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The Influence of Motivation, work Training, and Work Discipline on Employee Performance at the Airport Authority Office Region II, Deli Serdang - North Sumatra

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Article Info

Abstract
This study examines the influence of motivation, job training, and work discipline on employee performance at the Airport Authority Office, Region II, Deli Serdang, North Sumatra. In air transportation organizations, the quality of human resources plays a crucial role in ensuring smooth operations, flight safety, and improving the quality of public services to service users. This is the core of the success and sustainability of operations in the aviation industry. This study used a descriptive quantitative approach. The research sample consisted of 107 respondents, determined using the Slovin formula from a total population of 146 people. Data collection techniques included questionnaires, structured interviews, and direct observation of the research subjects. This method aimed to obtain accurate and relevant primary data. The collected data were then analyzed using multiple linear regression with the aid of statistical software. This analysis aimed to determine the simultaneous and partial influence of each variable on overall employee performance. The results showed that motivation, job training, and work discipline had a positive and significant influence on employee performance. Both partially and simultaneously, these three independent variables contributed to improved performance. This proves that effective and targeted human resource management can create a more productive, professional, and efficient work environment. This research provides a practical contribution to formulating more optimal human resource management policies, particularly in the air transportation services sector. The goal is to enable organizations to continue to grow, improve operational efficiency, and maintain sustainable competitiveness in facing future dynamics and challenges.

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1. Introduction

In today's era, transportation has become a key factor in increasing a country's economic value. The government and stakeholders need to work together to ensure that transportation infrastructure, including airports, can meet the needs of the public and industry, and contribute to sustainable economic growth. Amidst the busy aviation world, the Airport Authority (Authority) plays a regulatory and supervisory role, ensuring the smooth operation of airports. The Airport Authority Region II Office is a special service unit under the Ministry of Transportation. The Office is involved in various activities, including the regulation, supervision, and control of aviation operations. The products and services offered include aviation safety services, personnel training, and airport infrastructure development. Their market share also encompasses all aviation users, including airlines, passengers, and other related parties. Human Resources (HR) are also key to the smooth running of activities at the Airport Authority.

The relationship between the Regional II Airport Authority Office and HR is very close, with HR development, training, and management being key to achieving operational goals and improving safety and service quality at the airport.

With competent and professional HR, this office can manage its role more effectively and efficiently.

The internal force that drives individuals to achieve specific goals is known as motivation. The Flight Inspector at the Airport Authority Office Region II still has low work motivation; he lacks financial and non-financial incentives, which makes him unenthusiastic about his work. Employees still receive little financial incentive in the form of salaries and performance bonuses. Leadership also lacks awareness of the non-monetary incentive component of outstanding performance rewards, which makes the Flight Inspector less motivated to improve his performance.

Job training is a procedure designed to develop the skills, knowledge, and capacity of employees to better prepare them for their duties and commitments in the workplace. Effective job training can help employees develop their skills, enabling them to perform better and more professionally. In this case, there is no job training provided by the Office for its employees, except for the head office, which provides job training for its employees.

As a communication tool used by leaders to interact with their employees, work discipline is crucial for developing employee performance. Employee discipline is one way organizations help staff members complete tasks quickly and effectively while fostering a sense of responsibility for their work. Despite strict work discipline regulations at the Airport Authority Region II Office, some employees continue to ignore them and violate them by arriving late

2. Methods
This study uses a quantitative approach. The instrument used in this study is a simple random questionnaire conducted by the author himself where the author will conduct that is in accordance with the topic of the problem discussed. Based on the slovin formula, there are 107 employees as sample in this study.

3. Literature Review
3.1. Motivation Theory on Employee Performance

According to Yaslina (2018) [24], motivation can be interpreted as a method of action, a pressing condition that arises within a person, and behavior caused by the intended condition and the final target of the action or action. According to Hasibuan (2016:146) [7], motivation is a method of guiding the power and capacity of subordinates so that they can work together productively, successfully achieve satisfaction, and realize predetermined targets. According to Hafidzi (2019: 52) [6], motivation is a pioneering offering that generates enthusiasm for a person's performance so that everyone is able to collaborate, be productive, and unite in all their efforts to achieve pleasure.

