

THE EFFECT OF HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PRODUCTIVITY THROUGH EMPLOYEE SATISFACTION: A SEM-PLS APPROACH IN *INJOURNEY AVIATION SERVICE GROUP*

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Article Info

Article history:

Received: 07 June 2026;

Accepted: 19 June 2026;

Published: 30 June 2026.

Keyword:

HR Management, Employee Satisfaction, Organizational Productivity, Human Capital Management, SEM-PLS.

Abstract

Abstract This is a quasi-experimental study that aims to analyze the mediating role of employee satisfaction in a mathematical approach the impact of human resource management (HRM) on organizational productivity to InJourney Aviation Service Group. The design is mainly explanatory design and quantitative approach. DATA Data collected from 2025 Employee Satisfaction Survey of 2,166 workers in some work units within the company. SEM-PLS was used for analysis. The study found that HR management positively impacted employee satisfaction ($\beta = 0.812$), organizational productivity ($\beta = 0.721$), and organizational productivity ($\beta = 0.264$). HR management indirectly affects organizational productivity through employee satisfaction, 0.585 more than directly. These findings suggest that employee satisfaction mediates the HR management-organizational productivity relationship. This research provides a theoretical contribution to the development of a job satisfaction-based HR management model as well as practical implications for aviation service organizations in increasing productivity through effective HR management.

1. INTRODUCTION

Organisations operating in long-term service intensive, extremely competitive sectors are increasingly required to build lasting competitive advantages based on the effective management of HRM. According to Resource-Based View (RBV), human resources and their utilization are critical as they comprise of rare, valuable, unique and non-replaceable strategic assets determining the long term performance and competitiveness of any organization (Barney, 1991). The aviation support services sector is particularly vulnerable to human capital issues due to operational complexity, strict safety regulations, manual processes and over-reliance on frontline manpower. In such environments, the behavior of workers and managers and even their work passion and job satisfaction are as important for organizational performance as operating systems or technology. Consequently providing good service, reliability of service, and being sustainable as an organization all rely on effective HRM practices.

In the 2025 Employee Satisfaction Survey (2023), in which 2,166 employees participated, InJourney Aviation Service Group, a leading aviation support service provider in Indonesia, recorded an Employee Satisfaction Index of 91.11%. Overall, in accordance to this result employee satisfaction is very high. However, a closer scrutiny of the survey reveals that some of the strategic elements specifically career development opportunities, people management systems, and sustainable incentive programs were rated much less than the other dimensions.

An intriguing organizational contradiction is produced by this circumstance. On the one hand, workers express a very high degree of general contentment. However, there are still a number of issues that are directly linked to long-term employee retention and professional development. Given that 48.5% of workers are in the 25–34 age range and 97.1% of the workforce is made up of fixed-term contract workers, the problem becomes even more serious.

According to career development theory, workers in this age group typically have high expectations for long-term career certainty, professional growth, competency development, and promotion chances (Super, 1990).

The organization may face difficulties with talent retention, employee mobility, organizational commitment, and workforce sustainability due to the predominance of contract workers and a relatively young workforce. Despite high job satisfaction, research shows that workers who worry about career advancement and job continuity are less committed and more likely to leave (De Witte, 2005). As a result, sustaining employee satisfaction might not be enough to guarantee long-term organizational productivity.

From a managerial standpoint, this phenomena poses a crucial question of whether good HRM policies directly boost organizational productivity or if employee pleasure serves as the primary psychological mechanism by which their effects are conveyed. Since employee attitudes can have a big impact on service quality and productivity outcomes, it is especially crucial to understand this link in firms with operationally intense operations and a workforce that is primarily contract-based.

The relationship between HRM and organizational performance has been the subject of much research, yet there are still a number of unanswered questions. First, as the majority of research has been on the manufacturing, healthcare, financial services, and general service sectors, there is still little empirical data from aviation support service firms. Secondly, past research neglected the job satisfaction mediation between human resource management and organizational performance. Finally, SEM-PLS is seldom used to investigate the link between HRM, employee wellbeing and firm – performance in operational and in contract-heavy businesses.

