

The Influence of Organizational Culture, Competence and Discipline on Employee Performance at the Authority Office of Region Vi - Padang Airport

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Abstract: This study aims to see the influence of Organizational Culture, Competence and Discipline either partially or collectively on the performance of employees at the Regional Airport Authority Office VI-Padang. The population in this study all over There are 50 employees at the Regional VI-Padang Airport Authority Office. This sampling technique uses total sampling technique (overall sample). Total sampling is a sampling technique where the number of samples is the same as the population. The results of this study indicate that (1) Organizational Culture provide a positive influence on Employee Performance at the Regional Airport Authority Office VI-Padang. (2) Competence provide a positive influence on Employee Performance at the Regional Airport Authority Office VI-Padang. (3) Discipline provide a positive influence on Employee Performance at the Regional Airport Authority Office VI-Padang. (4) Organizational Culture, Competence and Discipline collectively has a positive effect on Employee Performance at the Regional VI-Padang Airport Authority Office.

Keywords: Performance, Organizational Culture, Competence and Discipline

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I. Preliminary

Employee performance is one of the main factors that can affect the progress of the agency. The higher or the better the employee's performance, the easier the agency's goals will be achieved, and vice versa if the employee's performance is low or not good, the goal will be difficult to achieve and the results received will not be as the agency wants. Performance is something that cannot be separated from agencies. Support from agencies in the form of direction from a leader, motivation given as employee encouragement, applied rules, a comfortable working atmosphere and support from resources such as providing adequate equipment as a means to facilitate the achievement of goals to be achieved are indispensable for employee performance.

Improved employee performance will bring progress for the institution to survive in an unstable work environment competition. Therefore, efforts to improve employee performance are the most serious management challenges because the success in achieving the goals and survival of the institution depends on the quality of the performance of human resources in it.

In improving employee performance, agencies take several ways, for example through culture, employee competence and discipline, in an agency, education, training, providing adequate compensation, creating a conducive work environment and providing motivation. Through these processes, employees are expected to maximize their responsibility for their work because employees have been provided with education and training which is of course related to the implementation of their work.

The Regional VI - Padang Airport Authority Office was formed based on the Minister of Transportation Regulation Number PM 41 dated March 31, 2011 concerning the Organization and Work Procedure of the Airport Authority Office. The OBU Region VI - Padang Office was formed because every year the number of passenger movements and aircraft movements continues to increase in the Padang Region and its surroundings. Especially before the long holidays and national holidays. Where there was an increase in the number of passengers crowding the terminal and the number of flights that increased. So that more intensive supervision from the Aviation Authority is needed in order to create safety, security and flight comfort.

The Airport Authority Office is a Technical Implementation Unit within the Ministry of Transportation. And responsible to the Minister of Transportation through the Director General of Civil Aviation. The Airport Authority Office has the task of implementing the regulation, control and supervision of flight activities at the airport.

There are several phenomena that occur in the performance of the employees of the Regional VI Airport Authority Office - Padang. Employee performance has so far been felt to have not been optimal in carrying out the task of regulating, controlling, and supervising flight activities at the airport, this can be seen from the existence of employees who leave the office during working hours for reasons that cannot be accounted

for, there are unscrupulous employees. join apples, hurry home prematurely for no apparent reason, employees who are absent from work for reasons of health or family needs or blame each other among employees in carrying out work and the employee's low organizational commitment

Based on data from the Regional VI - Padang Airport Authority Office, it can be seen that the performance of the employees of the Regional VI - Padang Airport Authority Office and in 2019 in the field of Aviation Security (AVSEC) has actually not achieved the target. In which the target monitoring activities have been set, namely as many as 27 locations but in the realization only 21 locations. And on target control activities that have been determined as many as 5 activities only 4 activities are realized. Then, in the field of Air Transportation, the target monitoring activities have been determined as many as 25 locations, but in realization, only 19 locations were achieved. Continue to control the specified target activities as many as 4 activities but in realization, only 3 activities.

II. Research Methods

The population in this study is allemployees at the Regional VI Airport Authority Office - Padang as many as 50 people. The sampling technique used was total sampling technique (whole sample), *ttotal samplingis* a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as the research sample. The sample in this study is the same as the population, namely the wholeemployees at the Regional VI Airport Authority Office - Padang which amounts to 50 (fifty five) people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

- Y = Performance
- a = Intercept constant
- X1 = Organizational Culture
- X2 = Commitment
- X3 = Discipline
- b1, b2,.... = Regression Coefficient
- e = Error Term

III. Research Result

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t table and sig value with $\alpha = 0.05$. In detail, the results of multiple regression testing can be seen in Table 1.

