

The Influence of Career Development, Positive Psychology, Organizational Communication, and Strategic Digital Leadership on the Improvement of Performance in the Aviation School Organization of the Ministry of Transportation, Mediated by Employee Motivation

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Keywords

Career Development, Positive Psychology, Organizational Communication, Improvement of Performance, Aviation School Organization, Employee Motivation.

ABSTRACT

This research investigates the factors influencing organizational performance within the Flight School of the Ministry of Transportation, focusing on the unique structure of the Public Service Agency (BLU) and its technical implementation units. It explores challenges faced by aviation service schools in meeting BLU revenue targets and highlights the significance of human resource management. Drawing on insights from scholars, the study examines the impact of career development, positive psychology, organizational communication, and digital leadership strategies on organizational performance, mediated by employee motivation. Using a quantitative approach involving a survey of 175 officials and Structural Equation Modeling (SEM), the research finds positive influences of these factors on organizational performance, with employee motivation playing a mediating role. However, limitations such as reliance on self-reported data and the sample size constrain the generalizability of findings. Future research could employ qualitative methods and longitudinal studies to deepen understanding and investigate long-term effects.

INTRODUCTION

The Public Service Agency (BLU) is an independent legal entity that can manage its finances and operations autonomously. As part of the transportation ministry, technical implementation units under BLU, such as airports and health centers, are expected to be more flexible in resource management and decision-making. The purpose of establishing BLU is to provide community services without prioritizing profits by implementing flexible financial management patterns and focusing on productivity, efficiency, and effectiveness. Performance measurement is key in assessing the success of public sector organizations, as it contributes to public legitimacy and support. Organizational performance, including employees, determines the success or failure of an organization, and human resource management plays a crucial role as an organizational competitiveness factor (Aminah et al., 2020; Hasan et al., 2022; Nur et al., 2020; Schultz et al., 2019).

According to Djoko Setyo Widodo (2022), the success of an organization can be seen from employee performance and organizational performance; this is related to how the human resources in an organization have played a role in organizational progress. To achieve the best goals in an organization, it is necessary to manage clear human resources through various organizational policies,

to adjust the common interests between the organization's and employees' interests (Setyo Widodo et al., 2022).

Research conducted by Liying He & Kamisah Ismail (2023) states that the performance of universities or educational institutions is very complex and competitive. Even the Chinese Government has issued related documents to encourage performance reform in universities or academic institutions, stating that universities must strengthen capital investment performance, innovate financial support methods, and highlight performance-oriented capital investment methods with incentive and restraint mechanisms. According to the understanding of traditional Chinese culture, an achievement performance requires three factors to be successful: human resources, material resources and financial resources, all of which are indispensable (Liying & Ismail, 2023).

The background of the problem in this study is The current condition. Almost all aviation service schools of the Ministry of Transportation have not been able to meet the achievement of their BLU revenue targets. For example, the achievement of the BLU target from PPI Curug data taken from the PPICurug Strategic Plan in 2021-2022 is as follows: from Table 1., it can be seen that the realization of BLU PPICurug revenue in 2021 is 47.85% and the realization in 2022 is 49.51%, the realization in 2021 and 2022 is below 50%, even though the Government's expectation is between the revenue target and the realization of BLU is 100%.

Research shows that performance factors are very influential in increasing BLU revenue because human resources are important for an organization. High-performance human resources play a dominant role in running an organization's operations to achieve the goals set. Employee performance is very important for the organization because whether or not employees are effective will greatly affect the success of the organization because every member of the organization wants good performance (Susanti et al., 2022)

