EMPLOYEE PERFORMANCE OPTIMIZATION: IMPROVING WORK DISCIPLINE AND EFFECTIVE COMMUNICATION

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Abstract:
The purpose of this study is to analyze the optimization of Morowali Airport employee performance by testing and analyzing the partial and simultaneous influence of work discipline, work motivation and effective communication. The type of research used is a quantitative approach. The population of this study was all Morowali Airport employees, totaling 63 people. By using the census method, the entire population in this study was used as a sample. This study analyzed the data using multiple linear regression. The results of the study indicate that there is a positive and significant influence of work discipline, work motivation and effective communication on the performance of Morowali Airport employees, both partially and simultaneously. This shows that employee performance achievement is largely determined by work discipline and effective communication built by Morowali Airport employees. In addition, the work discipline variable is the variable that has the greatest influence on employee performance. Therefore, this study recommends that Morowali Airport employees improve their work discipline in order to improve the quality and quantity of their work results so that they can achieve high performance.

Keywords: Work discipline, Effective communication, Employee performance

INTRODUCTION

Morowali Airport is the first air transportation service located in Umbele Village, Bumi Raya District, Morowali Regency. Morowali Airport was built in 2007 by the Directorate General of Air Transportation, and its construction continued in 2010 with physical construction, both from the air side (runway, taxiway and apron) and the land side (passenger terminal and office buildings). In addition to supporting air transportation services, this airport also has a role as a gateway to the economy or supporting trade activities of the people of Morowali Regency, as a place to transfer modes of transportation, and as infrastructure to strengthen the archipelago insight and state sovereignty. Based on observations made by researchers at Morowali Airport, there are still various problems that occur, especially those related to the performance of airport employees.

The results of the observation found several problems related to the quality of work that was not optimal, which also reflected ineffective communication, including the quality of work that often did not match the expectations of airport management, for example, in carrying out an activity or work program instructed to employees both individually and as a work team, from the aspect of work quality it still did not meet the standards. Namely, there were still errors in working or not in accordance with work procedures. Likewise, with the aspect of "quantity of work," there are still employees who postpone work that should have been completed within one week but, in fact, exceed the targeted working days. This will certainly have an impact on the performance of Morowali Airport employees. Meliani and Siagian (2022) stated that discipline refers to the mentality that employees must have towards the rules and policies of the company where they work in terms of the employee's ability to adjust to the rules and policies of the organization freely. If high discipline applies in an organization, then employees will comply with it with full discipline, which

allows work to be carried out according to the predetermined plan. Some employees still violate the rules repeatedly, especially in terms of utilizing working hours, where employees who attend morning and evening roll calls are not all employees, and many employees are late or absent. In addition, it was found that the working relationship of airport employees was caused by poor communication, marked by a lack of togetherness among employees to share work if they experience difficulties or employees work individually.

Another important factor that can also affect employee performance at the airport is effective communication (Alviani et al., 2024). According to Purwanto, communication is a process of exchanging information between individuals through a common system, either with symbols, signals or behavior or actions (Ambarita et al., 2019). The airport is one of the organizations that, in its communication, also uses special symbols or codes to achieve effectiveness in coordination. Therefore, effective communication is very important to build good relationships with superiors, co-workers, and even transportation customers in the airport environment in order to provide a sense of comfort in coordinating between fields to each employee in working so that it can produce high performance, considering that Morowali Airport is one of the vital transportation modes that is a milestone in facilitating economic activities in Morowali Regency. Based on this phenomenon, this study aims to determine whether work discipline and effective communication affect employee performance at Morowali Airport.

Work Discipline. Kelvin and Siagian (2020) explain that work discipline is an attitude and behavior that shows a person's obedience and responsibility in carrying out their duties and work; this involves high-quality punctuality and compliance with all written and verbal rules. Furthermore, according to Nadiah and Asron (2022), discipline is the power used to improve existing standards so that the worker's body itself helps him adapt to excellent assessments, regulations and values. Therefore, employee behavior is the key to business success. To achieve organizational goals that naturally preserve the ideals of politeness and obedience, a person must practice self-control and discipline. According to Sinambela (2019) good discipline is reflected in the great sense of responsibility of a person for the tasks given to him. In this case, regulations are very much needed to create good order in the office where he works because the discipline of an office or workplace is said to be good if some employees obey the existing regulations. Based on several definitions of work discipline, work discipline refers to a person's willingness to follow the rules issued by the company and to act in accordance with the norms relevant to those rules. If the responsibility is distributed evenly to the entire workforce, the company can be more disciplined in working; thus, work targets can be achieved, and performance will increase. As Rarung et al. (2021) said, discipline is the key to the success of a company or agency in achieving its goals because discipline is a very important operative function of human resource management. After all, the better the discipline of a company's employees, the higher the work performance it achieves and will create quality employees. Without high discipline, the company or organization will find it difficult to get what the company wants, namely success.