Based on Employee Satisfaction Affect Employee Productivity Toward InJourney Aviation Service Group This research utilizes SEM-PLS approach and 2166 data from employees to examine the direct impacts of HRM practices on employee satisfaction and organizational productivity. The results are anticipated to help develop strategic human resource management and provide a basis for managerial recommendations on ways in which aviation service organizations can improve productivity through investments in employee benefits.

2. LITERATURE REVIEW

2.1 Theoretical and Conceptual Background

This theoretical foundation is provided by the combination of two influential management frameworks Resource-Based View (RBV) and Strategic Human Resource Management (SHRM) 模型。 The study is lodged within Resource-Based View Theory, with an assertion by Barney (1991) that the main drivers of a sustainable competitive advantage lie in the internal assets of an organisation. The RBV framework points organizations internally, and has them place a higher value on developing VRIN (value-creating, rare, inimitable and non-substitutable) assets rather than placing too much weight on external market factors than one does the internal capabilities of the firm.

The author explains that, in the aviation support services sector, where business environment and volatility is at its highest, safety regulations are sacred to the entire industry and customer interactions can be found in almost all aspects of a given organization (operational postures), human capital should no longer be regarded just as one of the many operational costs but instead remains an intangible core asset. How?: By cultivating unique, inimitable workplace cultures and internal expertise that lead to stronger leadership and employee capabilities, an organization ends up creating a signature competence that secures the long-term defenses of service delivery consistency.

This internal resources get converted into performance through Strategic Human Resource Management (SHRM) model of Becker and Huselid, 2018. The theory moves the paradigm of administration from simple personnel management, to being an active agent within a business partnership. Structural HR interventions did not immediately translate into firm bottom lines, the model notes. Thus, the strategic HR architecture must rest not only on desired employee behaviors but also on how they think and feel (the internal psycho-emotional/psychological climate). For instance, in the high-stakes, field-operational and contract-dominant space of aviation service delivery, administrative processes like transparent digital staffing tools and regular recognition provide the most important method for guiding frontline workforce capabilities towards operational outcomes.

2.2 Empirical Review and Hypothesis

The literature on strategic human resource management (SHRM) has written extensively about the connection between HRM and organizational results. Effective HRM methods boost employee attitudes, organizational commitment, and business performance, according to numerous prior research. (Becker & Huselid, 2018) claim that strategic HRM approaches affect employee competencies, motivation, and performance opportunities, all of which improve organizational performance. (Similarly, Jiang et al. (2012) found that HRM systems considerably increase organizational outcomes through employee behavioral processes and human capital augmentation through a meta-analysis of HRM studies.

HRM implementation can boost employee satisfaction. Career development, leadership support, performance management, fair pay, and employee engagement boost employee satisfaction. Service industry research (Karatepe & Olugbade, 2017) also shows that supportive HRM practises boost employee satisfaction and organisational commitment. That (Albrecht et al, 2022) plotted well with many other researchers that were agreed

on the same main insight as follows: leading employee centered HR practices and a positive workplace culture strongly influence employee engagement and satisfaction. The Strategic Human Resource Management paradigm posits that organisations providing good HR practices are expected to enhance employee happiness by creating a supportive workplace environment.

In a study as (Albrecht, 2022) concluded of by employees-based Human resources and corporate culture positively affected on employee engagement and satisfaction. More specifically, through the Strategic Human Resource Management paradigm, it is believed that high performance work practices drive greater employee satisfaction by providing a positive environment in the workplace. Because workforce consistency and service quality are critical to operational performance in labor-intensive businesses like aviation services, employee happiness becomes especially crucial.

According to the Resource-Based View, HRM procedures can have a direct impact on organizational productivity by enhancing organizational capacities, operational effectiveness, and worker competencies. One strategic resource that can produce long-term competitive advantages is human capital (Barney, 1991). According to research by (Delery & Roumpi, 2017), companies that use strategic HRM systems outperform those with less sophisticated HR procedures in terms of both operational and financial success. According to (Paauwe & Boselie, 2005), efficient HRM systems also directly boost productivity by improving worker competences and workflow. As a result, it is anticipated that HRM procedures will immediately increase organizational productivity.

