

How to Cite:

Meianto, S., Bahiramasyah, A., & Endri, E. (2022). Work effectiveness in relation with communication, workload, and work discipline. *Linguistics and Culture Review*, 6(S1), 134-145. <https://doi.org/10.21744/lingcure.v6nS1.1998>

Work Effectiveness in Relation with Communication, Workload, and Work Discipline

Subangkit Meianto

Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia

Achmad Bahiramasyah

Direktorak Jenderal Pajak, Kementerian Keuangan Republik Indonesia.

Endri Endri

Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia

Abstract--This study aims to determine the effect of Aeronautical Communication Officer Competence, Workload, and Work Discipline on the Work Effectiveness of Apron Movement Service Personnel at Soekarno - Hatta International Airport Cengkareng. Data collection techniques were carried out by distributing questionnaires using a Likert measurement scale. This research was conducted on 68 respondents using a quantitative descriptive approach and hypothesis testing. The collected data was then analyzed using Structural Equation Modeling (SEM) analysis techniques through SmartPLS (Partial Least Square) software. The results of this study indicate that the Competence of Aeronautical Communication Officer, Workload and Work Discipline of Apron Movement Service Personnel have a positive and significant impact on the Work Effectiveness of Apron Movement Service Personnel at Soekarno - Hatta International Airport.

Keywords--competence, personnel apron, work discipline, work effectiveness, workload.

Introduction

The development of the aviation industry in Indonesia, which is growing rapidly, has made the number of people who use air transportation increase at every airport managed by PT Angkasa Pura I (Persero), PT Angkasa Pura II (Persero), Airport Operator Unit (UPBU), and Technical Implementation Unit (UPT). This also

happened at Soekarno-Hatta International Airport. The increase in the number of passengers made the frequency of aircraft traffic at the airport increase (Widiyanto et al., 2021). Soekarno Hatta International Airport is the most important link between Indonesia and other cities from all over the country and also the world. Based on the 2015 Airports Council International (ACI) report, the airport with a capacity of 57 million passengers per year which is also ranked as the 12th busiest airport in the world throughout 2014 is expected to continue to increase to exceed the quota of 150 million per year by 2025. Because the number of passengers will continue to grow, all airport facilities must be able to support a large number of passengers each year. With these predictions, it is necessary to evaluate the effectiveness of work on Apron Management Service personnel, which is an important element of an airport, to assess the readiness of airport performance to be ready to handle the increase in passenger quotas which are the triggers for both the increase in aircraft movements on the apron and flight schedules increasingly stringent at Soekarno-Hatta International Airport (Imahori & Lanigan, 1989; Koester & Lustig, 2015).

Apron Movement Service is a unit that regulates the movement of aircraft when on the apron where each person must have the competence of Apron Movement Service. Apron Management Service (AMS) personnel at Soekarno-Hatta International Airport consist of 68 personnel who work in 3 apron terminals and are divided into 3 shifts per day for each apron terminal. In operational activities at Soekarno-Hatta International Airport, Apron Management Service personnel carry out tasks including monitoring the movement of aircraft and vehicles on the airside, supervising and coordinating the cleanliness of the airside, supervising fuel and fuel spillage, monitoring and coordinating facilities on the airside, piloting services for aircraft experiencing an emergency, inspection activities on airport personnel working on the airside in question are in the apron area and lastly, flight data input, recording, reporting of logbook data, and reporting on task implementation (Yosi Pahala et al., 2021). Then with the increasing aircraft traffic and the development of terminals and aprons at Soekarno-Hatta International Airport, resulting in flight traffic control personnel / Air Traffic Controllers (ATC) in the control tower (tower) unable to see directly the movement of aircraft. the air that is in the terminal 3 apron which makes the process of guiding aircraft from and to the terminal 3 aprons less effective, therefore piloting assistance is needed which is carried out by Apron Management Service (AMS) personnel as an extension of the view (visual) from an ATC to guide the Aircraft to and from the apron (Merzenich et al., 2021; Heyd et al., 1996).

