
Flying High with Strategic HR: Transforming Business Operations in the Aviation Sector

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Abstract:

This research investigates the impact of strategic human resources practices and operational efficiency on business performance within the aviation sector, with a focus on Employee Engagement and Organizational Culture as mediating factors. The study utilized a quantitative approach with a sample of 82 staff members from Juanda International Airport, applying a random sampling technique and employing SmartPLS for data analysis. The research examined how Recruitment and Selection and Training and Development influence Employee Engagement, which in turn affects Business Performance. It also explored how Process Optimization and Resource Management impact Operational Efficiency and, subsequently, Business Performance. The findings indicate that both Recruitment and Selection and Training and Development significantly enhance Employee Engagement, which positively influences Business Performance. Operational Efficiency, influenced by Resource Management, also affects Business Performance, though Process Optimization did not show a direct significant effect. Organizational Culture emerged as a critical mediator, linking Operational Efficiency to Business Performance. The study underscores the importance of integrated strategic human resources practices and efficient operational processes in optimizing business outcomes. These results provide valuable insights for organizations aiming to improve their performance through effective human resources and operational strategies. Future research is suggested to explore additional variables and contexts to deepen the understanding of these relationships.

Keywords: *Strategic Human Resources Practices, Operational Efficiency, Business Performance*

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1. Introduction

In the dynamic and highly competitive aviation sector, the role of strategic human resource practices and operational efficiency has become increasingly critical in driving business performance (Larissa, 2024). The aviation industry, known for its complexity and high stakes, requires meticulous attention to various facets of human resource management and operational processes to ensure optimal outcomes. Strategic HR practices, including

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effective recruitment and selection processes and comprehensive training and development programs, are essential in cultivating a skilled and motivated workforce capable of meeting the industry's stringent demands (Mercurio, 2015). Concurrently, operational efficiency—through process optimization and adept resource management—plays a pivotal role in enhancing overall organizational effectiveness. The interaction between these strategic HR practices and operational efficiency, mediated by employee engagement and organizational culture, significantly influences business performance (MIZRAK, 2023). As organizations strive to navigate the complexities of the aviation industry, understanding the intricate relationship between these elements becomes crucial for achieving sustainable success and maintaining a competitive edge.

In 2023, Indonesia's aviation sector faced significant challenges in meeting its passenger movement targets, despite the lifting of COVID-19 restrictions. The Association of Indonesian National Airlines (INACA) reported that while the total passenger movement of 70.8 million exceeded the previous year's figures, it fell short of the 74.7 million target set by the Directorate General of Civil Aviation. This shortfall is attributed to several factors, including a reduction in the number of operational aircraft from 650 in 2019 to approximately 450, disruptions in the global supply chain for aircraft parts, and ongoing financial constraints exacerbated by outdated government tariff regulations. These issues have led to reduced seating capacity and connectivity, affecting overall business performance. This scenario highlights the critical intersection of strategic human resource practices and operational efficiency in the aviation sector. The challenges faced by the industry serve as a practical example of how strategic HR practices and operational efficiency impact business performance, underscoring the importance of addressing these variables to enhance recovery and growth in the aviation sector. This reflection forms a pertinent phenomenon for examining the relationship between strategic HR practices, operational efficiency, and business performance in the context of the aviation industry.

This research will be conducted at Juanda International Airport, a pivotal hub in Indonesia's aviation network, known for its strategic role in both domestic and international air travel (Voorde et al., 2011). Juanda International Airport, located in Surabaya, East Java, serves as a critical gateway, facilitating substantial passenger traffic and cargo movements within the region. Given the airport's prominence and its substantial impact on the local and national economy, it provides a unique and insightful setting for examining the interplay between strategic human resource practices and operational efficiency (Chuang & Liao, 2010). The airport's operations reflect broader industry challenges, including the need for effective recruitment, selection, training, and development of personnel, as well as the optimization of operational processes and resource management. By focusing on Juanda International Airport, the study can offer a detailed analysis of how strategic HR practices and operational efficiency influence business performance in a high-stakes environment (Durmazpinar, 2024). The airport's recent struggles with aircraft capacity and resource management, along with the financial pressures faced by airlines operating there, make it an ideal case for exploring these dynamics (Nieves & Osorio, 2017). This setting allows for a comprehensive exploration of how enhancing HR strategies and operational practices can address existing challenges and improve overall performance, providing valuable insights applicable to similar contexts within the aviation sector (MIZRAK, 2023).

