

## FACTORS AFFECTING AVIATION SECURITY PERFORMANCE AT MUARA BUNGO AIRPORT

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### ABSTRACT

This study explores the factors influencing employee performance at Muara Bungo airport, focusing on discipline, work motivation, and competence. The research findings reveal that employee discipline positively impacts performance, emphasizing the importance of punctuality, adherence to procedures, and responsibility in achieving organizational goals. Additionally, the study highlights the significance of work motivation in driving employee performance, emphasizing the role of fair compensation, recognition, and developmental opportunities. Furthermore, competence emerges as a key factor, with skilled and knowledgeable employees exhibiting higher performance levels. The research suggests strategies such as strengthening discipline, enhancing work motivation, and focusing on competence development to optimize employee performance. The study also recommends fostering a culture of safety and security, improving communication and collaboration, implementing performance evaluation and feedback mechanisms, and continuously monitoring and adapting approaches. By implementing these suggestions, Muara Bungo airport can effectively enhance employee performance, contributing to the organization's success and ensuring a safer and more efficient aviation environment.

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### 1. INTRODUCTION

Muara Bungo Airport is one of the technical implementation units under the Directorate General of Civil Aviation, Ministry of Transportation, located at Soekarno Hatta Street, Sungai Buluh Village, Rimbo Tengah District, Bungo Regency, Jambi Province. The construction of Muara Bungo Airport began in 2007, and it is strategically positioned to support mobility and serve passengers from five regencies: Bungo, Tebo, Merangin, Kerinci, and Dharmasraya. With this in mind, the quality of service at the airport must be good and continuously improved to ensure that the airport authorities can provide maximum and satisfactory services. Effective airport performance can be achieved through good communication and understanding between management and employees, ensuring that they are aware of what needs to be done, what is allowed, and what is not allowed within the company. Performance within an organization is crucial. Performance refers to the results achieved by an employee in fulfilling their assigned responsibilities, both in terms of quality and quantity [1], [2]. Good results can be obtained when the influencing factors are also favorable [3]. Employee performance is the result of an individual's work behavior in carrying out job activities. Performance refers to the level of task accomplishment that constitutes an employee's work. In practice, employees may not produce the same level of performance every day as employee performance is influenced by various factors. It is important to provide motivational support to improve employee performance [4]. Performance is the quality and quantity of work results achieved by an employee in performing their tasks.

Currently, there are 15 employees with civil servant (ASN) status and 52 employees with non-civil servant government employee (PPNPN) status at Muara Bungo Airport. These employees are divided into operational units, including Avsec (Aviation Security), technicians, and janitorial staff. The total personnel at Muara Bungo Airport is 67 individuals. The following is a recapitulation of Civil Servants (ASN) and Non-Civil Servant Government Employees (PPNPN), as shown in Figure 1 below.