Table 1
Multiple Regression Equation

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37,419	10,459		3,578	.001
	Organizational culture	.274	.121	.232	2,262	.026
	Competence	.402	.104	.385	3,753	.000
	Discipline	.009	.001	.809	5,723	.000
a. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Based on Table 4.13 above, the estimation model can be analyzed as follows:

$$Y = 37,419 + 0.274 (X_1) + 0.402 (X_2) + 0.009 (X_3) \dots\dots\dots (2)$$

Based on the above equation, it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 37,419 which means that if the Organizational Culture, Competence, Discipline is zero, then the value of the performance variable is at 37,419. This means that the variables of Organizational Culture, Competence, Discipline contribute to improving Employee Performance at the Regional VI Airport Authority Office - Padang.
- b. The regression coefficient value for Organizational Culture is positive 0.274. This means that if the work organizational culture increases by one unit it will result in an increase in performance of 0.274 unit.
- c. The value of the Competency regression coefficient is positive, namely 0.402. This means that if the competency increases by one unit it will result in an increase in employee performance by 0.402 unit.
- d. The value of the Discipline regression coefficient is positive, namely 0.009. This means that if the discipline increases by one unit it will result in an increase in employee performance by 0.009 unit.

Regression Coefficient Test (t test)

Hypothesis Testing 1

The first hypothesis proposed, that Organizational culture partially has a positive effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the Organizational Culture variable is 0,026 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on employee performance at the Regional VI Airport Authority Office - Padang.

Hypothesis Testing 2

The second hypothesis proposed, that Competence partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the Competency variable is 0,000 <from the significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant positive influence between competence on employee performance at the Regional VI Airport Authority Office - Padang.

Hypothesis Testing 3

The third hypothesis proposed, that Discipline partially has a positive effect on performance. Based on the analysis results of the t test, it is known that the level of significance of the Discipline variable is 0,000 < dai significance value (0.05). Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between discipline on employee performance at the Regional VI Airport Authority Office - Padang.

Hypothesis Testing 4

The fourth hypothesis proposed is that of Organizational Culture, Organizational Climate, and Discipline collectively have a positive effect on employee performance. Based on the analysis results of the F test, it is known that the significance level of the Organizational Culture, Competence, and Discipline variables is 0.001 <0.05. Thus Ho was rejected and Ha accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence jointly between Organizational Culture, Competence, and Discipline on Employee Performance at the Regional VI Airport Authority Office - Padang. As can be seen in table 2.

Table 2
F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,989	3	3,494	8,092	.001a
	Residual	36,276	46	.432		
	Total	43,264	49			
a. Predictors: (Constant), X3, X1, X2						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is *R square* used for research with 2 variables and the

value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in table 4.

Table 4
R Square Test Results

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713a	.508	.487	.54653
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis is 0,487this means that 48.7% of employee performance is influenced by the independent variable Organizational Culture, Competence, Discipline. While the remaining 51.3% is influenced by other variables outside the model.

Influence Organizational Culture on Employee Performance at the Regional VI Airport Authority Office - Padang.

The results of this study indicate that organizational culture has a significant influence on employee performance at the Regional VI Airport Authority Office - Padang. This indicates that Organizational Culture determines Employee Performance at the Regional VI Airport Authority Office - Padang. This means that the higher the organizational culture of employees, it will increase employee performance.

From the results of this study, it appears that the Organizational Culture variable has a coefficient 0.274 which means that Organizational Culture has a great influence. This indicates that organizational culture can play a role in improving employee performance. If the Regional VI - Padang Airport Authority Office wants to improve employee performance, it must improve the employee's Organizational Culture.

This is in line with the opinion According to Schein in (Ariani, 2015)organizational culture is a pattern of assumptions that a group of people finds or develops as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. Andrew Brown inside(Ariani, 2015), defining organizational culture is a pattern of beliefs, values, and learned ways of dealing with experiences that have been developed throughout organizational history that manifest in the material management and behavior of organizational members. Meanwhile, according to Kilmann et al(Sutrisno, 2017) Organizational culture can be defined as a system set of values, beliefs, assumptions, or norms that have long been valid, agreed upon and followed by members of an organization as behavioral guidelines and problem solving. -the organizational problem

The results of this study are in line with the research Rizki (2013)which indicates that organizational culture has a positive and significant effect on employee performance. Yoyok (2015) research results also show that Organizational Culture has a significant effect on employee performance.

