

## **The Effect of Leadership Style and Work Discipline on the Performance of Avsec Officers at Sultan Muhammad Salahuddin Bima Airport**

**Ayu Indriyani<sup>1</sup> Arif Fakhruddin<sup>2</sup>**

Air Transportation Management Study Program, Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta, Bantul Regency, Province of Daerah Istimewa Yogyakarta, Indonesia<sup>1,2</sup>

Email: [ayuindriyani@gmail.com](mailto:ayuindriyani@gmail.com)<sup>1</sup>

### **Abstract**

Leadership style is a way to increase work discipline on the performance of followers more than just transactional. With this leadership, officers can feel admiration, trust, and respect for leaders to do more than what is expected. Therefore, the factor of work discipline must be considered by a company, because performance is the result of work in quality and quantity achieved by an officer in carrying out his duties according to the responsibilities given to him. The purpose of this study (1) To determine the effect of leadership style on the performance of Avsec officers, (2) To determine the effect of work discipline on the performance of Avsec officers, (3) To determine the effect of leadership style and work discipline on the performance of Avsec officers at Sultan Muhammad Salahuddin Airport Bima. This research was carried out in August and September 2022 using a quantitative method with a saturated sampling technique on 43 respondents from the Avsec unit at Muhammad Salahuddin Bima Airport. Analysis using multiple linear regression test, t test, f test, test the coefficient of determination (R<sup>2</sup>). The results showed that (1) leadership style did not significantly influence the performance of Avsec officers, (2) work discipline significantly influenced the performance of Avsec officers, (3) leadership style and work discipline had a positive and significant effect on the performance of Avsec officers at airports. Sultan Muhammad Salahuddin Bima. In this case the Variables of Leadership Style and Work Discipline towards Officers are 70.8% and the remaining 29.2% are influenced by variables outside the variable model in this study.

**Keywords:** Leadership Style, Work Discipline, Officer Performance, Avsec Unit



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

### **INTRODUCTION**

The development of the air transportation business shows encouraging prospects, both at the national and international levels. This is indicated by the increasing number of scheduled airlines and the increasing frequency of flights at Indonesian airports. In accordance with the natural conditions of Indonesia, which consists of tens of thousands of islands, air transportation is the main choice compared to other modes of transportation (sea and land) because air transportation has advantages in terms of faster time and convenience for service users. In the era of increasingly fierce competition in the air transportation business, the performance of employees is demanded to continue to improve. One of the steps to maintain or improve the performance of employees or employees can be done by evaluating employee performance and carrying out a series of improvements in order to always improve the quality of these employees so that the company grows and excels in competition, or at least survives.

Human resource management is crucial for the realization of an organization, but to lead people is quite difficult. Apart from being expected to be capable, competent and skilled, employees should also be willing and have the sincerity to work effectively and efficiently. Ability and skills will be meaningless if not followed by work morale and employee discipline

in realizing goals. In the journal Dedik Tri Istiantara (2019) Human Resource Management is needed to increase the effectiveness of human resources in an organization. The goal is to provide the organization with an effective work unit. To achieve this goal, the study of personnel management will show how companies should acquire, develop, use, evaluate and maintain the right number (quantity) and type (quality) of employees.

One of the managers of human resources in the organizational management function is related to the leadership of someone who has been appointed as a leader to lead his subordinates, he is the one who must carry out the functions of the organization itself which determines the success or failure of a company. Successful leadership shows that the management of a company or company organization has been carried out successfully too. Every leadership must be closely attached to a leader, whatever responsibility he has to accept. A leader is required to take the right steps and policies so that the human resources owned by the company can work optimally according to productive criteria and achievements. With the right policies, it is hoped that in the long term the goals expected by the company can be achieved thanks to the support of the performance and productivity of human resources. One of the important tools in the framework of human resource management is the creation of job satisfaction for each member of the employee concerned which will further improve his work performance. The achievement of organizational goals is only possible because of the efforts of the actors in the organization to perform well in order to have high performance. and well, an employee or subordinate in carrying out his work must have the expertise and skills in accordance with the work he is engaged in, sometimes the leadership often orders employees as they please without regard to the working conditions of these employees. So that it will have an impact on employee performance that is not good. In carrying out their duties according to their responsibilities it is not because the employee is unable to do the job properly, this happens because the employee cannot adjust the leadership style of his own leaders so that the employee feels underappreciated by the leaders in the company or organization.