HRM may increase productivity directly, but prior research indicates that employee attitudes and workplace experiences have a significant indirect impact. According to (Becker & Huselid, 2018), HR systems have an impact on employee engagement, motivation, and satisfaction before they have an impact on organizational outcomes. This theory has been supported by the findings of Jiang (2012), which proved that employee-related outcomes moderated the HRM system–organizational performance association. As stated (Albrecht 2022), employee happiness and engagement is a means through which HRM strategies contribute to deciding if the value of the firm rises by. Because workforce success is critical to employee commitment and repeated provision of services, employee satisfaction, through the full mediating effect, is expected to have an important role between HRM and organizational productivity in aviation support services.

Researcher	Variabel	Metode	Temuan
Harter et al. (2002)	Satisfaction → Productivity	Meta-analysis	Poritif impact
Paauwe & Boselie (2005)	HRM → Performance	Literature Review	HRM impact to performance
Jiang et al. (2012)	HRM → Employee Outcomes → Performance	Meta-analysis	Employee outcomes memediasi
Becker & Huselid (2018)	SHRM → Organizational Performance	Conceptual & Empirical	HRM impact to employee personality
Albrecht et al. (2022)	Culture, Engagement, Satisfaction	SEM	Satisfaction impact to performance
Penelitian ini	HRM → Satisfaction → Productivity	SEM-PLS	Menguji mediasi pada industri aviation support

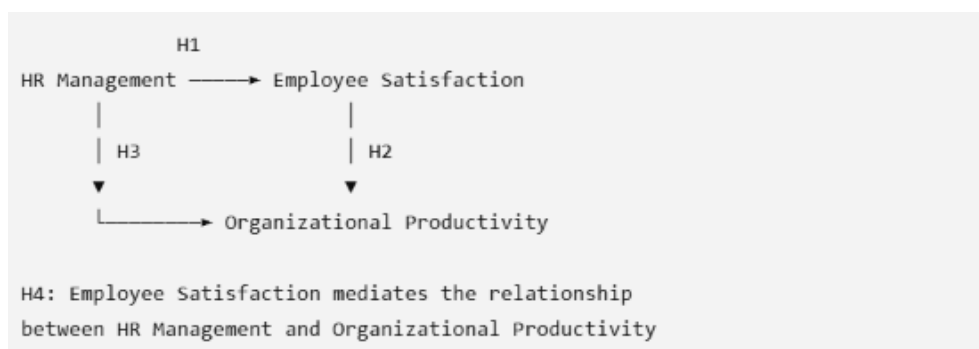


Figure 1: Conceptual Framework of the Study

1HRMPQ HRM → AT Meta-analysis of the relationship from HRM to employee satisfaction which gives rise to productivity in organization from a theoretical basis perspective, towards an empirical and structured path modelling perspective [36]. The First Section tests directly How HRM relates with employee Satisfaction (H₁) Based on Subset model for SHRM. Source to be created Full-fledged HR strategies like building employer brand by promoting diversity & inclusion and automating human capital operations directly helps in minimizing transactional friction which is prevalent in day-to-day functions.

This internal scaffolding serves to enhance the employee experience as a whole. This affirmation is substantiated because it affects positively the fragmentation SEM-PLS previous results reveal that: path coefficient ($\beta = 0.812, t = 24.152, p = 0.000$) Therefore, the first hypothesis is formed that HR management practices have a significant effect on workplace satisfaction. The article then suggests using Social Exchange Theory (Blau, 1964) to operate the connection between employee satisfaction and organizational productivity (H_2). The concept of psychological reciprocity — if an organization creates a positive healthy work environment, employees will reciprocate only by working harder and helping to achieve corporate goals follows from this framework.