Influence Competence on Employee Performance at the Regional VI Airport Authority Office - Padang.

The results of this study indicate that competence has a significant positive effect on employee performance at the Regional VI Airport Authority Office - Padang. This indicates that employee competence determines employee performance at the Regional VI Airport Authority Office - Padang. This means that the better the competence of the institution, the better the employee performance.

From the results of this study, it appears that the job competency variable has a coefficient 0.402which means that job competence has the greatest influence over other variables. This indicates that good and high competence can play a role in improving employee performance. If the Regional VI - Padang Airport Authority Office wants to improve employee performance, it must increase the competence of existing employees of the agency.

This is in line with the opinion of Davis and Newstone (2001) defining Competence as a a concept that describes the internal atmosphere of the organizational environment that is felt by its members during activities in order to achieve organizational goals. Competence is said to affect employee performance because when employee competency is low, the employee can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with the research of Gatot (2014) which shows that competence affects employee performance. Ferry (2017) the results of his research also show that competence has a significant effect on employee performance.

Influence Discipline on Employee Performance at the Regional VI Airport Authority Office - Padang.

The results of this study indicate that discipline has a significant influence on employee performance at the Regional VI Airport Authority Office - Padang. This indicates that Discipline determines Employee Performance at the Regional VI Airport Authority Office - Padang. This means that the higher the employee discipline of an agency, the higher the employee performance.

From the results of this study, it appears that the work discipline variable has a coefficient 0.009 which means Discipline has the least effect. This indicates that discipline can play a role in improving employee performance. If the Regional VI - Padang Airport Authority Office wants to improve employee performance, then it must increase work discipline for employees of the agency.

The results of this study are in line with the research of Gatot (2014) which shows that there is a significant positive effect between discipline on employee performance.

The Influence of Organizational Culture, Competence, Discipline on Employee Performance at the Regional VI Airport Authority Office - Padang.

The results of this study indicate that Organizational Culture, Competence, Discipline together have a significant influence on Employee Performance at the Regional VI - Padang Airport Authority Office. This indicates that Organizational Culture, Competence, Discipline determines Employee Performance at the Regional VI Airport Authority Office - Padang. This means that Organizational Culture, Competence, Discipline will increase employee performance.

This is in line with the research of Riski (2013), Gatot (2014), Ferry (2017), which shows that the results show support for a positive and significant influence between Organizational Culture, competence and discipline on employee performance.

IV. Conclusion

Based on the results of testing and discussion of the hypotheses described in the previous chapter, the following conclusions can be drawn:

1. Organizational Culture has a positive influence on Employee Performance at the Regional VI Airport Authority Office - Padang. This means that employee performance will increase if the Organizational Culture in the institution is good and good and safe and comfortable for employees, it is able to provide encouragement to employees in improving their performance.
2. Competence has a positive influence on Employee Performance at the Regional VI Airport Authority Office - Padang. This means that employee performance will increase if good competence is able to provide morale to employees in carrying out work. The better the competence of an employee in an agency, the better his performance will be in doing his job in the agency.
3. Discipline has a positive influence on Employee Performance at the Regional VI Airport Authority Office - Padang. This means that employee performance will increase if employee discipline is high towards the institution where employees are good and high, so that it makes employees enthusiastic and can do their job well. And good discipline will encourage high performance.
4. Organizational Culture, Competence, Discipline together have a positive effect on Employee Performance at the Regional VI Airport Authority Office - Padang. With It is known that the significance level of the F ANOVA test for the variables of Organizational Culture, Competence, and Discipline is $0.001 < 0.05$ Employee performance is influenced by the independent variable Organizational Culture, Competence and Discipline.

Based on the results of the discussion analysis as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine with other variables outside these variables in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the influence of Organizational Culture, Competence, Discipline on employee performance. used in this study.
2. For the management of the agency it is hoped that it will increase the competence of employees. Because to achieve productivity and better achievement of agency goals, good competence and loyalty from employees are needed. When Organizational Culture and Competence and Discipline are given in a balanced manner, the performance of employees also increases.

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