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## **The Influence of Work Discipline, Coordination, and Communication on Employee Performance at the Curug Flight Facility Calibration Center In Tangerang Indonesia**

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### **ABSTRACT**

The purpose of this study was to determine the effect of work discipline, coordination, and communication on employee performance. The theory used in this study refers to the opinions of Hasibuan, Wexley and Yulk and difficult. There is an influence of work discipline, coordination, and communication on employee performance. The research method used is a quantitative method through questionnaires, with a population of 188 and the sample is 65 respondents, based on the Slovin formula. Based on the results of research using path analysis with the help of SPSS version 24 shows that there is no significant influence there is a significant influence on work discipline, the joint coordination and communication on employee performance at Curug Flight Facility Calibration Center of Tangerang Indonesia at 71.6% and the remaining 28.4% which affect the performance of employees but not examined.

Keywords: work discipline, coordination, communication, employee performance

### **INTRODUCTION**

Economic growth in various countries, especially in developing countries is now starting to crawl again, including the economy in Indonesia after the 1997 monetary crisis. One of the economic activities is the distribution of goods and services that inevitably demand the transportation world to fulfill it, including air transportation, aka the aviation world. Moreover the airport is the entrance and exit flow of the passengers and the goods throughout the world.

The role of human resources in the organization is very important because it is the main driver of all the activities of the organization in the aviation world and in achieving its objectives both to obtain profits and to maintain the survival of the organization is human (Susiawan & Muhid, 2015). The success or failure of an organization in maintaining the existence of an organization starts from the human effort itself in maximizing effectiveness and efficiency. In other words, the organizational performance in the aviation world is highly influenced and even depends on the quality and competitive ability of its human resources in carrying out coordination, so that organizational goals are standardized or benchmarked and the human resources or workforce that they acquire can actually work in accordance with what is desired by the organization (Chen, 2008).

Air transportation is one of the most efficient modes of air transportation in the world. This is proven by the increasing number of transportation users throughout the world. Coupled with the progress of transportation modes which is quite rapid compared to other modes of transportation. Along with the development of science and technology in the field of aviation, we

need reliable and qualified human resources. The rapid mode of transportation and the development of science and technology in the field of aviation. For this reason, human resources in the field of aviation need to be considered in order to provide optimal services in carrying out its main duties at the relevant flight agencies.

The role of government is very important in the aspects of safety and comfort in the field of aviation. In this case the Ministry of Transportation is delegating tasks to the Flight Facility Calibration Center in carrying out air calibration flights. The Aviation Facility Calibration Center is a government institution under the Ministry of Transportation established on February 28, 2013 based on PM 16 of 2013 concerning the organization and work procedures of the Aviation Facility Calibration Center, The Indonesian Aviation Facility Calibration Hall is a refinement of the Aviation Facility Calibration Hall formed by the Decree of the Minister of Transportation Number KM 69 of 2002 concerning the organization and work procedures of the Aviation Facility Calibration Hall, The main tasks of the Aviation Facility Calibration Center are to carry out flight facility calibration for all airports in Indonesia. Flight facilities are air navigation aids (VOR, DME, NDB), landing communication aids (ILS, MLS) flight communications, RADAR, visual landing aids (PAPI) and others. Considering the task is quite heavy to carry out, it is necessary to have good coordination between employees. This requires smooth and effective communication between employees and superiors. This communication needs to be supported by sophisticated information technology facilities, because the Tangerang Curug Aviation Facility Calibration Center is a government agency that has a broad working relationship. Little information about the successful implementation of communication and information technology (Woreta, Kebede, & Zegeye, 2013)

Communication is the process of transferring understanding in the form of ideas or information from one person to another. The transfer of understanding involves more than just words used in conversation, but facial expressions, intonation, vocal drop points and so on (Venkatesh, Bala, & Sykes, 2010). And effective transfer requires not only the transmission of data, but that someone sends the news and receives it highly dependent on certain skills (reading, writing, listening, etc.) to make a successful exchange of information (Ernika, 2016). The organization understands that effective communication at all levels of the organization increases organizational success and employee relations (Mokaya, Musau, Wagoki, & Karanja, 2013).

The Indonesian Curug Aviation Facility Calibration Center in Tangerang, as the organizer of conducting air calibration flights, requires reliable staff / human resources so that the tasks can be carried out properly, in order to achieve the objectiveness of the organization. The achievement of organizational goals effectively and efficiently is influenced by many factors including performance and effectiveness in communicating between employees. But in the reality for existing communication problems such as miss communication between superiors and subordinates for example the differences in policies regarding salaries, wages and others related to welfare, miss communication due to differences in thinking, vision and mission as well as members' characters, besides the lack of standard communication tools used, obstacles from too much communication, achievement of service and personal communication, misinterpretations and assumptions, poor listening skills, and so forth. The Effective communication in relation to satisfied employees is a requirement to improve employee performance (Jacobs, Yu, & Chavez, 2016).