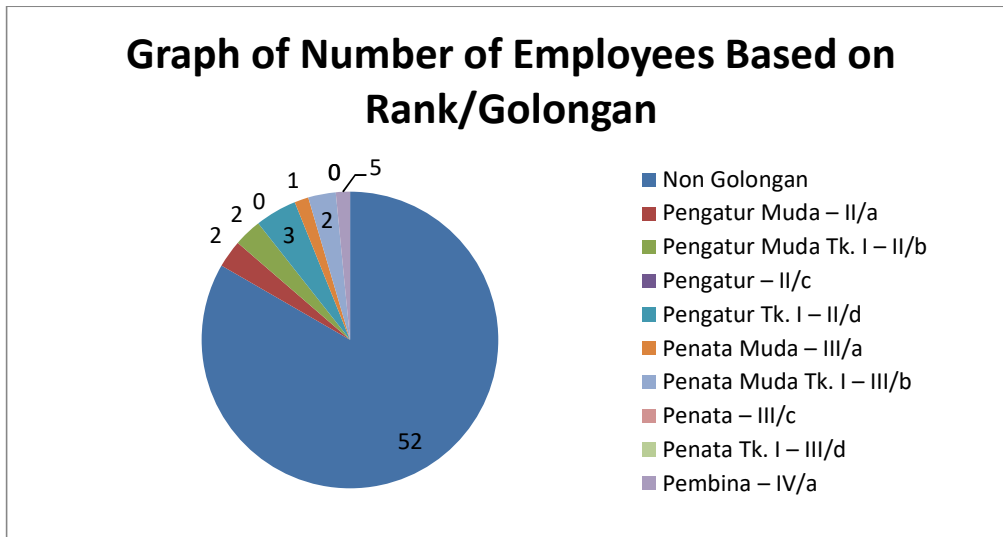


Figure 1. Graph of Number of Employees Based on Rank/Golongan

Muara Bungo Airport Unit Office is a government organization that operates in the field of public service for the provision of air transportation services. The ability to provide and deliver services that prioritize safety, security, and quality to the public is one of the important indicators for the success of air transportation services. However, the government may not fully meet the demands of air transportation services that directly interact with the public in terms of quantity and quality of personnel. The quality of service is a significant issue in the government's provision of air transportation services.

The workload in providing airport services is based on the concept of 3S+1C (Safety, Security, Services, and Compliance) [5]. Safety is the primary factor in aviation, playing the most crucial role in serving passengers. Security is a constraint in both airport operations and during flights. Services involve providing adequate facilities and infrastructure for domestic and international flights. Lastly, Compliance requires airlines to adhere to the applicable regulations in air transportation. One common issue encountered in various organizations is the problem of discipline. It is widely recognized that discipline is a prerequisite for achieving optimal performance [6].

According to Flippo, issues related to employee discipline in the workplace include high absenteeism rates and high levels of tardiness [7]. If absenteeism is high, it is likely that employee performance will be low, and it becomes challenging to achieve the desired targets.

Table 1. Recapitulation of the Attendance of State Civil Apparatus and Non Civil Servant Government Employees at Muara Bungo Airport in 2020

| No | Months    | Present (Person) | Absent (Person)     |      |         | %      |  |
|----|-----------|------------------|---------------------|------|---------|--------|--|
|    |           |                  | Without explanation | Late | Present | Absent |  |
| 1  | January   | 50               | 10                  | 5    | 83.33   | 16.67  |  |
| 2  | February  | 52               | 8                   | 4    | 86.67   | 13.33  |  |
| 3  | March     | 48               | 12                  | 7    | 80.00   | 20.00  |  |
| 4  | April     | 55               | 5                   | 5    | 91.67   | 8.33   |  |
| 5  | May       | 56               | 4                   | 2    | 93.33   | 6.67   |  |
| 6  | June      | 51               | 9                   | 4    | 85.00   | 15.00  |  |
| 7  | July      | 50               | 10                  | 6    | 83.33   | 16.67  |  |
| 8  | August    | 47               | 13                  | 4    | 78.33   | 21.67  |  |
| 9  | September | 45               | 15                  | 6    | 75.00   | 25.00  |  |
| 10 | October   | 55               | 5                   | 2    | 91.67   | 8.33   |  |
| 11 | November  | 56               | 4                   | 5    | 93.33   | 6.67   |  |
| 12 | Desember  | 55               | 5                   | 6    | 91.67   | 8.33   |  |

In Table 1 obtained from the Human Resources Department of Muara Bungo Airport, it is shown that the average rate of unexcused absences for the period of January to December 2020 was 13.89% in the past

year. This indicates that the absenteeism rate at Muara Bungo Airport is high, which aligns with [7] stating that when the absenteeism rate exceeds 10% of the total number of employees, it disrupts work, hampers activities, and affects overall employee performance. Based on observations and monitoring in the field, employee indiscipline is evident during flight operations. Passengers start arriving, but the check-in counters cannot be opened due to insufficient personnel, resulting in passenger congestion and flight delays.

Another factor that also affects performance is employee motivation and competence. Competence refers to the authority of each individual to perform tasks or make decisions in line with their role in the organization, relevant to their expertise [8]. With the presence of competence, it also becomes a motivation for personnel to carry out their tasks and instills confidence, resulting in optimal outcomes. In essence, organizational goals can be achieved by considering the existing motivation of its employees. Two driving aspects of motivation are intrinsic (internal) and extrinsic (external). If employees have good intrinsic motivation, there is no need for strict supervision or orders from superiors to engage in self-development. However, there are still employees who are not fully committed to their work and lack motivation to excel in personal development activities. Extrinsic factors include the applicable reward system, organizational policies, and working conditions [9]. Providing suitable compensation for employees is one of the ways to stimulate extrinsic motivation and enhance employee performance. Based on the above issues, it can be said that employee performance will improve when there is both intrinsic and extrinsic motivation that drives them to perform their work to the best of their abilities [10].