Government organizations rely heavily on the contributions of employees to achieve organizational goals, necessitating good, effective, and efficient performance (Supramaniam & Singaravelloo, 2021). A myriad of factors influence organizational performance, including career development, work environment, organizational communication, culture, leadership, compensation, employee motivation, and positive psychology (Sarker & Ashrafi, 2018; Singh et al., 2022). Additionally, leadership systems, management practices, organizational environment, communication effectiveness, cultural dynamics, and motivation are identified as crucial determinants of successful organizational performance (Putra & Adawiah, 2023). This discussion focuses on exploring the impacts of career development, positive psychology, organizational communication, and digital leadership strategies on organizational performance, with employee motivation serving as a mediating factor (Paais & Pattiruhu, 2020). Career development emerges as a formal strategy vital for enhancing both employee and organizational performance, fostering increased employee insights, knowledge acquisition, and motivation, all contributing significantly to organizational success (Alkhalaf & Al-Tabbaa, 2024; Azeem et al., 2021)

The productivity and creativity of human resources will be enhanced by good career development management, which allows them to work harder and help the company achieve its goals; meanwhile, career development programs will improve employee performance and increase promotion opportunities for employees to reach the next career path in a directed manner (Marpaung et al., 2019)

From an employee perspective, career development provides a snapshot of the future career path and reflects the organization's long-term importance to employees. For companies, this guarantees the availability of employees who can fill vacant positions. Therefore, career development is significant in employee career coaching (Okeke & Elegbede, 2024). In addition, organizational performance is influenced by positive psychology, where the time individuals spend at work impacts their minds (Kasdorf & Kayaalp, 2022). Good organizational communication is also important in improving

employee performance, involving trust, honesty, shared decision-making, openness, listening, and focus on high-performance goals (Arimie & Oronsaye, 2020; Ruliana et al., 2018).

According to Annisa Nur Islami et al. (2021), Communication in the world of work is formed by itself in the work environment. Existing communication will make the working atmosphere run well, and communication between superiors and subordinates will also develop harmoniously. Communication patterns in the work environment will make working with employees easy because employees can communicate effectively to communicate their work with colleagues and superiors. Effective communication patterns in the work environment will make employees able to work better so that they will be able to improve their performance (Islamic et al., 2021). In contrast, informal communication is socially accepted communication that is not addressed to the organization but to its individual members (Monika & Kusumawardhani, 2022).

Effective organizational communication will increase employee productivity because it has a conducive, good, and comfortable work environment, which will also encourage organizational and employee performance (Hamsal, 2021; Hutagalung & Ritonga, 2018). In improving employee performance, an organization also urgently needs strategic leadership because the challenges in today's organization are so complex. A current and future leader must be flexible and adapt to a highly dynamic environment, anticipate various changes, and proactively develop necessary change programs (Alfina et al., 2019).

The ability to manage the organization is expected to come from leaders who have the strength and ability to handle activities that are the lifeblood of the organization, and strategic leadership style is considered a strategic aspect in an organization, it has also been observed as the leader's ability to anticipate, create vision, empower others and flexibility, to create a strategic and viable organizational future, and related to the ability of managers to develop and express strategic visions for employees in an organization, because to be able to build strategic leadership requires the ability to build strong communication, be able to be a good listener, enthusiastic at work, think and have a positive attitude, empathy for employees, have humility and be able to improve the ability in diplomacy characterized by its ability to inspire, motivate, and work together with his team to produce extraordinary results, because a leader must be smart and can continue to improve himself, and requires a leadership attitude of quality and integrity (Berliana & Andini, n.d.; Butarbutar et al., 2021; Gakenia et al., 2017; Ida Anindita et al., 2022).

In the industrial era 4.0, leaders must follow the pattern of organizational needs. Acumen in applying digital leadership benchmarks shows a rapid, cross-hierarchical, cooperative, and team-oriented approach that often integrates innovation; this is in line with research that in good leadership, the dissemination of leadership information to several people who work cooperatively and interdependently to achieve group goals (Ashari et al., n.d.; Sarjito, 2018).