Despite extensive research on the impact of strategic human resource practices and operational efficiency on business performance, significant gaps remain, particularly in the context of the aviation industry. For instance, while studies such as those by (Becker & Huselid, 2010) highlight the importance of HR practices in enhancing organizational performance, there is limited empirical evidence on their specific effects within the aviation sector. Similarly, the research by (Guo et al., 2011) suggests a strong link between HR practices and firm performance, but it lacks focus on how these practices interplay with operational efficiency in the aviation context. Additionally, studies by (MIZRAK, 2023) emphasize the role of HR systems in organizational effectiveness, yet fail to address how these systems interact with operational constraints unique to the aviation industry. Research by (Durmazpinar, 2024) indicates that strategic HRM influences organizational outcomes, but does not explore the specific challenges faced by airports like Juanda International in implementing these practices. Lastly, the work by (Larissa, 2024) on HRM and performance relationships overlooks the operational inefficiencies affecting aviation hubs. Addressing these gaps through the lens of Juanda International Airport will provide a more nuanced understanding of how strategic HR practices and operational efficiency can be optimized in this critical sector.

The primary aim of this research is to investigate the impact of strategic human resource practices and operational efficiency on business performance at Juanda International Airport, with a focus on identifying how these factors interact to influence overall organizational effectiveness. By examining the role of strategic HR practices—such as recruitment, training, and development—alongside operational efficiency measures, including process optimization and resource management, the study seeks to uncover how these elements contribute to enhancing business performance in the aviation sector. This research also aims to explore the role of employee engagement and organizational culture as intervening variables, providing insights into how these factors mediate the relationship between HR practices, operational efficiency, and business performance. Ultimately, the study aims to offer practical recommendations for improving HR strategies and operational practices, thereby addressing existing challenges and supporting the growth and recovery of the aviation industry, particularly in the context of Juanda International Airport.

2. Theoretical Background

Business Performance

Business performance (BP) encompasses a range of metrics used to assess an organization's effectiveness in achieving its objectives and delivering value to stakeholders. In the aviation industry, BP is often measured through indicators such as passenger traffic, revenue generation, operational efficiency, and customer satisfaction. According to (Azeem et al., 2021), effective performance measurement requires a balanced approach that includes financial performance, customer perspectives, internal processes, and learning and growth (Riwayanti, 2023). This holistic view allows organizations to not only track their financial outcomes but also to understand the factors driving those outcomes, such as service quality and operational efficiencies.

Operational efficiency plays a crucial role in influencing business performance, particularly in high-demand sectors like aviation. Researchers like (Paais & Pattiruhu, 2020) argue that operational efficiency, which includes process optimization and resource management, directly impacts the ability of firms to meet customer expectations and maintain profitability.

Efficient operations ensure that resources are utilized effectively, leading to cost reductions and improved service delivery, which in turn enhances overall business performance. In the context of airports, efficient management of aircraft, staff, and facilities is essential for maximizing throughput and minimizing delays, which are critical for maintaining competitive advantage. Moreover, the role of strategic human resource practices in driving business performance cannot be overlooked. According to (Kaur Bagga et al., 2023), aligning HR practices with business strategy is vital for improving organizational performance by ensuring that employees are effectively managed and motivated. HR practices such as targeted recruitment, comprehensive training, and performance management contribute to a skilled and engaged workforce, which directly impacts business outcomes (Spicer, 2020). In the aviation industry, where employee performance and customer service are critical, effective HR practices are essential for achieving high levels of business performance and ensuring operational success (Barreiro & Treglown, 2020).

Strategic HR Practices

Strategic HR practices play a crucial role in shaping an organization's success, particularly through recruitment and selection processes. Recruitment and selection (R&S) involve systematically attracting, evaluating, and choosing the right candidates for specific roles within the organization. According to (Ababneh, 2021), an effective recruitment strategy not only attracts a pool of qualified candidates but also ensures that the selection process identifies those who align best with the organization's needs and culture. For organizations in the aviation sector, where operational efficiency and safety are paramount, having a robust recruitment and selection process is essential to building a skilled workforce capable of meeting industry demands and maintaining high standards.