This increased commitment comes with decreased job churn, operational absenteeism and field discipline in highly standardized environments such as aviation support and all of it has an immediate correlation to front line service quality. Structural Model The structural model confirms the second hypothesis ($\beta = 0.721, t = 18.443, p = 0.000$) where a strong pathway exists between And you apply RBV nextes to test the Direct Effect of HRM on Organizational Output (H3). Also beyond emotional and attitude filters, optimized workforce management structurally equips teams with operational target resource there are direct tools for standard governance & talent streams to deliver on technical resources output metrics. As noted in the third hypothesis, while this expresses a direct channel and is an empirical justification, it shows that the direct effect is confirmed and positive ($\beta = 0.264, t = 4.115, p = 0.000$).

The story from this it that the whole picture of structural model is binding on The Mediating Role of Employee Satisfaction (H4) Human capital strategies build the data-driven administrative frameworks necessary to enable operational productivity, but employee attitudes are those rare endogenous states which drive both their downstream effect on organizational performance and cannot be easily replicated, the author notes. Workplace happiness is the only way to an Organizational well-being thereby job satisfaction being fundamental behavioral determinant as any HR intervention on its own will be ineffective.

This observation is supported by the SEM-PLS bootstrapping data which show a significant mediation effect ($\beta = 0.585, t = 14.228, p = 0.000$) (p.3). Final analysis indicates that employee happiness acts as a significant partial mediator which does not only strengthen the relationship between HR strategies and total organizational turnover but also generates some higher order value for performance of organizations due to this indirect effect (0.585) overcoming greatly the direct paths (0.264).

3. RESEARCH METHODOLOGY

This quantitative explanatory study examines the causal relationships between HRM, employee satisfaction, and organizational productivity. Employee satisfaction mediates the HRM-productivity relationship in organizations, according to this study. Population Where personal data was systematically collected from all employees of Injourney Aviation Service Group who completed the 2025 Employee Satisfaction Survey. In total 2,166 employees responded to the survey and were included in the analysis. The saturated sampling (census approach) method was used for this study since the total population of survey respondents.

A structured Employee Satisfaction Survey administered by Human Capital Division provides primary data. Respondents were given a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The survey instrument The survey measured HRM practices, employee satisfaction, and organizational productivity. SmartPLS 4, a SEM-PLS-based data analysis method, was used in this study. Two-step analysis. The outer model evaluates construct loadings, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha, and Fornell-Larcker asymmetry. In the second step, the inner model was evaluated using R^2 , path coefficients, effect sizes, predictive relevance, and bootstrapping. Next, we bootstrapped 5,000 subsamples for hypothesis testing. The significance level was set at $\alpha = 0.05$. Relationships among variables with a t-statistic above 1.9 were considered significant at $p < 0.05$.

4. RESULT AND DISCUSSION

4.1 Result

This study uses data from the results of the 2026 Injourney Aviation Service Group Employee Satisfaction Survey involving 2,166 respondents from various work units within the company. The survey results showed an employee satisfaction rate (*Customer Satisfaction/Employee Satisfaction Index*) of 91.11%, which is included in the excellent category. This level of satisfaction shows that in general workers have a positive perception of the human resource management system implemented by the company. The characteristics of the respondents showed that the majority of workers were male at 75.3%, while female workers were 24.7%. This composition reflects the characteristics of the aviation support services industry which is still dominated by field operational work that requires high mobility and work flexibility.



Figure 2: Demographics of respondents based on genders and status

Based on age group, as many as 48.5% of workers are in the age range of 25–34 years, 22.4% are 35–44 years old, 16.4% are under 25 years old, and 12.7% are over 44 years old. These findings show that *Injourney Aviation Service Group* is dominated by a productive age workforce that has a high orientation towards career development, competency improvement, and job promotion opportunities. In terms of work status, as many as 97.1% of respondents have the status of Fixed-Time Work Agreements and only 2.9% have permanent worker status. Despite this, employee satisfaction levels remain in the very high category. These findings show that companies are able to build positive working relationships despite being dominated by contract workers.