Beibeirapa reasons Share organization intuik can be Iradaptation The face of digital transformation is reconsiderImpeir Maintain Facing Change Technology so that organizations can improve their lives. Invent Value for Update and Organizational Editing (Prihanto et al., 2021). To be adaptable in digital transformation, the existence of the leadership of the Beirorieintation digital is needed for digital transformation within the organization (Saarikko et al., 2020).

To produce employee and organizational performance by what is expected, one of the efforts that can be made is to motivate employees. Motivation must be done continuously, considering that employee morale is not always high but can increase and also decrease (Kasbuntoro et al., 2020; Prasetyo et al., 2019).

Meanwhile, several factors affect performance. According to Rahadyan Wicaksono (2023), employee performance is influenced by ability and motivation. Employee motivation is the basis for an organization to develop government and private agencies because of the desire to realize goals and

efforts carried out jointly, systematically and planned (Rahadyan Wicaksono 2023., Anandita et al., 2021; Lestari et al., 2023; Riani & Putra, 2017).

This research was conducted to fill the gap in the relationship between positive psychology, employee motivation, organizational performance, and the strategic context of digital leadership. Two major gaps were identified from previous studies: limitations in considering the impact of positive psychology on organizational performance by involving employee motivation as mediation and limitations in research on digital leadership strategies that affect organizational performance by mediating employee motivation. This research brings innovation by investigating these two aspects. It is titled "The Effect of Career Development, Positive Psychology, Organizational Communication, and Digital Leadership Strategies on the Organizational Performance of the Flight School of the Ministry of Transportation Mediated by Employee Motivation." It is hoped that this research will make an important contribution to understanding the relationship between these factors and organizational performance, especially at the Ministry of Transportation's Flight School.

METHODS

This study uses a quantitative approach referring to Arikunto (2013) and Sinollah et al. (2020). This research method aims to identify the relationship between variables by measuring the relationship between two variables, namely the independent variable to the dependent variable, to test the direct effect and involving mediation variables to test the indirect effect (Sekaran & Bougie, 2010; Amen, 2018).

Data collection was carried out with a survey approach using questionnaires distributed to officials within the Aviation Service School of the Ministry of Transportation. The research sample was taken by census, involving 175 officials who had implemented the Balanced Scorecard (BSC).

The research data source involved respondents consisting of Directors, Deputy Directors, Section Heads, Coordinators, Kapus, Heads of Study Programs, Kanit, and Unit Heads at various Aviation Polytechnics in Indonesia. Data were collected through the dissemination of questionnaires and interviews, as well as documentation studies. Literature studies are also carried out to understand theories relevant to research variables.

Data analysis was performed using Structural Equation Modeling (SEM) and SmartPLS data analysis tool version 3. The study also involved testing the validity of convergent and discriminants. The results of the convergent validity test show that all indicators on the variables of career development, positive psychology, organizational communication, digital leadership strategy, employee motivation, and organizational performance have a loading factor value greater than 0.70, so it can be considered valid.

Discriminant validity can be known through the Average Variance Extracted (AVE) method for each variable tested. A variable is valid if it has an Average Variance Extracted (AVE) value greater than 0.50 or an AVE > 0.50. Vice versa, if the AVE value < 0.50 then the variable is considered invalid. The results of discriminant validity are presented in the table as follows.

Table 1. Discriminant Validity Test Results

Variable	Condition	Average Variance Extracted (AVE)	Conclusion
Career Development	> 0.50	0,624	Valid
Positive Psychology	> 0.50	0,725	Valid
Organizational Communication	> 0.50	0,724	Valid
Digital Leadership Strategy	> 0.50	0,695	Valid
Employee Motivation	> 0.50	0,681	Valid
Organizational Performance	> 0.50	0,720	Valid

Source: SmartPLS Processed Data, 2024

Based on the results of the discriminant validity test presented in the table above, it was obtained that the AVE value for the Career Development variable was greater than 0.50 with a value of 0.624; the AVE value for the Positive Psychology variable is greater than 0.50 with a value of 0.725; the AVE value for the Organizational Communication variable is greater than 0.50 with a value of 0.724; the AVE value for the Digital Leadership Strategic variable is greater than 0.50 with a value of 0.695; value AVE for the Employee Motivation variable is greater than 0.50 with a value of 0.681; and the AVE value for the Organizational Performance variable is greater than 0.50 with a value of 0.720. This shows that each variable in this study has good discriminant validity. So it can be concluded that all latent variables have met the validity test.