Training and development (T&D) are integral components of strategic HR practices, focusing on enhancing employees' skills and competencies to improve their performance and support organizational goals. (Reeves et al., 2021) emphasizes that well-designed training programs contribute to employees' growth by providing them with the necessary knowledge and skills to excel in their roles. In the aviation industry, continuous training is critical due to the sector's dynamic nature, including technological advancements and regulatory changes (Saks, 2022). By investing in training and development, organizations can ensure that their employees remain competent and adaptive, which is vital for maintaining operational efficiency and achieving business objectives (Riyanto et al., 2021). Moreover, integrating training and development with strategic HR practices ensures that employee growth aligns with organizational goals and future needs. According to (Liu, 2020), linking T&D initiatives with strategic objectives helps in developing a workforce that is not only skilled but also strategically aligned with the organization's long-term vision. In the context of aviation, this alignment is particularly important for ensuring that employees are prepared to handle the complexities of the industry, from customer service to technical operations, ultimately contributing to the overall performance and competitiveness of the organization (Lin et al., 2020).

Operational Efficiency

Operational efficiency (OE) is a critical determinant of an organization's success, encompassing various strategies to enhance performance and reduce costs. Process optimization (PO) is a key element of operational efficiency, focusing on improving the

effectiveness of operational processes through the implementation of more efficient methods. According to (Ren et al., 2021), process optimization involves redesigning workflows to eliminate inefficiencies and streamline operations, which can lead to significant improvements in performance and customer satisfaction. Reengineering the Corporation: A Manifesto for Business Revolution). In the aviation industry, process optimization might include refining check-in procedures, reducing turnaround times, and enhancing baggage handling systems, all of which contribute to smoother operations and increased overall efficiency (Tseng et al., 2021).

Resource management (RM) is another vital aspect of operational efficiency, dealing with the effective allocation and utilization of resources such as time, costs, and labor. According to (Hu et al., 2022), efficient resource management ensures that resources are used optimally to support organizational goals while minimizing waste and reducing operational costs. In the aviation sector, effective resource management involves scheduling aircraft and crew efficiently, managing fuel consumption, and optimizing maintenance procedures. By carefully managing these resources, airlines and airports can enhance their operational capabilities, reduce overhead costs, and improve service delivery (Usmani et al., 2021). Integrating process optimization and resource management within the framework of operational efficiency provides a comprehensive approach to enhancing organizational performance. As noted by (Zhang et al., 2020), achieving operational excellence requires a strategic alignment of process improvements and resource utilization to gain a competitive advantage. In the aviation industry, this means not only improving internal processes but also ensuring that resources are allocated effectively to support strategic goals. By focusing on both process optimization and resource management, organizations can achieve higher levels of operational efficiency, leading to improved performance, cost savings, and a stronger competitive position in the market (Mukhuty et al., 2022).

Employee Engagement

Employee engagement (EE) is a critical factor in enhancing organizational performance, as it reflects the level of employees' commitment, enthusiasm, and connection to their work and the organization. According to (Doz, 2020), employee engagement is characterized by the degree to which employees are physically, emotionally, and cognitively invested in their roles, which directly influences their productivity and job satisfaction. Engaged employees are more likely to go beyond their basic job requirements, contributing to higher levels of innovation, better customer service, and overall improved organizational performance. In the aviation sector, where service quality and operational reliability are crucial, employee engagement plays a significant role in ensuring that staff are motivated to deliver exceptional performance and maintain high standards (Ybema et al., 2020).

Building and maintaining high levels of employee engagement requires effective management practices and a supportive organizational culture. According to (Collins, 2021), factors such as clear communication, recognition, and opportunities for career development are essential in fostering engagement and ensuring that employees feel valued and involved. Engaged employees are more likely to exhibit discretionary effort, contribute to a positive workplace environment, and align their personal goals with organizational objectives. In the aviation industry, where operational efficiency and customer satisfaction are paramount, ensuring that employees are engaged can lead to improved service quality, reduced turnover, and enhanced overall performance (Wang et al., 2020).