Employee competence at Muara Bungo Airport is a primary requirement for carrying out their main tasks in the Aviation Security unit. Based on the Indonesian Ministry of Transportation Regulation Number PM 51 of 2020 concerning the National Aviation Security Program, aviation security is a condition that provides protection to flights from unlawful acts through the integration of human resources, facilities, procedures, and licensed aviation security personnel who are assigned tasks and responsibilities in the field of Aviation Security. The aviation security personnel referred to consist of Aviation Security Guards (Basic/Guard Aviation Security), Aviation Security Screeners (Junior/Screening Aviation Security), and Aviation Security Supervisors (Senior/Supervisor Aviation Security). Based on the personnel data, there are still Aviation Security personnel who do not have competency certificates. The number of Avsec personnel at Muara Bungo Airport is 20, with 13 personnel having licenses and 7 personnel without licenses. This has an impact on the performance of the Avsec personnel themselves, as the license is the main requirement for carrying out their duties and responsibilities.

Given the observed phenomenon, it is important to conduct research on the discipline, work motivation, and competence of Aviation Security (Avsec) personnel at Muara Bungo Airport in order to achieve optimal performance and drive improvements in the provision of air transportation services.

## 2. LITERATURE REVIEW

### Performance

According to [11], performance is the process of work that is carried out along with the quality and quantity of work achieved by employees in accordance with their tasks and responsibilities to achieve organizational goals. Performance is closely related to human resources, as humans are the key to the functioning of operations within an organization. It is the presence of high-quality resources that leads to good performance. Furthermore, according to [12], performance is the outcome of each employee's work, contributing positively to the organization. It can be said that every organization desires employees with good performance because their performance has a positive impact on achieving goals and plans. The better the employees' performance, the more organized the operational activities within an organization. Based on the above opinions, it can be concluded that performance is the achievement of work by individuals based on their respective company's standards within a specific period. Performance is a demonstration of an employee's abilities and serves as the basis for evaluating employees or organizations. Good performance is a step towards achieving organizational goals. Continual efforts must be made to improve performance, even though it may not be easy.

### Discipline

Work discipline is an essential asset in achieving desired goals, making it crucial in any organization. In a disciplined environment, an organization or institution can implement its work programs to achieve predetermined objectives. According to [13], work discipline is a tool used by leaders to modify behavior and enhance individuals' awareness and willingness to adhere to all applicable rules and social norms. [14]state that discipline is the ideal condition to support the implementation of core tasks and functions in

accordance with rules, aiming to optimize work performance. One of the requirements for implementing discipline in the workplace is clear job assignments where individuals are aware of their respective tasks and responsibilities. Additionally, applying certain sanctions for violations can help maintain discipline. Employees who are disciplined and comply with regulations, norms, and rules within an organization or institution can enhance efficiency, effectiveness, and productivity. On the other hand, organizations or institutions with undisciplined employees will face difficulties in implementing programs to improve productivity and may struggle to achieve their predetermined goals.

According to [15], discipline is an essential asset in achieving desired goals. In other words, discipline is necessary to streamline activities and realize the established objectives. Often, when people hear the word "discipline," they tend to associate it with narrow and punitive definitions. However, discipline has a broader meaning beyond punishment. Employees should understand that having good work discipline will bring useful benefits, both for the organization and themselves. Therefore, it is important to raise awareness among employees to comply with applicable regulations. Furthermore, organizations themselves should strive to have clear, understandable, and fair rules that apply to both top-level leaders and lower-level employees. Based on the various definitions mentioned above, it can be concluded that discipline is the willingness and voluntary compliance of individuals with all applicable rules and regulations in their surroundings. Incorporating discipline into the life of an organization aims to ensure that all employees willingly adhere to established rules and regulations without coercion. When employees within the organization exercise self-control and comply with prevailing norms, it becomes a crucial primary asset in achieving desired outcomes.