3.2. Job Training Theory on Employee Performance
According to Mangkunegara (2017) [12], job training is a temporary, structured educational method that is organized and designed to advance employees' technical knowledge and skills. According to Afandi (2018), job training is a learning method designed to improve a person's performance in carrying out their activities.

3.3. Theory of Work Discipline on Employee Performance
Agustini (2019) [2] defines work discipline as behavior that conforms to the rules and regulations that apply within an organization. According to Ajabar (2020) [3], work discipline is a plan used by management to try to increase employee knowledge and desire to comply with company guidelines. According to Sinambela (2017) [16], work discipline is the desire to comply with societal standards and laws and regulations in the workplace.

4. Results and Discussion
4.1 Results
This analysis is used to explain the data of the 4 variables (1 dependent and 3 independent) used in the study. Descriptive statistics used include the minimum maximum value of the mean and standard deviation. The results of descriptive statistics in this study are presented in the table below.

Table 1: Descriptive Statistic Test

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	107	18	30	26.86	3.051
Job Training	107	18	30	27.03	3.054
Discipline	107	20	30	27.48	2.809
Employee performance	107	23	35	31.38	3.428
Valid N (listwise)	107				

Based on the results of the previous descriptive test, the distribution of data collected by the researcher can be described as:
1. The Motivation variable had a sample size of 117 respondents, with a minimum score of 18, a maximum score of 30, a mean score of 26.86, and a standard deviation of 3.051.
2. The Job Training variable had a sample size of 117 respondents, with a minimum score of 18, a maximum score of 30, a mean of 27.03, and a standard deviation of 3.054.
3. The Discipline variable has a sample size of 117 respondents, with a minimum score of 20, a maximum score of 30, a mean score of 27.48, and a standard deviation of 2.809.
4. The Employee Performance variable had a sample size

of 117 respondents, with a minimum score of 23, a maximum score of 35, a mean score of 31.38, and a standard deviation of 3.428.

4.2 Discussion
Based on the Model Summary table above, the R-squared value is 0.560 and the Adjusted R-squared value is 0.549. These values indicate the results of the coefficient of determination test, which aims to determine the extent to which the independent variables collectively contribute to the dependent variable. An R-square value of 0.560 indicates that 56% of the variation or change in the employee performance variable can be explained by the three independent variables: motivation, job training, and discipline. The remaining 44% (100% - 56%) is influenced by other factors outside the model not explained in this study. Meanwhile, the Adjusted

R Square value of 0.549 was used to adjust the R Square value to the number of variables in the model. This value provides a more accurate picture when the number of independent variables is more than one. In this case, approximately 54.9% of the variation in employee performance can still be explained by these three variables after adjustment. Thus, this regression model has a fairly good level of predictive ability, as more than half of the variation in employee performance can be explained by the variables of motivation, job training, and discipline.

5. Conclusion
According to the research I conducted, it can be concluded such as:
1. The Motivation variable has a positive and significant effect on Employee Performance, with a t-value of 2.168 and a significance level of 0.032 (<0.05). This means that the higher an employee's motivation, the higher their performance.
2. The Job Training variable did not significantly impact Employee Performance, with a t-value of 1.305 and a significance level of 0.195 (>0.05). This indicates that the job training provided has not significantly impacted employee performance.
3. The Discipline variable has a positive and significant effect on Employee Performance, with a t-value of 4.876 and a significance level of 0.000 (<0.05). This indicates that high discipline significantly improves employee performance.
4. Simultaneously, the variables Motivation, Job Training, and Discipline significantly influence Employee Performance, as indicated by a calculated F-value of 48.015 and a significance level of 0.000 (<0.05). Thus, these three variables collectively explain variations in employee performance.

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