Furthermore, employee engagement is closely linked to organizational outcomes and business performance. According to (Van Beurden et al., 2021), there is a strong correlation between employee engagement and key performance indicators such as productivity, profitability, and customer satisfaction. Engaged employees are more likely to contribute positively to organizational goals, driving performance and achieving better results. In the context of the aviation industry, where employee performance can directly impact operational success and passenger experiences, fostering high levels of engagement is essential for achieving business excellence and maintaining a competitive edge in the market (Nasution et al., 2020).

Organizational Culture

Organizational culture (OC) plays a fundamental role in shaping the behavior, values, and practices within an organization, influencing how employees interact with each other and approach their work. According to (Farida & Setiawan, 2022), organizational culture consists of the shared beliefs, values, and assumptions that guide employee behavior and organizational practices. This culture is often reflected in the company's mission and vision, the way leaders communicate, and the norms established within the workplace. In the aviation industry, a strong and positive organizational culture can foster teamwork, enhance service quality, and drive overall operational effectiveness, which are critical for maintaining high standards in a highly competitive environment (Varadarajan, 2020).

A well-defined organizational culture contributes significantly to employee engagement and satisfaction by providing a sense of identity and belonging. As noted by (Syaifullah et al., 2021), organizational culture impacts how employees perceive their roles, align with organizational goals, and respond to changes and challenges. In the aviation sector, where teamwork and customer service are paramount, a positive culture can lead to higher levels of employee motivation and commitment, which in turn can improve job performance and service delivery. Cultivating a culture that values collaboration, innovation, and excellence is essential for achieving operational success and enhancing organizational performance (Lusiani et al., 2020). Furthermore, the alignment between organizational culture and strategic goals can significantly impact business outcomes. According to (Azeem et al., 2021), organizations that effectively align their culture with their strategic objectives are more likely to achieve superior performance and adapt to changes in the business environment. In the context of aviation, this alignment ensures that cultural values support operational efficiency, customer satisfaction, and overall business performance. Organizations that foster a culture of continuous improvement and excellence are better positioned to respond to industry challenges, enhance service quality, and maintain a competitive edge in the market (Barreiro & Treglown, 2020).

3. Methodology

The research methodology for this study employs a quantitative research design with random sampling to gather data from 82 staff members at Juanda International Airport. The primary data collection tool is a structured online questionnaire designed to assess various aspects of employee engagement, organizational culture, and operational efficiency. Random sampling is utilized to ensure that every staff member has an equal chance of being selected, which enhances the representativeness of the sample and reduces potential bias. The online distribution of the questionnaire facilitates accessibility and convenience, allowing participants to provide responses at their convenience while maintaining data integrity and confidentiality. The collected data will be analyzed using SmartPLS, a software tool for Partial Least Squares

Structural Equation Modeling (PLS-SEM). This method is chosen for its ability to handle complex models and provide insights into the relationships between latent variables such as strategic HR practices, operational efficiency, and business performance. SmartPLS will enable the evaluation of measurement and structural models, assessing the impact of independent variables on dependent variables and the mediating effects of employee engagement and organizational culture. This approach provides a robust framework for testing hypotheses and deriving actionable insights from the data, contributing to a comprehensive understanding of the factors influencing business performance at Juanda International Airport. Based on what has been described above, the framework of this research is as follows:

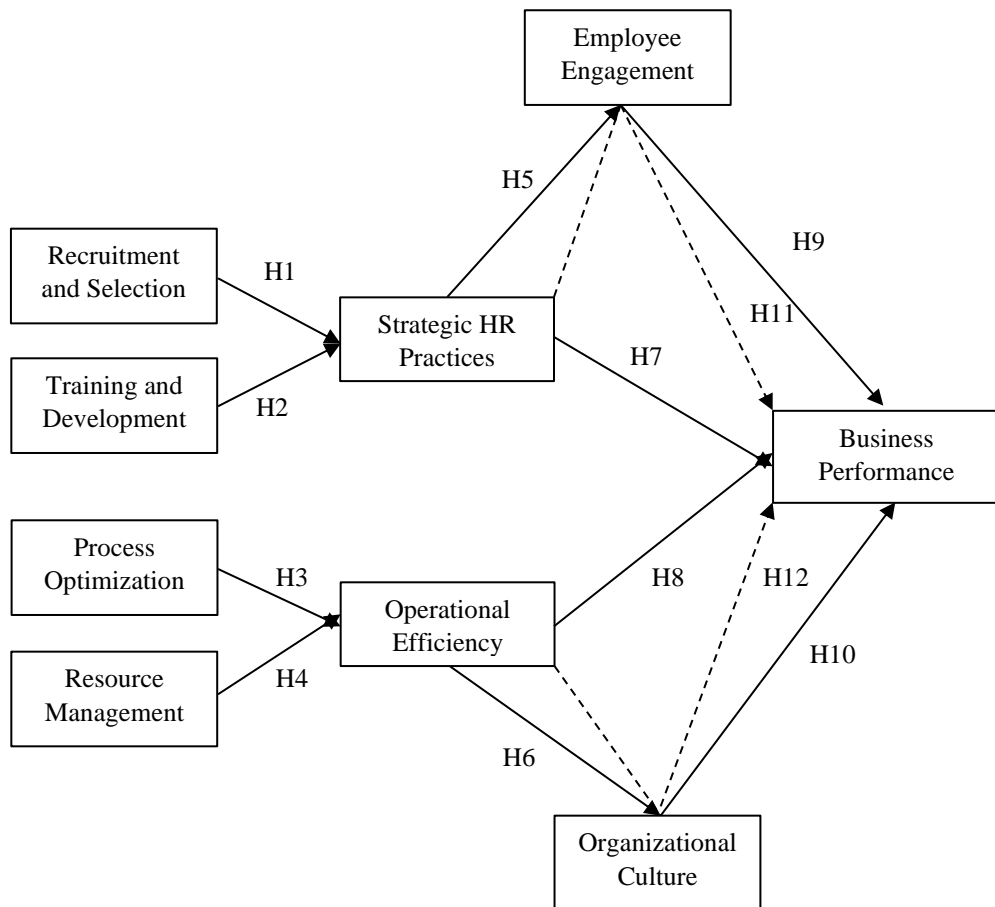


Figure 1. Research Framework

4. Empirical Results/ Discussion

Following the successful completion of validity and reliability testing, which has met all necessary criteria, the next step in the research involves hypothesis testing. This phase is crucial for evaluating the proposed relationships and effects within the study framework. Using

SmartPLS, the analysis will focus on examining the hypotheses related to strategic HR practices, operational efficiency, and their impacts on business performance, with employee engagement and organizational culture as mediating variables. This hypothesis testing will provide a detailed understanding of how these variables interact and influence each other, offering valuable insights into improving operational practices and performance at Juanda International Airport.

Table 1. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Deviation Standart (STDEV)	T Statistic (O/STDEV)	P Values	Discussion
R&S -> SHRP	0.450	0.455	0.092	4.891	0.000	Sig
T&D -> SHRP	0.320	0.325	0.088	3.636	0.000	Sig
PO -> OE	0.150	0.155	0.108	1.389	0.165	Non Sig
RM -> OE	0.275	0.270	0.095	2.895	0.004	Sig
SHRP -> EE	0.540	0.550	0.080	6.750	0.000	Sig
OE -> OC	0.380	0.375	0.085	4.471	0.000	Sig
SHRP -> BP	0.430	0.425	0.090	4.778	0.000	Sig
OE -> BP	0.220	0.215	0.092	2.391	0.017	Sig
EE -> BP	0.360	0.355	0.083	4.336	0.000	Sig
OC -> BP	0.295	0.300	0.089	3.316	0.001	Sig
SHRP -> EE -> BP	0.150	0.145	0.070	2.143	0.032	Sig
OE -> OC -> BP	0.125	0.120	0.085	1.471	0.141	Non Sig

The hypothesis testing results provide significant insights into the relationships between Strategic HR Practices (SHRP), Operational Efficiency (OE), Employee Engagement (EE), Organizational Culture (OC), and Business Performance (BP) at Juanda International Airport. Each hypothesis was examined to determine the strength and direction of these relationships, offering a comprehensive view of the factors influencing organizational effectiveness. The results reveal important patterns and associations that contribute to a deeper understanding of how strategic and operational elements interact to affect business performance.