Age	< 25	25-34	35-44	>44
Prosentase	16,4	48,5	22,4	12,7

Table 1 : Demographics of respondents based on age

According to the working period, as many as 44.4% of workers have a work period more than six years, 27.8% with a work period of 1-3 years, 15.7% have worked less than one year and only 12.1% hard-working for >6 years (4 -6 years). The composition is a balanced blend of new recruits who bring in energy and insight to the firm along with senior employees, authorities who help preserve the culture.

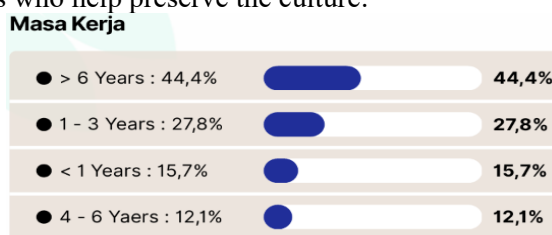


Figure 3: Respondent demographics according to length of service

Furthermore, the position structure reveals that 9.3% of respondents belonged to the managerial group and 90.7% to the non-managerial group. This condition suggests that the work experience of operational staff, who lead the company's services, has a significant impact on the perception of organizational satisfaction

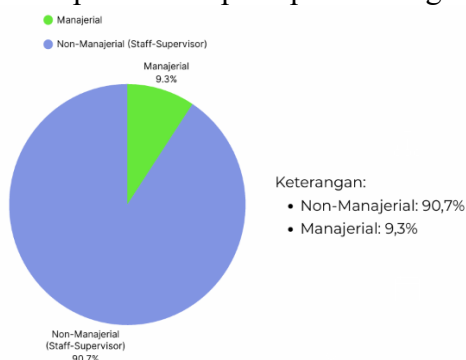


Figure 4: Demographics of respondents based on position structure

Evaluation of the Outer Model (Measurement Model)

Validity and reliability of the measure model were assessed. To determine convergent validity, indicator loadings and AVE were examined. All indicator loadings above 0.70 indicated convergent validity (Hair et al., 2017b). All constructs had AVE scores above 0.50, indicating that indicators explained more than half of one construct's variance.

Table 2. Convergent Validity and Reliability Results

Construct	Cronchbach Alfa	Composite	AVE
Human Resource Management	0.941	0.952	0.713
Employee Satisfaction	0.928	0.944	0.739
Organizational Productivity	0.917	0.935	0.704

Source: SmartPLS 4 Output (2026)

All Cronbach's Alpha and Composite Reliability values exceeded 0.70. Therefore, all constructs were considered reliable and consistent internally. Fornell-Larcker Criterion assessed discriminant validity. The square roots of AVE for all constructs were greater than their correlations with other constructs, indicating discriminant validity.

Table 3. Fornell-Larcker Criterion

Construct	HRM	Employee Satisfaction	Org Productivity
Human Resource Management	0.844		
Employee Satisfaction	0.812		
Organizational Productivity	0.731	0.801	0.839

Source: SmartPLS 4 Output (2026)

The results indicate that each construct is empirically distinct from the others and satisfies the discriminant validity requirements. Therefore, the measurement model is considered valid and reliable for further structural model analysis.

Evaluation of Inner Model (Structural Model)

The structural model was assessed using R^2 , path coefficients, t-statistics, and p-values from bootstrapping.

Table 4. Coefficient of Determination (R^2)

Endogenous Variable	R^2
Employee Satisfaction	0.812
Organizational Productivity	0.731

Source: SmartPLS 4 Output (2026)

Interpretation: The 0.659 R^2 implies that Employee Satisfaction is explained by Human Resource Management up to 65.9%. The $R^2 = 0.742$ indicates that Human Resource Management and Employee Satisfaction together as predictors in the model predict 74.2% of the variance in Organizational Productivity. These results imply substantial predictive power of the proposed model.