Effective Communication. According to Handoko (2021), communication is the process of transferring understanding in the form of ideas or information from one person to another. Furthermore, Siregar et al. (2021) explain that communication is the existence of a conversation by sending and receiving messages involving two or more people by achieving a common understanding by using communication methods that can be verbal, written, or nonverbal signals. In line with that, Nainggolan et al. (2021) define communication as a process of exchanging information involving two or more individuals to create the same understanding. The use of common symbols, signs and behaviors aims to help understand the information conveyed. So that

effective communication is a social process of creating and interpreting the meaning of messages accurately and clearly using symbols so that others can easily understand them. This means that effective communication is a process where someone influences the thoughts and behavior of others. Communication includes all procedures, not only written and oral, but actually includes all human behavior. Thus, all activities and behaviors that influence others or influence the thoughts and feelings of others are communicative activities because effective communication has the potential to cause changes in attitudes and improve social relationships, which will ultimately lead to positive actions. However, on the other hand, according to Suhendro et al (2022), an ineffective communication process will result in the recipient of the message having difficulty understanding the message. Not infrequently, there are misunderstandings in the communication process between employees and even cause conflicts between them. This continues so that it hinders the next communication process. Communication is not just a process of exchanging information between communicators and communicators, but it also greatly supports work interactions and, of course, benefits the work team as a whole if done effectively. This shows that effective communication greatly supports the creation of high performance.

Employee performance. According to Mangkunegara (2020), the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). Performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to (Mathis and Jackson, 2016), performance is basically what is done or not done by employees. Employees are motivated because of their expectation that certain actions will lead to a level of performance, which in turn will lead to the desired reward or result (Ibrahim et al., 2024). So performance is often referred to as the result of work and work achievement in completing a person's tasks or responsibilities given by the organization. Performance is one of the elements that cannot be separated from an organization. General employee performance for most jobs includes elements such as quantity and quality of attendance results and the ability to work together. A good employee must reflect good performance.
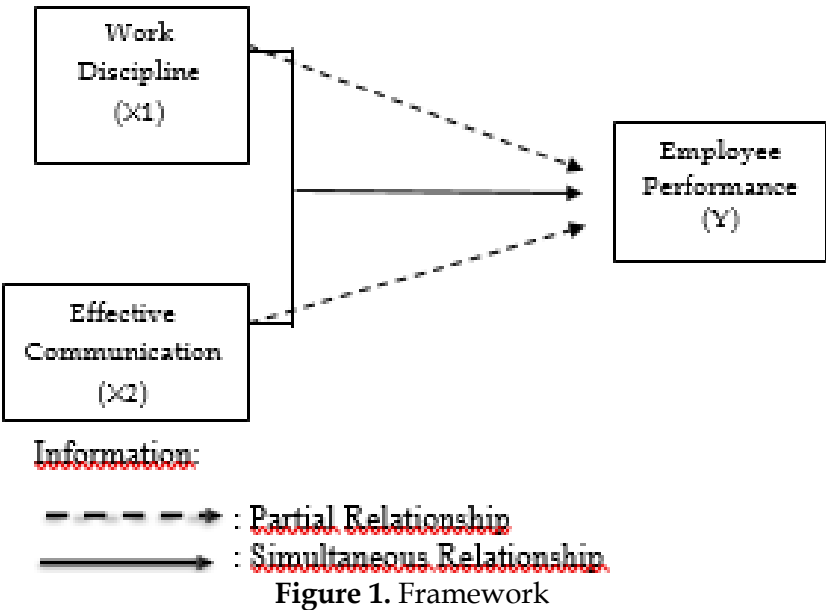

Figure 1. Framework

METHODS

The type of research used is a descriptive causal research type using quantitative research methods. This study conducted data analysis testing using the statistical product and service solution (SPSS) software program version 25 with several stages to analyze the data as follows: Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, t-test (Partial Significance Test), and F-Test (Simultaneous Test), Determination Test.