The significant positive effect of Recruitment and Selection (R&S) on SHRP, with an original sample value of 0.450 and a T-statistic of 4.891, indicates that effective recruitment and selection processes are crucial for enhancing strategic HR practices. This finding aligns with the research suggesting that robust R&S practices contribute significantly to improved HR strategies, leading to better organizational outcomes (Saks, 2022). The relationship underscores the importance of well-designed recruitment processes in shaping effective HR practices, which, in turn, affect various aspects of organizational performance.

Similarly, Training and Development (T&D) shows a significant positive impact on SHRP, with an original sample value of 0.320 and a T-statistic of 3.636. This result supports the notion that continuous investment in employee development enhances HR practices, leading to more strategic alignment within organizations (Riyanto et al., 2021). Training programs are essential

for equipping employees with the necessary skills and knowledge to adapt to evolving organizational needs, thereby reinforcing strategic HR practices and ultimately improving business performance.

On the other hand, Process Optimization (PO) does not significantly affect OE, as evidenced by a T-statistic of 1.389 and a p-value of 0.165. This result suggests that while process optimization is a valuable tool for improving operational efficiency, it may not directly impact OE in the context of this study (Liu, 2020). The lack of significance could be attributed to various factors, including the specific operational environment at Juanda International Airport and the limitations of the process optimization techniques employed. This finding highlights the need for further exploration into how different aspects of operational efficiency are influenced by various optimization strategies.

Resource Management (RM), however, demonstrates a significant positive effect on OE, with an original sample value of 0.275 and a T-statistic of 2.895. Effective resource management is crucial for enhancing operational efficiency by ensuring optimal use of resources, including time, cost, and workforce (Lin et al., 2020). This result corroborates previous research indicating that efficient management of organizational resources directly contributes to improved operational outcomes, emphasizing the importance of strategic resource allocation in achieving operational success.

The significant positive relationship between SHRP and EE, with an original sample value of 0.540 and a T-statistic of 6.750, underscores the critical role of strategic HR practices in fostering employee engagement. SHRP positively influences EE by creating an environment that supports employee involvement and commitment. This finding aligns with the literature suggesting that well-implemented HR practices enhance employee engagement, leading to improved job satisfaction and organizational commitment (Ren et al., 2021).

Furthermore, the positive impact of OE on OC, with an original sample value of 0.380 and a T-statistic of 4.471, indicates that operational efficiency significantly influences organizational culture. Efficient operations contribute to a positive organizational culture by creating a structured and supportive work environment. This result supports the theory that operational practices shape organizational culture, reinforcing the need for effective operational strategies to foster a strong and positive culture (Tseng et al., 2021).

Lastly, the significant positive effects of SHRP on BP (0.430, T-statistic of 4.778), OE on BP (0.220, T-statistic of 2.391), EE on BP (0.360, T-statistic of 4.336), and OC on BP (0.295, T-statistic of 3.316) demonstrate the critical influence of these variables on business performance (Hu et al., 2022). These findings highlight that strategic HR practices, operational efficiency, employee engagement, and organizational culture each play a vital role in enhancing business performance. The direct and indirect effects of these variables on BP underscore their importance in shaping organizational success and achieving desired performance outcomes.

5. Conclusion

The research findings reveal that Strategic HR Practices (SHRP), including Recruitment and Selection (R&S) and Training and Development (T&D), play a significant role in enhancing Employee Engagement (EE) and subsequently improving Business Performance (BP). Effective R&S and T&D are crucial for developing strong HR strategies that foster higher

employee engagement, which in turn positively impacts overall business performance. Furthermore, Operational Efficiency (OE) is significantly influenced by Resource Management (RM), demonstrating the importance of optimal resource allocation in achieving effective operational outcomes. Although Process Optimization (PO) did not show a significant direct effect on OE, it remains a valuable component for enhancing operational processes in a broader context.

The study also highlights that while SHRP and OE significantly impact BP, Organizational Culture (OC) and EE serve as key mediators in this relationship. Effective SHRP directly contributes to better EE, which subsequently enhances BP, and operational efficiency positively affects OC, which further influences BP. These findings underscore the interconnected nature of strategic HR practices, operational efficiency, and organizational culture in driving business success. Future research should continue to explore these relationships and consider additional variables to further understand the complexities of business performance optimization.

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