With these conditions, Apron Management Service personnel must carry out two-way communication with aircraft pilots when going in and out of the apron, one of the requirements is to have Aeronautical Communication Officer competence to guide the movement of aircraft pilots from and to the apron, from, therefore, Apron Management Service personnel have an additional workload that must be carried out in airport operational activities. In addition to the competence of the Aeronautical Communication Officer and workload, work discipline is also a concern in carrying out the duties of Apron Management Service personnel on duty at Soekarno-Hatta International Airport with more duties and responsibilities as an Apron Management Service personnel are required to be on time in carrying out their duties (Mansur et al., 2021). Apron Management Service

personnel must also always be on standby when conducting aircraft piloting and will be replaced when the piloting time has finished and replacements must be present 30 minutes before they will replace Apron Management Service personnel who are guiding the aircraft. Work discipline is an important factor to increase effectiveness. After all, the discipline of Apron Management Service personnel is important for airport operations because discipline will make the work done more effective and efficient (Riyanto et al., 2021).

Starting from the description above, Aeronautical Communication Officer Competence, Workload, Work discipline for Apron Management Service personnel are important elements that cannot be ignored by the management of PT Angkasa Pura II Soekarno - Hatta International Airport Branch. In serving the operation of an international airport of the personnel Apron Management Service (AMS) is required to be responsive and vigilant to the fulfillment of Service, Safety, Security, and Compliance (3S + 1C) that has been determined by the airport is reached. Apron Management Service personnel must ensure that in daily operations zero incidents/accidents must be achieved because in the world of aviation there are no exceptions and tolerance for errors. All systems involved in flight operations must run according to the rules and no errors are allowed because the consequences that occur if an error occurs will have the potential to cause enormous losses not only materially but to the point of loss of life (Drejer, 1997; Hu & Liu, 2020).

Literature review

Competence

According to Endri et al. (2020), competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Thus, competence shows skills or knowledge that are characterized by professionalism as the most important thing, as superior in a particular field. In general, competence can be understood as a combination of skills, personal attributes, and knowledge that is reflected through job behavior that can be observed, measured, and evaluated. Competencies are divided into two types, namely soft competencies, or types of competencies related to job abilities, and hard competencies or types of competencies related to job technical abilities. The basic characteristics of competence are part of the personality that is deep and inherent in a person and has predictable behavior in various conditions of work assignments. A causal relationship (causally related) means that competence can cause or be used to predict the effectiveness of a person's work, meaning that if he has high competence, he will have high work effectiveness as well. Criteria referenced which is used as a reference that the competence is real and predicts a person can work well, must be measurable and specific (standardized). According to Law no. 1 of 2009 concerning aviation states that competence is a combination of intelligence/knowledge skills and attitudes required to perform a task by predetermined standards (Hackman & Porter, 1968; Cohen, 1993).

Workload

According to [MacDonald \(2003\)](#) states workload is the tasks given to the workforce or employees to be completed at a certain time by using the skills and potential of the workforce. In general, the workload is the reaction of the human body when doing an external job considering that human work is mental and physical, then each has a different level of loading. If the worker's ability is higher than the demands of the job, a feeling of boredom and overstress will arise. On the other hand, if the work is lower than the demands of the job, there will be more fatigue or stress. The dimensions and indicators of workload use the theory according to [MacDonald \(2003\)](#), namely Physical Load is a workload that has an impact on health problems such as the body physiology system, heart, respiration, and sensory organs in a person's body caused by work conditions. The indicators of physical load are physical load and biomechanical physical load. The mental load is the workload that arises when employees perform mental/psychic activities in their work environment. The indicators of mental load are concentration, confusion, alertness, and accuracy of service. Time load is the workload that arises when employees are required to complete their tasks by the specified time. The time load indicators are speed in doing work and doing two or more jobs at the same time. At a reasonable level, the workload that must be done by employees should be within the limits of their abilities, both the amount of work and the level of difficulty faced. However, it is not uncommon for certain conditions to increase the workload beyond reasonable limits so that it can lead to work stress ([Miyake, 2001](#); [DiDomenico & Nussbaum, 2011](#)).