### **Motivation**

Motivation is a driving force that encourages individuals to have enthusiasm in their actions. It is considered crucial in enhancing employee performance within an organization because motivation can be interpreted as the work spirit to achieve the goals of their job [16]. According to [17], motivation is a driving force that ignites individuals' performance spirit, fostering a desire to work together, work effectively, and efficiently with efforts to achieve common goals. Each individual has different levels of motivation, which is why leaders need to understand and provide motivation to their subordinates. Low motivation among employees can have negative effects on the organization and slow down organizational objectives. Motivation is a driving force that leads individuals to act or behave in certain ways, referring to the factors that encourage or discourage someone from doing something. Motivation can be seen as the desire to achieve higher status, power, and recognition for each individual. In fact, motivation can be seen as the foundation for success in various aspects of life through the improvement of abilities and willingness. According to [18], factors influencing motivation can be divided into two categories: internal factors and external factors. Internal factors arise from within individuals, while external factors arise from the surrounding environment. Work motivation, as described by [19], is a process that employees need to go through to fulfill their goals and needs. This process of motivation can be understood through the correlation between needs, incentives, and rewards.

### **Competence**

Competence refers to skills, abilities, and authority. Therefore, the definition of competence is a combination of an individual's knowledge, skills, and personal attributes that enhance performance and contribute to the success of an organization. According to Lyle M. Spencer and Signe M. Spencer as cited in [20], competence is defined as "A competence is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation." This means that competence is an inherent characteristic of an individual that is deeply rooted and can predict behavior in various tasks and work situations. It is causally related, meaning that competence causes or predicts behavior and performance. It is criterion-referenced, indicating that competence accurately predicts who performs well or poorly, as measured by specific criteria or standards. From the various perspectives mentioned above, it can be concluded that competence is the ability to perform tasks or work based on an individual's knowledge, skills, and supported by their attitudes as personal characteristics. Discipline, motivation, and competence have an impact on the performance of employees as well as leaders within an organization. Performance is a crucial component in achieving the success of a company or organization. Therefore, optimal performance is highly required to achieve optimal goals [21].

### **Conceptual framework**

Based on the description above, it can be built research framework as follows:

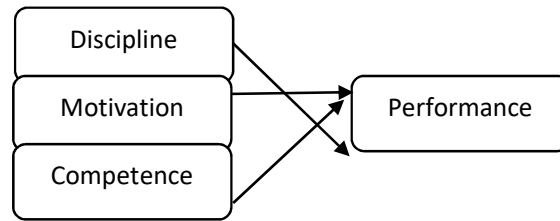


Figure 2. Conceptual Framework

### 3. METHOD

#### Types and Location of research

In this study, the author employed a quantitative approach. According to [22], quantitative method is based on positivist philosophy and aims to describe and test hypotheses formulated by the researcher. Quantitative research involves the collection, processing, and presentation of data, predominantly in numerical form. The research design used in this study is quantitative descriptive, which aims to determine the influence of employee discipline, work motivation, and competence on the performance of Aviation Security (Avsec) personnel at Muara Bungo Airport. Data was collected quantitatively, and statistical analysis was conducted. The nature of this research is explanatory, seeking to explain and clarify the cause-and-effect relationship between the variables of employee discipline, work motivation, competence, and the performance of Avsec personnel at Muara Bungo Airport.

Two types of questionnaires were used in this study: open-ended and closed-ended. The open-ended questionnaire allowed respondents to freely provide answers without any limitations, as long as they were relevant to the research problem and aligned with the research questions. The closed-ended questionnaire was also employed, using a Likert Summated Rating (LSR) scale ranging from 1 to 5, to limit respondents' answers. Due to the relatively narrow scope of the study, the questionnaires could be directly administered within a short period of time. The direct interaction between the researcher and the respondents created a favorable condition, encouraging respondents to provide objective and prompt data voluntarily.

#### Sampling technique

In conducting research, it is necessary to have an object or subject of study in order to address the research problem. According to [22], "Population is the object being studied and it helps researchers in processing data to be studied and drawing conclusions." In this study, the target population consisted of all employees of Muara Bungo Airport, totaling 60 employees. In this research, the researcher employed a nonprobability sampling technique. According to [22], "Nonprobability Sampling is a sampling technique that does not provide equal opportunities for every element or member of the population to be selected as a sample." In this study, the researcher used a saturated sampling (census) approach. [22] defines saturated sampling as "a sampling technique where all members of the population are used as samples." In other words, saturated sampling is also known as a census, where all members of the population are included as samples. Based on this concept, the sample size in this study consisted of all 60 employees of Muara Bungo Airport.

