development from the aspect of implementing Job Training at Tampa Padang Airport has shown results in accordance with the organization's vision and mission. This can be seen from the

respondents' perceptions of the aspect that employees who will occupy positions must take part in different job training from one employee to another. Of the 46 respondents, there were 35 people or 76.1% who said it was suitable, and 11 people or 23.9% who said it was very suitable.

Employee development from the aspect of implementing Job Training at Tampa Padang Airport with indicators that the training design is prepared in order to build competency, the results show that the training design has been prepared to build employee competency.

The results of the research show that the implementation of training has used competent and broad-minded training teachers in the employee development model in terms of the implementation of practical work at Tampa Padang Airport with indicators requiring competent and broad-minded teaching staff. According to the survey results, each respondent had a unique perspective on the importance of hiring knowledgeable and open-minded teachers. Appropriate for 71.7 percent of the 46 respondents, with 10% saying it was very suitable, and 6.5 percent saying it was unacceptable.

Employee development from the aspect of implementing Job Training at Tampa Padang Airport with indicators of applying the training method through a learning (learning) system, the results show that the training method has been implemented through a learning (learning) system in the employee development model.

Employee development from the aspect of employee competency development at Tampa Padang Airport has gone well. This can be seen from the respondents' perceptions of the aspect of having the ability to formulate work programs which differs from one employee to another. Of the 46 respondents, there were 32 people or 69.6% who said it was suitable, 10 people or 21.7% who said it was very suitable, and 4 people or 8.7% who said it was not suitable.

Employee development from the aspect of employee competency development at Tampa Padang Airport with indicators of employee integrity is an absolute must for those who will occupy positions, the results show that employee integrity is good enough for employees who occupy a position in the employee development model. This can be seen from the respondents' perceptions of the aspect that employee integrity is absolutely essential for those who will occupy positions that differ from one employee to another. Of the 46 respondents, there were 33 people or 71.7% who said it was suitable, 11 people or 23.9% who said it was very suitable, and 2 people or 4.3% who said it was not suitable.

Employee development from the aspect of employee competency development at Tampa Padang Airport with the indicator that employees have special skills to support their duties, the results show that employees at Tmap Padang Airport have special skills to support their duties in the employee development model. This can be seen from the respondent's perception of the aspect that employees have special skills to support their duties which differ from one employee to another. Of the 46 respondents, there were 33 people or 71.7% who said it was suitable, 10 people or 21.7% who said it was very suitable, and 3 people or 6.5% who said it was not suitable.

In the future, the focus and trend of HR management must be placed as a strategic partner of an organization and become an organizational asset that is also valuable in addition to other assets such as finance.

A company's ability to organize and manage its other resources relies heavily on its human capital, which is why motivating its workforce is critical to continued growth and success. Improving optimal work and being able to utilize the potential of human resources possessed by employees is required to achieve high performance so that these resources can make a positive contribution to the development of the organization.(Rihardi, 2021)

However, in terms of human resources at Tampa Padang Airport, there is still a lack of work motivation as shown by the quantity and quality of work produced by many employees who do not meet business standards. According to the authors' findings, competency, career advancement, and organizational dedication all play a role in the situation.

The phenomenon of low employee performance includes, among other things, a feeling of dissatisfaction among some employees with the policies implemented at Tampa Padang Airport, a lack of employee discipline as seen from the aspect of work attendance and employee compliance with working hours regulations, completion of work that is not on time and is delayed. .

Tampa Padang Airport leadership has implemented a staff rotation strategy in each airport operational area in an effort to boost production, employee competency and reduce employee fatigue. Employees are rotated every two years, depending on current conditions and business needs. Tampa Padang Airport

has designed a competency model that is integrated with performance assessment benchmarks based on the knowledge, skills, attitudes and experience of employees in facing employee competency challenges. each person so that it is easier to carry out their activities and obligations effectively. To increase employee competence, training programs are used that are tailored to each employee's specific area of responsibility. The problem is, not all employees have the same access to training programs, so disparities often occur in completing tasks.