Work discipline

According to [Riyanto et al. \(2021\)](#), a good organization or company must strive to create rules or regulations that will become signs that must be fulfilled by all employees and organizations. Work discipline is an attitude, behavior, and action following company regulations, both written and unwritten. The regulations in question include absenteeism, late entry, and the early departure of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. A good organization or company must strive to create rules or regulations that will become signs that must be fulfilled by all employees in the organization. Many indicators affect the level of discipline of an organization's employees. According to [Riyanto et al. \(2021\)](#), work discipline is divided into four dimensions including Obeying the rules of time. Judging from the hours of work, hours of going home, and hours of rest on time by the rules that apply in the company, Obedient to company regulations. Basic rules on how to dress, and behave in work, Obey the rules of behavior at work. Shown by ways of doing jobs by the position, duties, and responsibilities as well as how to relate to other work units, obeying other regulations. Rules about what employees can and cannot do in the company.

Work effectiveness

According to [Neely et al. \(2005\)](#), work effectiveness is a measure in measuring the effectiveness of the company through several approaches whose results can be seen from the level of achievement of company goals. Effectiveness is

communication that goes through a certain process, in a measurable way, namely the achievement of predetermined goals or objectives. With a budgeted cost, a set time, and a predetermined number of people. If these provisions run smoothly, then the planned goals will be achieved as desired. Effectiveness is a condition that shows how far a target has been achieved by management such as quality, quantity, and time, where the target has been determined in advance. The more targets that can be achieved, the more effective these activities will be. The word effectiveness can also be interpreted as a certain effort or a level of success that can be achieved by a person or a company. Effectiveness shows the ability of a company to achieve the targets that have been set correctly. The achievement of the targets that have been set and the applicable sizes and standards reflect that a company has paid attention to its operational effectiveness. The following are the dimensions of work effectiveness according to [Mustafa et al. \(2017\)](#), namely: Involvement consists of three indicators, namely empowerment, teamwork (Team Orientation), and ability to develop. Consistency can be seen from three indicators, namely: core value, agreement, coordination, and integration, Adaptability can be seen from three indicators, namely creating change, focused on the customer and the state of the organization learning, mission capability can be seen from three indicators, namely a directed and fixed strategy (Strategic Direction and Intent), Goals and objectivity ([Widana et al., 2018](#); [Zambrano et al., 2021](#)).

Methodology

This research was carried out in stages starting from the introduction, submission of proposals, consultations, and making questionnaires as well as processing data for the preparation of proposals. This research is causal associative research using a quantitative approach. The technique used in data collection is using a questionnaire in the form of several questions given to respondents to be filled in according to the actual situation. The researcher analyzed the relationship between the independent variable and the dependent variable through quantitative research using the questionnaire method ([Mujahidin et al., 2021](#)). This research was conducted by measuring the indicators of the exogenous) variables, namely Aeronautical Communication Officer Competence, Workload, and Work Discipline, while the dependent variable (endogenous) in this study was the Work Effectiveness of Apron Movement Service Personnel at Soekarno - Hatta Cengkareng International Airport as described in Table 1 on Research indicators.

Table 1
Research indicators

Variable	Indicator
	K1 Knowledgeable in their respective fields
	K2 Have knowledge related to airport regulations
	K3 Have knowledge related to airport procedures
	K4 Knowledge related to airport operations
	K5 Personnel understanding of the procedures for carrying out their duties
Competence	K6 Ability to communicate well in writing