#### Data Analysis Technique

The data analysis in this study was conducted using the method of Multiple Linear Regression. Multiple Linear Regression is a statistical technique used to analyze the relationship between a dependent variable and multiple independent variables. It aims to determine the extent to which the independent variables influence or predict the variation in the dependent variable. In this method, the dependent variable is the variable that we want to predict or explain, while the independent variables are the variables that are believed to have an impact on the dependent variable. The Multiple Linear Regression model estimates the coefficients or weights for each independent variable, indicating the strength and direction of their relationship with the dependent variable [22].

### 4. RESULT AND DISCUSSION

The hypothesis testing in this study utilized multiple linear regression analysis. The results of the testing for hypotheses 1, 2, and 3 can be observed in Table 2 as follows.



Table 2. Hypothesis Testing Result

| Variable   | Regression Coefficient | T-Value | Value | Sig   |
|------------|------------------------|---------|-------|-------|
| Discipline | 0.219                  | 2.374   |       | 0.021 |
| Motivation | 0.201                  | 2.022   |       | 0.048 |
| Competence | 0.738                  | 5.157   |       | 0.000 |
| Constant   |                        | 11.883  |       |       |
| R Square   |                        | 0.615   |       |       |
| F          | 32.422                 |         |       |       |
| T tabel    | 2.003                  |         |       |       |
| F tabel    | 2.76                   |         |       |       |

Based on the results shown in Table 4.10, it can be observed that the F-statistic value is 32.422 with a significance value of  $0.000 < 0.05$ . This indicates that the model used in this study is fit and suitable for further analysis of the research findings. Furthermore, the Adjusted R-Square value obtained is 0.615, indicating that 61.5% of the variation in the performance of Muara bungo airport employees can be explained by the variables of employee discipline, work motivation, and competence. The remaining 38.5% is explained by other variables not included in the equation model used in this study. The testing results based on the aforementioned Table 4.10 show that the coefficient value of employee discipline is 0.219 with a significance value of  $0.021 < 0.05$ , indicating a positive influence of employee discipline on employee performance. The calculated t-value is 2.374, while the tabulated t-value is 2.003. If the calculated t-value  $>$  tabulated t-value, then the significance value is smaller than 5%. The testing results are consistent with the hypothesis, where employee discipline has an impact on the performance of Muara bungo airport employees, and the first hypothesis is accepted.

The second hypothesis in this study is that work motivation has a positive influence on the performance of Muara bungo airport employees. Based on the hypothesis results in Table 4.10, it can be seen that the coefficient value of work motivation is 0.201 with a significance value of  $0.048 < 0.05$ , indicating a positive influence of work motivation on employee performance. The calculated t-value is 2.022, while the tabulated t-value is 2.003. If the calculated t-value  $>$  tabulated t-value, then the significance value is smaller than 5%. The testing results are consistent with the hypothesis, where work motivation has an impact on the performance of Muara bungo airport employees, and the second hypothesis is accepted.

The third hypothesis in this study is that competence has an influence on the performance of Muara bungo airport employees. Based on the hypothesis results in Table 4.10, it can be seen that the coefficient value of competence is 0.738 with a significance value of  $0.000 < 0.05$ , indicating a positive influence of competence on employee performance. The calculated t-value is 5.157, while the tabulated t-value is 2.003. If the calculated t-value  $>$  tabulated t-value, then the significance value is smaller than 5%. The testing results are consistent with the hypothesis, where competence has an impact on the performance of Muara bungo airport employees, and the third hypothesis is accepted.

## Discussion

This research examines the impact of employee discipline on the performance of Muara bungo airport employees. The findings indicate that the discipline variable among Muara bungo airport employees has a positive influence on their performance. This means that the higher the level of employee discipline, the higher their performance. According to [23], [24], there are many variables significantly related to employee performance, but one of the main contributing factors is work discipline. Good work discipline has a positive impact on employee performance. If employees can adhere to time discipline, more time can be utilized effectively to complete tasks. Properly implemented work procedures can also facilitate employees in accomplishing their work. Engaging in work responsibilities with a strong sense of accountability leads to good outcomes and can enhance individual performance, which in turn has an impact on organizational performance. This study aligns with the findings of a research conducted by [25], which shows that higher work discipline among employees, including punctuality, neat appearance, and a sense of responsibility, can improve employee performance. Good discipline encourages employees to work according to their responsibilities and established standards. Discipline in attendance, consistency, and commitment to work can be reinforced by providing rewards to disciplined employees and imposing sanctions on those who are not disciplined in carrying out their tasks. Well-maintained discipline can drive the organization towards further development, and in other words, employee performance will also

increase in line with the growth of discipline values that support employee performance and organizational goals.