RESULTS

Test the hypothesis

To test the influence of each independent variable on the dependent variable, a hypothesis test is implemented. According to Ghazali (2020: 75), the significance value determines the influence between variables through bootstrapping procedures. Hair et al. (2017) state that T-statistics and p-values can be obtained through bootstrapping. The coefficient is considered significant if the p-value is smaller than the significance level. Typically, a significance level of 5% is assumed in applications. If the p-value is below 0.05 (< 5%) (significance level = 5%), it is deemed significant. Thus, H₀ is rejected, H_a is accepted, or it can be concluded that the hypothesis is supported.

Table 2. Hypothesis Test Results (Direct Effect)

Research Hypothesis	Koef.	t-count	P-Values	Information
Direct Effect				
H1: Career development has a positive influence on organizational performance.	0,218	3,489	0,001	Supported
H2: Positive psychology has a positive influence on organizational performance.	-0,012	0,153	0,878	Not Supported
H3: Organizational communication has a positive influence on organizational performance.	0,278	2,945	0,003	Supported
H4: Digital leadership strategies have a positive influence on organizational performance.	0,177	2,113	0,035	Supported
H5: Employee motivation has a positive influence on organizational performance.	0,307	3,206	0,001	Supported
H6: Career development has a positive effect on employee motivation.	0,205	2,954	0,003	Supported
H7: Positive psychology positively affects employee motivation.	0,215	3,134	0,002	Supported
H8: Organizational communication has a positive influence on employee motivation.	0,261	2,912	0,004	Supported
H9: Digital leadership strategies have a positive influence on employee motivation.	0,297	3,756	0,000	Supported
Indirect Effect				
H10: Career development has a positive influence on organizational performance, through employee motivation.	0,063	2,101	0,036	Supported
H11: Positive psychology has a positive influence on organizational performance, through employee motivation.	0,066	2,293	0,022	Supported
H12: Organizational communication has a positive influence on organizational performance, through employee motivation.	0,080	2,093	0,038	Supported

Research Hypothesis	Koef.	t-count	P-Values	Information
H13: Digital leadership strategies have a positive influence on organizational performance, through employee motivation.	0,091	2,298	0,022	Supported

Source: SmartPLS Processed Data, 2024

Based on the results of the hypothesis test on the direct effect and indirect effect between the independent variable (X) and the dependent variable (Y) in this study, the results are described as follows:

Hypothesis 1:

H0.1: Career development does not have a positive influence on organizational performance.

Ha.1: Career development has a positive influence on organizational performance.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 1, which states that career development positively influences organizational performance, shows significant results, with a coefficient value of 0.218 and a p-value of 0.001. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05. Based on the hypothesis test results, a p-value of 0.022 < 0.05 was obtained. So, Ha.1 is supported, and H0.1 is not supported. Based on this analysis, it was found that career development positively influences organizational performance.

Hypothesis 2:

H0.2: Positive psychology does not have a positive influence on organizational performance.

Ha.2: Positive psychology has a positive influence on organizational performance.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 2, which states that positive psychology has a positive influence on organizational performance, shows insignificant results, with a coefficient value of -0.012 and a p-value of 0.878. It said the results were negligible because the p-value obtained was declared ineligible for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value of < 0.05. Based on the hypothesis test results, a p-value of 0.878 > 0.05 was obtained. So, Ha.2 is not supported, and H0.2 is supported. Based on this analysis, it was found that positive psychology does not positively influence organizational performance.