	K7	Ability to communicate orally
	K8	Have the ability to communicate and be creative at work
	K9	There is a high morale
	K10	Follow company rules
	BK1	physiological physical burden
	BK2	biomechanics physical load
	BK3	Concentration
	BK4	there is confusion
Workload	BK5	vigilance
	BK6	service accuracy
	BK7	speed in doing work
	BK8	doing work
	BK9	two or more at the same time
	DK1	Entry Hours
	DK2	Home Hours
	DK3	Recess
	DK4	Dress up
	DK5	Acting
Work Discipline	DK6	Job according to position
	DK7	Work according to task
	DK8	Work according to responsibilities
	DK9	Work according to responsibilities
	DK10	Rules that can be done by employees
	DK11	Rules that employees can't follow
	EK1	Empowerment
	EK2	Teamwork
	EK3	Ability to develop
	EK4	Core Values
	EK5	Deal
	EK6	coordination and integration
Work Effectiveness	EK7	Change
	EK8	Focus on customer
	EK9	Organizational state
	EK10	focused and fixed strategy
	EK11	Purpose and objectivity

Results and Discussion

Results

Discriminant Validity is done to ensure that each concept of each latent variable is different from other variables. An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs. Thus, contracts predict indicators in their block better than indicators in other blocks. The results of the Discriminant Validity test are obtained as follows.

Tabel 2

Discriminant validity (cross loading)

	Competence	Workload	Work discipline	Work effectiveness
Competence	0.849			
Workload	0.618	0.788		
Work discipline	0.688	0.751	0.846	
Work effectiveness	0.642	0.765	0.733	0,814

Based on the results of the PLS output in Table 2. Discriminant Validity (Cross Loading) above, it can be seen that each indicator has the largest loading factor when connected with other endogenous constructs. This shows that based on the Discriminant Validity that has been tested all indicators are valid. Another method to see discriminant validity is to look at the value of the square root of average variance extracted (AVE) for each construct with a correlation between the construct and other constructs in the model, so it can be said to have a good discriminant validity value.

Table 3
AVE test results

Variable	Average Variance Extracted (AVE)	Information
Competence	0.658	Reliable
Workload	0.517	Reliable
Work Discipline	0.626	Reliable
Work Effectiveness	0.513	Reliable

Source: PLS Output (2021)

From Table 3 it can be concluded that the square root of the average variance extracted (AVE) for each construct is greater than the correlation between one construct and the other constructs in the model. The AVE value based on the table above, it can be concluded that the construct in the estimated model meets the criteria for discriminant validity.

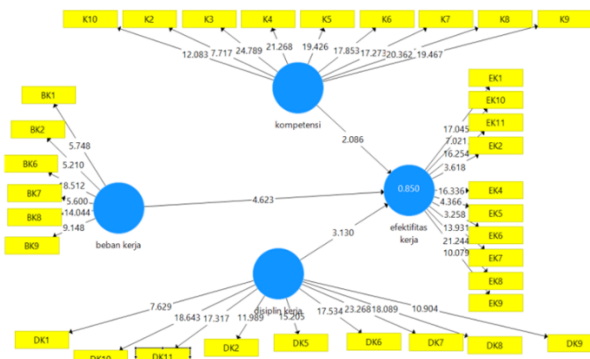


Figure 1. Bootstrapping Test Results
Source: PLS Output (2021)
Table 4

Hypothesis testing results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Significance
Competence-> Work Effectiveness	0.266	0.282	0.128	2,086	0.037	Significant
Workload-> Work Effectiveness	0.370	0.353	0.080	4.623	0.000	Significant
Work Discipline-> Work Effectiveness	0.352	0.354	0.112	3,130	0.002	Significant

Source: PLS Output (2021)

The estimated value for the path relationship in the structural model must be significant. The significance value of this hypothesis can be obtained by the bootstrapping procedure. Looking at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance value in the bootstrapping report algorithm. To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