RESULT AND DISCUSSION

Validity Test. Validity testing can be done by measuring the correlation between the question item scores and the total variable scores. Usually, the minimum requirement to be considered eligible is if r = 0.3. So, if the correlation between the item and the total score is less than 0.3, the item in the instrument is declared invalid (Sugiyono, 2019: 189-190).

Table 1. Validity Test Results

No	Variable	Indicator	Item Statement	Corrected Value-Item Total Correlation	R Critical	Information
1	Work Discipline (X1)	Time Discipline Regulation Discipline	X1.1	0.728	0,30	Valid
			X1.2	0,590	0,30	Valid
			X1.3	0,757	0,30	Valid
2		Time Discipline Regulation Discipline	X1.4	0,591	0,30	Valid
			X1.5	0,630	0,30	Valid
			X1.6	0,637	0,30	Valid
			X1.7	0,524	0,30	Valid
3		Time Discipline	X1.8	0,858	0,30	Valid
			X1.9	0,758	0,30	Valid
4	Communication (X2)	Openness Positivity	X2.1	0,638	0,30	Valid
			X2.2	0,431	0,30	Valid
			X2.3	0,386	0,30	Valid
			X2.4	0,448	0,30	Valid
5		Similarity Openness	X2.5	0,532	0,30	Valid
			X2.6	0,667	0,30	Valid
			X2.7	0,502	0,30	Valid
			X2.8	0,768	0,30	Valid
6		Positivity	X2.9	0,753	0,30	Valid
			X2.10	0,587	0,30	Valid
7	Employee Performance (Y)	Quality of Work Quantity of Work	Y.1	0,581	0,30	Valid
			Y.2	0,445	0,30	Valid
			Y.3	0,572	0,30	Valid
			Y.4	0,509	0,30	Valid
8		Execution of tasks Quality of Work	Y.5	0,433	0,30	Valid
			Y.6	0,795	0,30	Valid
			Y.7	0,580	0,30	Valid
9		Quantity of Work	Y.8	0,683	0,30	Valid
			Y.9	0,760	0,30	Valid

Based on the results of the validity test of the variables of Work Discipline, Communication and Employee Performance, overall, from 9 indicators there are 29 questions, Thus it is concluded

that the statement of the variables of work discipline, communication and performance is said to be valid because the value of the Corrected Item-Total is 0.30 at a confidence level of 95% or α 0.05.

Reliability Test. According to Sugiyono (2019) states that the reliability test is the extent to which the measurement results using the same object will produce the same data. This reliability test is very dependent on the sincerity of the respondents in answering all research question items. If the Cronbach alpha value is> 0.60, then the data is declared reliable, while if the Cronbach alpha value is <0.60, then the data is declared unreliable.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Description
Work Discipline (X1)	0.764	Reliable
Communication (X2)	0,737	Reliable
Employee Performance (Y)	0,744	Reliable

Based on the reliability test, the above values indicate the level of consistency of the measuring function of all variables (Work discipline, communication and Employee Performance) in this study have a Cronbach Alpha coefficient> 0.6. Because the Cronbach Alpha coefficient value is> 0.6, this instrument can be said to be reliable.

Normality Test. According to Ghozali (2021), the normality test aims to test whether in the regression model, the interfering variables or residuals have a normal distribution. A good regression model has a normal or near-normal data distribution. For this normality test, the Kolmogorov-Smirnov test is used. This test is based on the Kolmogorov-Smirnov Test on the model being tested.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		63
Normal Parameters,b	Mean	.0000000
	Std. Deviation	2.92885318
Most Extreme Differences	Absolute	.108
	Positive	.064
	Negative	-.108
Test Statistic		.108
Asymp. Sig. (2-tailed)		.065c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Based on the results table above, it shows a value of 0.065, which means the asymp sig. (2-tailed) value is greater than the significance level of 0.05. This shows that the research data is normally distributed and can be continued with other classical assumption tests.

Multicollinearity Test. Ghozali (2021) stated that the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. The multicollinearity test is seen from the tolerance value and Variance Inflation Factor (VIF). If the VIF

value is <10, it means there is no multicollinearity. If the VIF value is> 10, there is multicollinearity in the data.