This research examines the impact of work motivation on the performance of Muara bungo airport employees. The findings indicate that the work motivation variable among Muara bungo airport employees has a positive influence on their performance. This means that the higher the level of work motivation received by employees, the higher their performance for the organization. Motivation is the attitude or feeling of an individual that drives them to take action in order to fulfill needs, provide satisfaction, and reduce inconsistency, as stated by [26]. Motivation concerns how to stimulate employees' enthusiasm to work hard by utilizing their abilities and skills to achieve the goals of a company, as proposed by [27], [28]. These research findings are consistent with previous studies by [29], which concluded that the motivation variable has a positive impact on the performance variable. Furthermore, a study conducted by [30] concluded that there is an influence of motivation on employee performance. Each employee can work to their maximum potential, and therefore efforts are needed to motivate them so that the resulting work productivity can be optimized. This is supported by the results of interviews conducted, where it was found that increasing employee motivation requires several activities and attention that can enhance work motivation. These activities and attention can include providing salaries commensurate with the workload, offering health insurance facilities, recognizing high-performing employees, providing development opportunities through training and promotion. By doing so, work motivation can be enhanced and maintained, leading to improved employee performance. Good work motivation will encourage employees to work with enthusiasm and fulfill their responsibilities while prioritizing the safety and security of air transportation.

This research examines the influence of competence on the performance of Muara bungo airport employees. The findings indicate that the competence variable among Muara bungo airport employees has a positive impact on their performance. The higher the competence, the higher the employee's performance. This means that higher competence leads to better performance and enhances employee performance. Employees, with their characteristics and potential, should be seen as an integrated and synergistic unit to create effective performance. According to [31], competence can be categorized into different types of characteristics that can drive someone's behavior. These characteristics can be observed by looking at how someone behaves in the workplace. Competence is about who people are and what they can do, not just what they might do. Competence can be found in individuals classified as high-performing and effective employees. A study conducted by [32] shows that competence has an impact on employee performance. This indicates that competence practices aim to continuously improve the resulting performance. These research findings are consistent with a study conducted by [33], which showed that work motivation, competence, and compensation have a positive influence on employee performance both simultaneously and partially. Based on previous research, this study shows that competence is one of the supporting factors for employees to achieve better performance. This is supported by the results of interviews with employees, indicating that competence relevant to their abilities and skills is required to perform their tasks effectively. It is important to provide motivation to employees that aligns with their competencies, which will enhance their enthusiasm in performing their duties in accordance with their respective job descriptions, resulting in optimal performance. These findings demonstrate a positive influence of competence on employee performance, taking into consideration the implementation of competence through employee training and education to enhance employee and organizational performance.

## 5. CONCLUSION

In conclusion, the research conducted on Muara bungo airport employees reveals several key findings regarding the factors that influence employee performance. The study examines the impact of three variables: discipline, work motivation, and competence. Firstly, the research indicates that employee discipline has a positive influence on their performance. Maintaining good work discipline, including punctuality, adhering to work procedures, and displaying a sense of responsibility, leads to better performance. Proper time management and adherence to established standards contribute to effective task completion and overall organizational performance. Secondly, the study highlights the positive impact of work motivation on employee performance. Higher levels of work motivation result in increased performance. Motivation plays a crucial role in driving employees to work diligently, utilizing their skills and abilities to achieve organizational goals. Providing various forms of motivation, such as fair compensation, health benefits, recognition, and developmental opportunities, enhances work motivation and fosters improved employee performance. Lastly, the research emphasizes the importance of

competence in driving employee performance. Employees' competence, which encompasses their abilities and skills, significantly influences their performance. Competent employees are more likely to be high-performing and effective in their roles. Continuous improvement in competence through training and education positively impacts performance, both at the individual and organizational levels. Overall, the findings suggest that fostering discipline, work motivation, and competence among Muara Bungo airport employees can lead to improved performance and contribute to the organization's success. Implementing strategies to enhance these factors, such as rewards for disciplined behavior, motivation aligned with competencies, and investment in training and development, can further optimize employee performance and support organizational goals.

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