Discussion

Research on the effect of Aeronautical Communication Officer competence, workload, and work discipline on work effectiveness, especially for Apron Management Service (AMS) personnel at Soekarno-Hatta International Airport is research that explains the relationship between research variables and hypothesis testing that has been formulated. This research has similarities and differences found in previous research so that later the results of this study can fill the void area as well as material in the formulation of national aviation regulatory policy formulation regarding Apron Management Service and theoretical study insights. The similarity of this research with previous studies is that they both examine the effect of competence, workload, and work discipline on work effectiveness. While the differences between this study and previous research are among others, the variables used in this study are more specific variables related to the competence of Aeronautical Communication Officers that have never been studied and are different from previous studies. The next most basic difference is the object of research and the different time, and this research describes the competence of Aeronautical Communication Officer, workload, and work discipline that affect work effectiveness, especially for Apron Management Service (AMS) personnel at Soekarno - Hatta International Airport which has not there has been a study that discussed the influence of the competence of Aeronautical Communication Officer on the work effectiveness of the Apron Management Service (AMS) personnel at Soekarno-Hatta International Airport (Suwija et al., 2019; Rahman et al., 2021; Vocroix, 2021).

The results of this study indicate that competence has a positive and significant effect on work effectiveness. This is in line with the theory according to [Permana et al. \(2021\)](#) explaining that competence is the ability and willingness to perform a task with effective and efficient performance to achieve company goals. This is because Apron Management Service (AMS) personnel at the International Airport Soekarno-Hatta already feels competent with the competencies possessed in supporting work as Apron Management Service (AMS) Personnel at Soekarno-Hatta International Airport to increase the level of work effectiveness of Apron Management Service (AMS) Personnel at Soekarno-Hatta International Airport. The results of this study indicate that workload has a significant effect on work effectiveness, there is a joint influence between workload and competence on work effectiveness. This is in line with the theory. This is supported by ([Vizano et al., 2021](#); [Zainudin et al., 2021](#); [Virgiawan et al., 2021](#)). [Setiyani et al. \(2020\)](#) found that compensation, employer branding, and flexible working hours can increase employee work motivation. Of the three variables, flexible working hours have the largest loading factor. The results of this study also show that not only does competence and workload have an influence on the work effectiveness of Apron Management Service (AMS) personnel but work discipline also has a significant influence on work effectiveness. This is in line with [Sutrisno & Sunarsi \(2019\)](#) which states that work discipline has a significant influence on the effectiveness of employees' work. This is supported by [Saluy et al. \(2021\)](#); [Endri \(2020\)](#), stating that work discipline has a positive and significant effect on job satisfaction. In addition, the empirical research findings of [Hapsari et al. \(2021\)](#) show that organizational culture has a significant influence in shaping transformational leadership that can build OCB among civil servants in Indonesia.

Conclusion

Based on the results of the study found that the competency variable has a positive and significant effect on work effectiveness. The results of this study indicate that competence is the ability and willingness to carry out a task with effective and efficient performance to achieve company goals support work as Apron Management Service (AMS) Personnel at Soekarno-Hatta International Airport to increase the work effectiveness of Apron Management Service (AMS) Personnel at Soekarno-Hatta International Airport. Increased competence can help in achieving an effective integration between company goals and employee goals. The workload variable has a significant effect on work effectiveness. In general, the workload is the reaction of the human body when doing an external job considering that human work is mental and physical, then each has a different level of loading. If the worker's ability is higher than the demands of the job, a feeling of boredom and overstress will arise. On the other hand, if the work is lower than the demands of the job, there will be more fatigue or under-stress. Work Discipline Variables also have a significant influence on work effectiveness. This shows that work discipline plays a significant role in work effectiveness for example, with high work discipline from Apron Management Service (AMS) personnel, this personnel can carry out all existing regulations and can make the company proud of the work they have. The company also appreciates the work of employees, thereby increasing the level of effectiveness of employees' work in the company.

Acknowledgments

This research was carried out thanks to the full support of the Directorate of Airports, the Directorate General of Civil Aviation, the Ministry of Transportation of the Republic of Indonesia, PT Angkasa Pura II (Persero) Soekarno-Hatta International Airport Main Branch Office, and the Mercu Buana University Research Center, Jakarta.

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