Effectiveness is the ability of organizations to find and use it efficiently in achieving certain goals. Work effectiveness is a condition where physical and spiritual activities carried out by

humans which can achieve the desired results. Work effectiveness is an intended effect of a series of physical and spiritual activities carried out by employees to achieve certain goals that exist in the organization (Jacob, Tulim, & Suharsil, 2014).

The performance of employees of the Indonesian Aviation Facility Calibration Hall is not yet optimal due to a rigid organizational structure and technology that used in organizations do not support smooth work, a non-conducive work environment, work behavior that often comes late can affect the smoothness or can slow the achievement of an organization's goals, and management policies and practices can affect the achievement of results or can also hinder the achievement of goals (Kuncowati & Rokhmawati, 2018).

In addition, there are still phenomena that hamper the performance of the employees of Curug Indonesia Aviation Facility Calibration Center, including constraints regarding structure, namely in differences in levels and occupation, work culture, race and employee character, this poses problems for employees or subordinates who feel reluctant to communicate with the leadership, lack of attention from the leadership of subordinates regarding the division of labor that is not in accordance with educational background, inadequate skills, namely limited ability to operate / use computers or the internet, lack of interpersonal confidence in establishing coordination between other units / agencies, the number of delays in completing work tasks, not on time both when entering the office and returning from work or not disciplined in work, lack of quality and quantity of work (Hackman & Lawler, 1971). Of the various problems mentioned above if left unchecked it will have an impact on employee performance.

## METHOD

The method used is a quantitative method, with the formulation of associative problems and approaches or frameworks of thinking with one independent variable which is thought to be the most dominant factor influencing employee performance, through variables of work discipline, coordination and communication. The research process is deductive, that is to answer the problem formulation, a concept or theory is used so that a hypothesis can be formulated that will be tested through field data collection using a questionnaire research instrument. The data obtained are analyzed quantitatively using inferential statistics, so it can be concluded that the formulated hypothesis can be accepted or rejected.

Table 1. Operational Variable Training

| Variable                             | Dimention                      | Questions/Statements                         |
|--------------------------------------|--------------------------------|--|
| Work Discipline<br>(X <sub>1</sub> ) | 1) Purpose and ability         | a) The goals to be achieved must be clear    |
|                                      | 2) Exemplary leader            | b) Give a good example                       |
|                                      |                                | c) Examples and role models                  |
|                                      | 3) remuneration                | d) Give satisfaction                         |
|                                      | 4) Justice                     | e) Treated the same                          |
|                                      | 5) Supervision                 | f) The boss must always be there             |
|                                      | 6) Penalty sanctions           | g) Dare to act decisively                    |
|                                      | 7) Firmness                    | h) Strict orderliness                        |
| Coordination<br>(X <sub>2</sub> )    | 8) Humanitarian relations      | i) A harmonious human relationship           |
|                                      |                                | j) Comfortable work environment              |
|                                      | 1) <i>Sense of cooperation</i> | a) Cooperation between leaders and employees |
|                                      | 2) <i>Rivalry</i>              | b) Cooperation between sub sections          |
|                                      | 3) <i>Team spirit</i>          | c) Fair competition                          |
|                                      | 4) <i>Esprit de corps</i>      | d) Motivational support                      |
|                                      |                                | e) Award given                               |

| Variable                        | Dimension  | Questions/Statements   |
|---------------------------------|--|--|
| Communication (X <sub>3</sub> ) | 1) Attention   | a) The message conveyed received the attention<br>b) Message is not ignored                        |
|                                 | 2) Message Understanding                                   | c) The recipient understands the message conveyed  |
|                                 | 3) Willingness to accept from the recipient of the message | d) Can provide information or influence<br>e) Willing to accept what is the message                |
| Performance (Y)                 | 1) Achievement   | a) Employee work results<br>b) Quality and Quantity<br>c) As per standards set                     |
|                                 | 2) Work discipline   | d) Compliance with regulations<br>e) Timeliness of task completion                                 |
|                                 | 3) Effectiveness and work efficiency                       | f) Utilize resources appropriately<br>g) Tasks can be completed on time<br>h) Maximum work results |
|                                 | 4) Responsible   | i) Readiness bears all the consequences that occur   |
|                                 | 5) Relationships between people                            | j) Maintaining harmonious relationships  |