Hypothesis 3:

H0.3: Organizational communication does not have a positive influence on organizational performance.

Ha.3: Organizational communication has a positive influence on organizational performance.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 3, which states that organizational communication positively influences organizational performance, shows significant results, with a coefficient value of 0.278 and a p-value of 0.003. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05. Based on the hypothesis test results, a p-value of 0.003 < 0.05 was obtained. So, Ha.3 is supported, and H0.3 is not supported. Based on this analysis, it was found that organizational communication has a positive influence on organizational performance.

Hypothesis 4:

H0.4: Digital leadership strategies do not positively influence organizational performance.

Ha.4: Digital leadership strategies have a positive influence on organizational performance.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 4, which states that digital leadership strategies positively influence organizational performance, shows

significant results, with a coefficient value of 0.177 and a p-value of 0.035. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.035 < 0.05$ was obtained. So, H_{a4} is supported, and $H_{0.4}$ is not supported. Based on this analysis, it was found that digital leadership strategies have a positive influence on organizational performance.

Hypothesis 5:

$H_{0.5}$: Employee motivation does not have a positive influence on organizational performance.

$H_{a.5}$: Employee motivation has a positive influence on organizational performance.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 5, which states that employee motivation has a positive influence on organizational performance, shows significant results, with a coefficient value of 0.307 and a p-value of 0.001. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.001 < 0.05$ was obtained. So, H_{a5} is supported, and $H_{0.5}$ is not supported. Based on this analysis, it was found that employee motivation has a positive influence on organizational performance.

Hypothesis 6:

$H_{0.6}$: Career development does not have a positive effect on employee motivation.

$H_{a.6}$: Career development has a positive effect on employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 6, which states that career development has a positive effect on employee motivation, shows significant results, with a coefficient value of 0.205 and a p-value of 0.003. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.003 < 0.05$ was obtained, so $H_{a.6}$ is supported, and $H_{0.6}$ is not. Based on this analysis, it was found that career development positively affects employee motivation.

Hypothesis 7:

$H_{0.7}$: Positive psychology has no positive effect on employee motivation.

$H_{a.7}$: Positive psychology positively affects employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 7, which states that positive psychology has a positive effect on employee motivation, shows significant results, with a coefficient value of 0.215 and a p-value of 0.002. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.002 < 0.05$ was obtained. So, $H_{a.7}$ is supported, and $H_{0.7}$ is not supported. Based on this analysis, it was found that positive psychology positively affects employee motivation.

Hypothesis 8:

$H_{0.8}$: Organizational communication does not have a positive influence on employee motivation.

$H_{a.8}$: Organizational communication has a positive influence on employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 8, which states that organizational communication positively influences employee motivation, shows significant results, with a coefficient value of 0.261 and a p-value of 0.004. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.004 < 0.05$ was obtained. So, $H_{a.8}$ is supported, and $H_{0.8}$ is not

supported. Based on this analysis, it was found that organizational communication has a positive influence on employee motivation.

Hypothesis 9:

H0.9: Digital leadership strategies do not positively influence employee motivation.

Ha.9: Digital leadership strategies have a positive influence on employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 9, which states that digital leadership strategies positively influence employee motivation, shows significant results, with a coefficient value of 0.297 and a p-value of 0.000. It is said that the results are important because the p-value obtained is declared to have met the requirements for the hypothesis to be accepted or supported, namely with a significance level of 5% and a p-value value of < 0.05 . Based on the hypothesis test results, a p-value of $0.000 < 0.05$ was obtained. So, Ha.9 is supported, and H0.9 is not supported. Based on this analysis, it was found that digital leadership strategies have a positive influence on employee motivation.

Hypothesis 10:

H0.10: Career development does not positively influence organizational performance through employee motivation.