Worker performance can also be influenced by factors such as advancement in the company hierarchy. Organizational performance will increase if it follows a systematic approach to employee career development, according to Cianni and Wnuck (1997) in Felicia Dewi (2006). Appelbaum et al. (2001) stated that companies with strong career management will encourage employees' willingness to participate in development activities and their behavior in carrying out development, which will lead to increased performance.

Tampa Padang Airport is tasked with supervising and managing all activities related to the airport, including flights. Minister of Transportation Regulation Number PM 41 of 2011 regulates that the organizational structure of the Airport Authority Office should be like that. Human resources (workers) are an important part of Tampa Padang Airport's strategy to face competition from other airports.

Based on interviews conducted at Tampa Padang Airport with leaders and a number of employees, there are various problems related to employee career development. Some of the difficulties in professional advancement at Tampa Padang Airport can be summarized as follows: To begin with, there is a lack of planning for employee career advancement, there is little opportunity for advancement through promotions and job rotation, and the assignment of personnel to specific tasks is not always based on objective criteria.

In addition to providing opportunities for advancement, companies can help their employees perform better by ensuring that the entire workforce is committed to the organization and upholds high standards of behavior at all times. Loyal workers will want to stay with the company. (Luthans et al., 2006) Organizational commitment is a major problem because employees take less responsibility for their own success as a result. As a result, employees who have a high level of organizational commitment will also perform effectively.

The workforce is likely to consider quitting their jobs, while dissatisfied workers will become disillusioned with their jobs, which in turn will lead to a decline in productivity and morale. Employees must be given proper attention and a work environment that supports job happiness.

Many studies have been conducted regarding the influence of work motivation, career growth, and organizational commitment, but there are still many discrepancies found in the findings. There are several studies on the impact of work motivation, career growth, and organizational commitment on employee performance, so our research is based on these findings.

### **The Influence of Human Resource Development and Civil Servant Competency on Increasing Work Motivation of UPBU Tampa Padang Office Employees.**

Based on the results of data processing on human resource development and employee competency which influence the improvement of UPBU Tampa Padang's performance, it is known that the calculated F value of 17,324 is greater than the F table value of 4.69, this indicates that internal and external factors in human resource development have a significant influence and positive towards increasing work motivation of UPBU Tampa Padang office staff, Mamuju Regency, West Sulawesi Province.

Based on research, it shows that development factors with indicators of work unit rotation, job instruction training, internships, briefings, and temporary assignments influence increasing work motivation of UPBU Tampa Padang employees. This means that the existence of these indicators greatly influences the implementation of the duties and functions of UPBU Tampa Padang in providing air transportation services with excellent service. Internal organizational factors are the basis for achieving goals by paying attention to the development of human resources through training and education so that employees who have the opportunity to take part in these training activities will be motivated to work well and responsibly.

Meanwhile, the competency factor that can influence the increase in work motivation of UPBU Tampa Padang office employees is the existence of a government policy that regulates civil servants to take part in education and training so that these employees increase their knowledge and understand the meaning of the work that will be carried out well. Social and cultural work is always the basis for employees being disciplined at work, complying with all applicable rules, so that employees carry out their duties and functions based on socio-cultural conditions.

### Conclusions and recommendations

Based on the problem formulation, objectives, and research results, it is concluded that the development of human resources and employee competency simultaneously has a significant and positive effect on increasing work motivation at the Tampa Padang UPBU Office. This refers to the employee development method that has been applied at Tampa Padang Airport which is considered to be good, because in general the human resource development model seen from research indicators has a clear employee development design. Employees in turn become motivated and gain clarity when it comes to thinking about their career development. Conditions like this are enhanced by the clear direction of employee development through training programs that have been held by Tampa Padang Airport. And the suggestion from this research is that in order to create an appropriate employee development strategy model, in order to form qualified and professional employees, aspects such as vision, mission and organizational goals should be used as the basis for building employee development patterns. Apart from the dominant aspects mentioned above, there are things that need to be considered, namely discipline, moral and ethical development, then performance assessment, technical training and empowerment. And it is necessary to maintain and pay attention to several things in building employee careers, namely career development, through clear career paths, job training, and implementing a competency system. Various indicators of the development model received positive assessments from most government agencies represented by their officials and staff.

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