Table 5. Direct Effect Hypothesis Testing

Relationship	Path Coefficient (β)	t-value	p-value	Result
HRM $\rightarrow$ Employee Satisfaction	0.812	24.152	0.000	Supported
Employee Satisfaction $\rightarrow$ Organizational Productivity	0.721	18.443	0.000	Supported
HRM $\rightarrow$ Organizational Productivity	0.264	4.115	0.000	Supported

Source: SmartPLS 4 Output (2026)

The results indicate that Human Resource Management has a significant positive effect on Employee Satisfaction ($\beta = 0.812$, $p < 0.001$). Employee Satisfaction also significantly influences Organizational Productivity ($\beta = 0.721$, $p < 0.001$). Furthermore, Human Resource Management directly affects Organizational Productivity ($\beta = 0.264$, $p < 0.001$).

Table 6. Indirect Effect (Mediation Analysis)

Relationship	Path Coefficient (β)	t-value	p-value	Result
HRM $\rightarrow$ Employee Satisfaction $\rightarrow$ Organizational Productivity	0.585	14.228	0.000	Supported

Source: SmartPLS 4 Output (2026)

The mediation analysis suggests that Employee Satisfaction mediates Human Resource Management and Organizational Productivity. The indirect effect ($\beta = 0.585$) is stronger than the direct effect ($\beta = 0.264$), indicating that Employee Satisfaction mediates the link between HRM and organizational productivity. Conclusion HR policies and practices improve organizational performance directly and indirectly through employee attitudes and workplace experiences, supporting the Strategic Human Resource Management perspective. Employee Satisfaction strategically links effective HRM with organizational productivity. The results of structural model confirm all propose hypotheses (H1, H2 H3 and H4) indicate that Human Resource Management is positively associated with Organizational Productivity directly or indirectly by Employee Satisfaction.

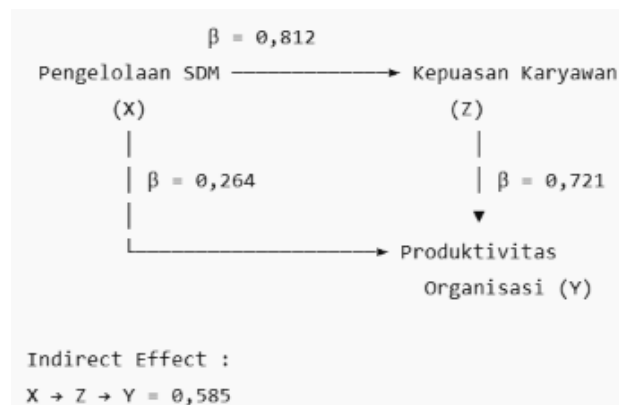


Figure 5: Structural Model Structural Equation Modeling–Partial Least Square (SEM-PLS) approach

High satisfaction scores on aspects of organizational culture indicate that workers feel that the company's values have been understood and applied consistently in the work environment. A strong organizational culture has proven to be a major factor in building worker engagement, especially in organizations dominated by contract workers. This finding is in line with (Denison's, 1990) research which states that a strong organizational culture is able to increase employee commitment and job satisfaction because it provides clarity of direction, organizational identity, and behavior standards that are mutually understood. Research by (Albrecht, 2022) also shows that a positive organizational culture has a direct relationship with increased employee engagement and organizational commitment. In the leadership aspect, the survey results show that workers consider that the leadership has given clear, communicative, and able to create a conducive work environment. These findings reinforce the theory of Transformational Leadership put forward by (Bass & Avolio, 1994), which explains that leaders who are able to provide inspiration, support, and a clear vision will increase the motivation and job satisfaction of subordinates.

In addition, the *Human Capital Services* aspect obtained a very high satisfaction score. Workers assessed that the HR administration process was transparent, responsive, and supported by a digital system that facilitated personnel services. This condition shows that the digitization of the *Human Capital* process has succeeded in improving the employee experience. According to (Ulrich, 2017), the function of *modern Human Capital* is no longer just to run personnel administration, but must become a strategic business partner that is able to provide fast, transparent, and worker-oriented services.