The population in this study were all employees of the Center for Flight Calibration, totaling 188 people. The determination of the number of samples in this study using the Slovin formula.

$$n = \frac{N}{1 + N(e)^2}$$

Information:

N = Number of population

n = Number of samples

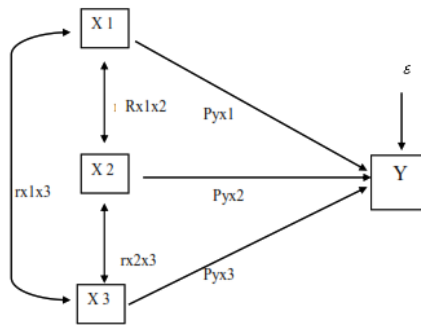
e = Error Rate

Population (N) assuming the error rate (e) = 10%, then the number of samples (n) is:

$$n = \frac{188}{1 + 188(0,10)^2}$$

n = 65,27people = 65 people (rounded off)

Path Analysis is used to describe and test the model of relationships between variables in the form of cause and effect (not the form of interactive (reciprocal) relationships. Thus in the relationship model between these variables, there are independent variables which in this case are called exogenous variables, and the dependent variable called endogenous variables. Through this path analysis will be found which path is the most appropriate and brief of an independent variable to the last dependent variable.



Picture 1. The Proportion of Hypothetic Causal Relationship Diagram

Information

- X<sub>1</sub> : Supervision
- X<sub>2</sub> : work discipline
- X<sub>3</sub> : Work Motivation
- Y : Work Effectiveness
- ε : epsilon

The structural equation is as follows:

- pyx<sub>1</sub> : Structural parameters that indicate the magnitude of the effect of variable X<sub>1</sub> on variable Y
- pyx<sub>2</sub> : Structural parameters that indicate the magnitude of the effect of variable X<sub>2</sub> on variable Y
- pyx<sub>3</sub> : Structural parameters that indicate the magnitude of the effect of the X<sub>3</sub> variable on the Y variable

Based on the research of hypothetical path diagram above, the shape of the equation for the path diagram is:

$$Y = \rho_{yX_1} \cdot X_1 + \rho_{yX_2} \cdot X_2 + \rho_{yX_3} \cdot X_3 + \epsilon$$

**RESULT AND DISCUSSION**

A path diagram for the effect of work discipline, coordination, and joint communication on employee performance is presented in the following figure:

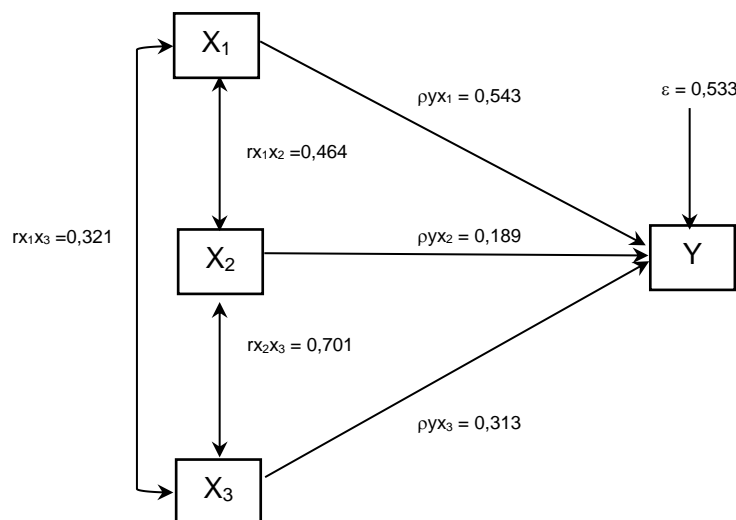


Figure 2. Path diagram for the effect of work discipline, coordination, communication on employee performance

### **The effect of work discipline on employee performance**

From the results of data processing, it is known that work discipline ( $X_1$ ) has a positive and significant effect on employee performance (Y) at the Curug Flight Facility Calibration Center Tangerang Indonesia, amounting to 39.7% variation in employee performance (Y) influenced by work discipline. The results of this study are in accordance with the statement according to Hasibuan (2016: 191) explaining some aspects contained in the concept of work discipline with the following dimensions: goals and abilities, leadership model, repayment, justice, blessing, sanction, punishment, assertiveness, human relations that performance employees are influenced by work discipline. From the results of data processing it is also known that the direct effect of work discipline ( $X_1$ ) on employee performance (Y) is 29.5% while the indirect effect (through coordination ( $X_2$ ) and communication ( $X_3$ ) is 10.2%.