Table 4. Multicollinearity Test Results

No	Independent Variable	Collinearity Statistic		Information
		Tolerance	VIF	
1	Work Discipline	0,850	1.176	Non-Multicollinearity
2	Communication	0,850	1.176	Non-Multicollinearity

From the table above, it can be seen the magnitude of the correlation value between the existing independent variables. The multicollinearity test shows that the correlation between the independent variables has a VIF of 1.176 <10 and a Tolerance value of 0.850> 0.10. These results indicate that there is no interrelated variable or correlation between the independent variables.

Heteroscedasticity test. Ghozali (2021) states that the heteroscedasticity test aims to test whether the regression model has an inequality of variance from the residuals of one observation to another.
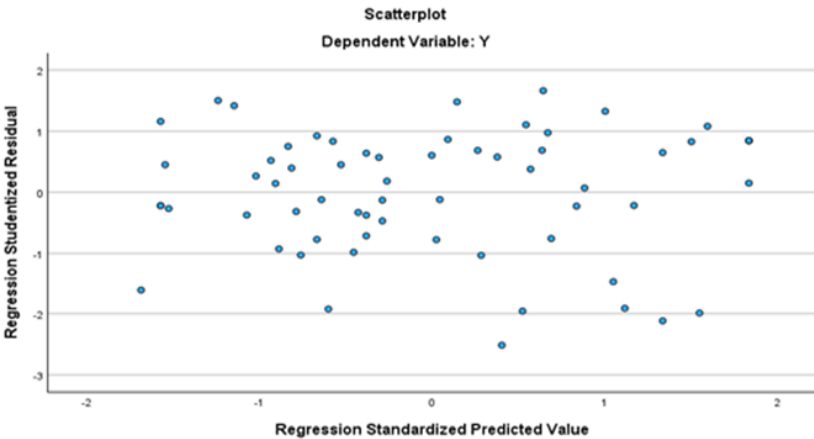
Figure 2. Heteroscedasticity Test Results

Based on the image above shows the Scatterplot graph in the heteroscedasticity test, it can be seen that the points do not form a clear pattern, and the points are spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the regression model.

Determination Coefficient Analysis. The determination coefficient test (R2) is used to measure how much the model is able to explain the dependent variable.

Table 5. Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706ᵃ	.498	.481	2.977

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Based on the table above, the calculation results obtained a determination coefficient value of 0.498. This means that the variability of the dependent variable that can be explained by the independent variable is 49.8%, and other variables explain the remaining 70.6%.

Simultaneous Test (F Test). The f-test aims to identify whether the regression model is feasible (strong) or otherwise not feasible (weak) in explaining the dependent variable influenced by the independent variable.

Table 6. Simultaneous Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
1Regression	527.042	2	263.521	29.729	<.001[b]
Residual	531.847	60	8.864		
Total	1058.889	62			

a. Dependent Variable: KinerjaY
b. Predictors: (Constant), Komunikasi X2, Disiplin Kerja X1

Based on the table above, the significance value of the influence of independent variables simultaneously on the dependent variable is 0.001 <0.05. It can be concluded that work discipline and communication simultaneously have a significant effect on the performance of Morowali Airport employees because the Fcount value is 29.729> Ftable 5.

Partial Test (t-test). The t-test is used to test the significance of the relationship between variables X and Y and whether variables X1 (Work Discipline) and X2 (Communication) really affect variable Y (Employee Performance) partially.

Table 7. Results of t-Test (Partial Test)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	7.620	4.619		1.650	.104
1 (X1)	.349	.109	.316	3.188	.002
(X2)	.485	.093	.520	5.240	<.001

a. Dependent Variable: Performance Y

Based on the results of the t-test shown in the table above, it can be seen that the results of the calculation of the regression coefficient with the t-test are as follows:

1. The Work Discipline variable (X1) obtained a regression coefficient value of 0.349, while the significance level was 0.002 where Sig <α (0.002 <0.05). Based on these results, it states that the Work Discipline variable has a significant effect on employee performance.
2. The Communication variable (X2) obtained a regression coefficient value of 0.485, while the significance value was 0.001 where Sig <α (0.001 <0.05). Based on these results, it states that the Communication variable has a significant effect on employee performance.

CONCLUSION

Work discipline (X1) and communication (X2) simultaneously have a significant effect on employee performance (Y) at Morowali Airport. Work discipline (X1) partially has a significant

effect on employee performance (Y) at Morowali Airport. Communication (X2) partially has a significant effect on employee performance (Y) at Morowali Airport.

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