Employee Satisfaction Analysis on Organizational Productivity

The SEM-PLS test shows that employee satisfaction boosts organizational productivity by 0.721. These findings suggest that company productivity will rise with employee satisfaction. High employee satisfaction improves service quality, work effectiveness, discipline, and commitment to company goals by increasing employee attachment. If workers feel treated fairly and favorably, the Social Exchange Theory (Blau, 1964) states that the reciprocal relationship between the organization and workers will lead to positive behavior. When a good HR management system supports employees, they will give more. Research by Harter, (Schmidt & Hayes, 2002) also found that organizational units with high levels of satisfaction and engagement had higher productivity, lower attendance rates, and better service quality than work units with low satisfaction levels. In the context of *Injourney Aviation Service Group*, the high level of worker satisfaction is an important capital in maintaining the quality of operational services in the aviation industry which is highly dependent on the consistency of workforce performance.

The Role of Employee Satisfaction Mediation

The results showed that the indirect influence of HR management on organizational productivity through employee satisfaction was 0.585, greater than the direct effect of HR management on organizational productivity which was only 0.264.

These findings indicate that employee satisfaction plays a role as a partial mediator that strengthens the relationship between HR management and organizational productivity. In other words, HR management does not automatically increase organizational productivity if it is not able to create job satisfaction for employees.

Hubungan Antar Variabel	Koefisien Jalur (β)	t-statistics	p-values	Keterangan
Pengelolaan SDM (X) $\rightarrow$ Kepuasan Karyawan (Z)	0,812	24,152	0,000	Signifikan (H1 Diterima)
Kepuasan Karyawan (Z) $\rightarrow$ Produktivitas Organisasi (Y)	0,721	18,443	0,000	Signifikan (H2 Diterima)
Pengelolaan SDM (X) $\rightarrow$ Produktivitas Organisasi (Y)	0,264	4,115	0,000	Signifikan (H3 Diterima)
Pengaruh Tidak Langsung (X $\rightarrow$ Z $\rightarrow$ Y)	0,585	14,228	0,000	Mediasi Signifikan (H4 Diterima)

Figure 6: Path Coefficient Result Table

These results support the research of (Becker & Huselid, 2018) who explain that the practice of *Human Resource Management* will have an impact on organizational performance through changes in attitudes, behaviors, and employee satisfaction first. Effective HR management will increase employee motivation, engagement, and commitment which ultimately results in increased organizational productivity.

4.2 Discussion

Although employee satisfaction levels are in the very high category, the study found several areas that require strategic attention from companies. First, the career development aspect obtained a relatively lower score than other aspects. This finding can be understood because almost half of the working population is in the age range of 25–34 years which according to the theory of *Career Stage Development* (Super, 1990) is a phase of exploration and career growth. In this phase, workers have a high need for promotion, competency development, certification, and a clear career path.

Second, the dominance of temporary workers of 97.1% is a long-term strategic challenge. Although the current level of satisfaction is very high, the literature shows that contract workers tend to have higher levels of job insecurity than permanent workers (De Witte, 2005). Therefore, companies need to develop a more structured talent management system, succession planning, and career roadmap. Third, the sustainability reward system needs to be a major concern. (Armstrong & Taylor, 2023) explain that the perception of compensation fairness is one of the main determinants of job satisfaction and employee retention. In an organization dominated by an operational workforce, a fair and transparent reward system will be an important factor in maintaining worker loyalty.

Overall, the results show that *Injourney Aviation Service Group* has managed to build a strong *foundation of Human Capital* through a positive organizational culture, effective leadership, responsive HC systems, and good HR governance. However, to maintain satisfaction and productivity levels in the long term, companies need to strengthen their career development strategies, talent management, workforce planning, and *Human Capital Analytics* as part of a sustainable HR transformation.

5. CONCLUSION

According to this study, employee satisfaction and organizational productivity at *Injourney Aviation Service Group* are significantly influenced by human resource management (HR). The 2026 Employee Satisfaction Survey revealed that the employee satisfaction rate was 91.11%, falling into the excellent category. These results show that the majority of employees have a favorable opinion of the company's HR management procedures, particularly with regard to organizational culture, leadership, human capital services, incentive programs, and interpersonal connections.. From a demographic perspective, the results of the study show that the organization is dominated by a workforce of productive age 25-34 years old and the majority have PKWT status. This characteristic gives an idea that *Injourney Aviation Service* has a relatively young, dynamic, and adaptive organization to change. However, these characteristics also show high expectations for career development, competency improvement, and certainty of the future of work. This condition is in line with the *Career Development* theory put forward by (Super, 1990), which explains that individuals in the productive age phase tend to be oriented towards career growth, professional achievement, and sustainable self-development.