### **The effect of coordination on employee performance**

From the results of data processing, it is known that coordination ( $X_2$ ) has a positive and significant effect on employee performance (Y) at the Tangerang Indonesia Curug Flight Facility Calibration Center, amounting to 12.5% variation in employee performance (Y) is influenced by coordination. The results of this study are in accordance with the statement according to Hasibuan (2016: 88) explaining some aspects contained in the concept of coordination with the following dimensions: sense of cooperation, rivalry, team spirit, and esprit de corps that employee performance is affected by coordination. From the results of data processing it is also known that the direct effect of coordination ( $X_2$ ) on employee performance (Y) is 12.5% while the indirect effect (through work discipline ( $X_1$ ) and communication ( $X_3$ ) is (8.9%) .

### **The effect of communication on employee performance**

From the results of data processing, it is known that communication ( $X_3$ ) has a positive and significant effect on employee performance (Y) at the Curug Flight Facility Calibration Center Tangerang Indonesia, amounting to 19.4% of the variation in employee performance (Y) is influenced by communication. The results of this study are in accordance with the statement of Wexley and Yukl (1996: 71) which explain some aspects contained in the concept of communication with the following dimensions of attention, understanding of the message, willingness to receive from the recipient of the message. that employee performance is influenced by communication. From the results of data processing it is also known that the direct effect of communication ( $X_3$ ) on employee performance (Y) is 9.8% while the indirect effect (through work discipline ( $X_1$ ) and coordination ( $X_2$ ) is 9.6%.

### **The influence of work discipline, coordination and communication on employee performance**

From the results of data processing, it is known that work discipline ( $X_1$ ), coordination ( $X_2$ ) and communication ( $X_3$ ) together have a significant effect on employee performance (Y) at the Curug Flight Facility Calibration Center Tangerang Indonesia, amounting to 71.6% of variation in Employee performance (Y) is influenced jointly by work discipline, coordination and communication in the research site. The results of this study are in accordance with the statement according to Sulistiyani (2009: 281), namely: achievement, work discipline, effectiveness and efficiency of work, responsibilities, and relationships among people that employee performance is influenced by work discipline, coordination and communication. From the results of data processing it is also known that the direct effect of work discipline ( $X_1$ ), coordination ( $X_2$ ) and

communication ( $X_3$ ) on employee performance (Y) is 71.6% with the breakdown: 1) 29.5% derived from the direct influence work discipline; 2) 3.6% comes from the direct influence of coordination; 3) 9.6% comes from the direct influence of communication, 4) 10.2% comes from the indirect effect of work discipline (through coordination and communication), 5) 8.9% comes from the indirect influence of coordination (through work discipline and communication), and 6) 9.6% comes from the indirect effect of communication (through work discipline and coordination). So the total direct effect of work discipline, coordination and communication on employee performance (Y) is 71.6% and the indirect effect is (28.4%).

### **The Discussion of the effects of the other variables besides work discipline, coordination and communication on employee performance**

From the results of data processing it is also known that the effect of work discipline ( $X_1$ ), coordination ( $X_2$ ) and joint communication ( $X_3$ ) on employee performance (Y) is 71.6% so that the influence of external variables (variables that theoretically affect employee performance but not examined) is 28.4%. Theoretically there are other variables that can affect employee performance in addition to work discipline, coordination, and communication such as work ethics, organizational culture, work facilities, work environment, emotional intelligence and others.

### **CONCLUSION**

There is a positive and significant effect of work discipline on employee performance at the Curug Flight Facility Calibration Center Tangerang Indonesia at 39.7%. There is a positive and significant effect of coordination on the performance of employees at the Curug Flight Facility Calibration Center of Tangerang Indonesia by 12.5%. There is a positive and significant effect of communication on the performance of employees at the Indonesian Curug Flight Facility Calibration Center at 19.4%. There is a positive and significant influence of work discipline, coordination and communication together on employee performance at the Curug Flight Facility Calibration Center at Jakarta Indonesia by 71.6% and the remaining 28.4% which affects the performance of employees but is not examined.

The Head of the Aviation Facility Calibration Center should apply the same rules to all employees, so that employees are more disciplined in working. The leadership of each unit should always coordinate with all their subordinates, so that healthy competition can occur between employees and between employees at the Center for Flight Facility Calibration so that employee performance can be achieved optimally. Communication / information conveyed by the leadership related to the completion of the work so that it is always responded quickly by other employees or subordinates so that important information related to work at the Center for Flight Facility Calibration does not experience obstacles so that employee performance can be achieved optimally. Large Staff Calibration of Aviation Facilities must have mental readiness to bear all the consequences that occur from the work being carried out so that the results of the work can be achieved optimally.

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