Ha.10: Career development positively influences organizational performance through employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 10, which states that career development positively influences organizational performance through Employee Motivation, shows significant results. It is said that the results are important because the probability value obtained is declared qualified for the hypothesis to be accepted or supported, namely with a probability value of < 0.05 . Based on the hypothesis test results, a probability value of $0.036 > 0.05$ was obtained so that Ha.10 was supported, and H0.10 was not supported. Based on this, it was obtained that career development positively influences organizational performance through Employee Motivation. This proves that employee motivation can mediate the relationship between career development and organizational performance. Partial mediation occurs because there is an influence between the mediating variable and the dependent variable, and there is an influence between the independent variable and mediation.

Hypothesis 11:

H0.11: Positive psychology does not positively influence organizational performance, through employee motivation.

Ha.11: Positive psychology positively influences organizational performance through employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 11, which states that positive psychology implies a positive influence on organizational performance | Employee Motivation, shows significant results. It is said that the results are important because the probability value obtained is declared qualified for the hypothesis to be accepted or supported, namely with a probability value of < 0.05 . Based on the hypothesis test results, a probability value of $0.022 > 0.05$ was obtained so that Ha.11 was supported, and H0.11 was not supported. Based on this, it is obtained that positive psychology implies a positive influence on the organization's work through employee motivation. This proves that employee motivation can mediate the relationship between positive psychology and organizational performance. Partial mediation occurs because there is an influence between the mediating variable and the dependent variable, and there is an influence between the independent variable and mediation.

Hypothesis 12:

H0.12: Organizational communication does not positively influence organizational performance through employee motivation.

Ha.12: Organizational communication has a positive influence on organizational performance through employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 12, which states that the initiation of the organization has a positive influence on the organization's performance through employee motivation, shows significant results. It is said that the results are important because the probability value obtained is declared qualified for the hypothesis to be accepted or supported, namely with a probability value of < 0.05 . Based on the hypothesis test results, a probability value of $0.038 > 0.05$ was obtained so that Ha.12 was supported, and H0.12 was not supported. Based on this, it is obtained that organizational communication implies a positive influence on the organization's linework through employee motivation. This proves that employee motivation can mediate the relationship between organizational Performance. Partial mediation occurs because there is an influence between the mediating variable and the dependent variable, and there is an influence between the independent variable and mediation.

Hypothesis 13:

H0.13: Digital leadership strategies do not positively influence organizational performance through employee motivation.

Ha.13: Digital leadership strategies have a positive influence on organizational performance through employee motivation.

Based on the results of the hypothesis test shown in the table above, it is known that Hypothesis 13, which states that digital leadership strategies have a positive influence on organizational performance through employee motivation, shows significant results. It is said that the results are important because the probability value obtained is declared qualified for the hypothesis to be accepted or supported, namely with a probability value of < 0.05 . Based on the hypothesis test results, a probability value of $0.022 > 0.05$ was obtained so that Ha.13 was supported, and H0.13 was not supported. Based on this, it was found that digital leadership strategies positively influence organizational performance through employee motivation. This proves that employee motivation can mediate the relationship between digital leadership and organizational performance. Partial mediation occurs because there is an influence between the mediating variable and the dependent variable, and there is an influence between the independent variable and mediation.

CONCLUSION

The research delves into the factors influencing organizational performance, particularly within the Flight School of the Ministry of Transportation context. The study identifies significant positive influences of career development, organizational communication, digital leadership strategies, and employee motivation on organizational performance. Additionally, positive psychology is found not to have a significant direct impact on organizational performance. The research underscores the importance of human resources, emphasizing the role of high-performance employees in organizational success. It also highlights the critical role of effective communication, career development, and digital leadership in fostering employee motivation, thereby influencing overall organizational performance. The findings contribute to bridging gaps in the existing literature by exploring the mediating role of employee motivation in the relationships between career development, positive psychology, organizational communication, digital leadership strategies, and organizational performance. The study aims to provide valuable insights for the Flight School of the Ministry of Transportation and similar organizations, shedding light on areas that can be improved to enhance overall performance.

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