The results of the study also show that the high level of employee satisfaction does not occur by chance, but is the result of a combination of various HR management practices that run effectively. A strong organizational culture, positive leadership, responsive *Human Capital* system, and digitization of staffing services have created a positive work experience for workers. These findings support the view of (Armstrong, 2021) who states that the success of modern organizations is largely determined by the ability of HR functions to create value for employees through management practices that are integrated and oriented to the needs of workers. In terms of organizational productivity, this study shows that employee satisfaction is not only an indicator of successful HR management, but also a factor that encourages improvement in organizational performance. Employees who feel valued, have organizational support, and have a positive work experience tend to show higher levels of *employee engagement*, loyalty, and commitment to the organization. These findings are in line with *the Social Exchange Theory* developed by (Blau, 1964), which explains that the reciprocal relationship between the organization and employees will result in greater contributions when workers feel support, fairness, and attention from the organization.

Furthermore, the results of the study show that employee satisfaction plays a role as the main mechanism that bridges the relationship between HR management and organizational productivity. In other words, good HR management practices do not automatically increase productivity if they are not able to create job satisfaction among employees. These findings strengthen the research of (Becker & Huselid, 2018) which states that the strategic impact of *Human Resource Management* on organizational performance occurs through changes in employee attitudes, behaviors, and commitments first before being reflected in the organization's business results.

From a wider angle, the study's findings further support the applicability of Resource Based View Theory (Barney, 1991), which views human resources as an organization's strategic asset. This study's high level of employee satisfaction demonstrates that HR serves as a source of competitive advantage that can generate additional value and organizational sustainability in addition to being a production factor. Effective human resource management will

help organizations better retain talent, enhance service quality, and deal with the challenges of a more competitive business environment. However, the survey also pointed out a number of strategic issues that businesses will need to deal with going forward. YOUNG WORKFORCE & PKWT WORKFORERS ISEE based on succession planning system to be sustainable level of HR, career development, talent management. To enable HR decisions that are less instinctual and more rooted in data and long-term vision, corporates also need to enhance their strategic communication & Human Capital Analytics deployment.

In general, This studies concluded that the very high level of employee satisfaction achieved Injourney Aviation Service Group as a result of their success in implementing human resource management. But still, to ensure the sustainability of organizational productivity and competitiveness in the future, the company needs to change from an HR administration approach to a Strategic Human Capital Management approach which is talent development. employee experience and organizational s sustainability as priority agenda. In this context, HR is not just a managed resource but rather strategic capital with the demonstrated ability to create a sustainable competitive advantage for the organization.

Although this study makes an important contribution to the human resource management literature in the aviation industry, there are some limitations that need to be noted. First, this study uses a *cross-sectional* design based on secondary data from the 2025 survey, so that it cannot capture the dynamics of changes in long-term employee retention and loyalty in depth. Second, the scope of this study is limited to one aviation support service company only, *Injourney Aviation Service Group*, so generalization of the results to other aviation sub-sectors must be done carefully.

Based on these limitations, future research is recommended to use a longitudinal approach to test the stability of this model over time. In addition, the next researcher is expected to expand the structural model by adding moderation variables such as non-financial compensation or other exogenous variables such as *organizational citizenship behavior* (OCB) and *turnover intention* levels to obtain a more comprehensive picture of organizational behavior dynamics in the aviation services industry.

Acknowledgements

For granting access to the Employee Satisfaction Survey data utilized in this study, the authors would like to sincerely thank In Journey Aviation Service Group. The Human Capital Division's assistance and the participation of every employee in the survey are also acknowledged by the writers. We would especially like to thank Universitas Negeri Jakarta for their academic assistance during the research process.

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