If an employee does not work well at work, it will have an impact on the work produced by the employee, where the work done is already their responsibility. Therefore, a leader must change the leadership style that can provide comfort and security for employees who work so that employee performance becomes good for the company. Even though discipline is very important, many companies/agencies neglect it, so many things keep things from planning. A plan that has been prepared with care and direction will not necessarily be carried out properly if supervision issues are ignored. Supervision is a sufficient factor in the company. To improve employee discipline, it is necessary to formulate a good supervisory system, which functions as a control. A good monitoring system is needed so that management can obtain and provide appropriate information as material for consideration in efforts to improve employee performance. Research Objectives: To determine the influence of Leadership Style on the Performance of Avsec Officers at Sultan Muhammad Salahuddin Bima Airport. To determine the effect of work discipline on the performance of avsec officers at Sultan Muhammad Salahuddin Bima Airport. To determine the effect of leadership style and work discipline on the performance of avsec officers at Sultan Muhammad Salahuddin Bima Airport.

### **Theoretical Basis**

#### **Leadership Style**

Leadership or leadership belongs to the group of applied sciences or applied science from the social sciences because the principles and formulations are useful in improving

human welfare. As a first step to learn and understand everything related to aspects of leadership and its problems. It is necessary to understand in advance the meaning or understanding of leadership through various perspectives. Because leadership touches various aspects of human life, such as the way of life, the opportunity to work, society, and even the state, presumably a conscious effort to further explore various aspects of effective leadership needs to be carried out and even continuously improved by scientists who pursue and love it relentlessly. stop collecting data in the accumulation of theories about leadership. Some experts put forward various definitions of leadership. Another opinion also suggests according to Robbins (2016) that "A leader (leader) is someone who can influence other people and has managerial authority. Leadership is the process of leading a group in achieving its goals. Leadership is what leaders do."

### **Work Discipline**

According to (Hamali, 2018) argues that, "Work Discipline is a force that develops within the employee's body and causes employees to be able to adjust voluntarily to regulatory decisions, and high values of work and behavior." According to Keith Davis (2010) "Discipline is management action to enforce organization standards". Based on the opinion of Keith Davis, work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. According to Singodimedjo in (Syahyuni, 2018) says that: Discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him. Good employee discipline will accelerate the company's goals, while declining discipline will become a barrier and slow down the achievement of company goals.

### **Performance**

Gibson (2012) states that performance is the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria. Performance according to the Big Indonesian Dictionary (KBBI) is something to be achieved, visible achievements, or work ability. So, performance is really needed by companies to achieve the desired goals with quality human resources. Performance is the result of work achieved by someone in carrying out their duties based on skills, effort and opportunity. (Abdurrahman, 2019). Performance is the result of work achieved by someone in carrying out their duties based on skill, effort and opportunity. Performance is a combination of three important factors, namely the ability and interest of an employee, the ability and interest in explaining task delegation, as well as the role and level of motivation of a worker. The higher the three factors above, the greater the performance of the employee concerned. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### **Aviation Security**

Aviation Security is aviation security personnel who have (mandatory) have licenses or certificates of proficiency for officers (SKTP) who are given assignments and responsibilities in the field of aviation security (Regulation General of Air Transportation Number: SKEP/2767HII/2010 CHAPTER 1 Point 9) Aviation Security itself according to a letter Decree of the Director General of Civil Aviation No. Skep /40/II/1995 instructions for the implementation of the Minister of Transportation Decree No: 14 of 1989 concerning control of passengers, goods and cargo transported by civil aircraft. Some of them are: inspection of documents, inspection of passengers, baggage and cabin baggage, inspection of flight crew,

weapons handling, handling of special passengers, handling of dangerous materials and goods, supervision, and others. From some of these tasks we can see that Aviation Security is a tough job, so it can cause several problems, including work fatigue, work stress, to turnover intention of employees.

**Relevant Research**

**Table 1. Relevant Research**

No	Name	Year	Title	Research Result
1	Dwi Septianingsih	2021	The Influence of Transformational Leadership Style, Motivation and Work Discipline on the Performance of Aviation Security Officers at Sultan Muhammad Salahuddin Bima Airport	The results of the study found that: transformational leadership style has a positive effect on the performance of Aviation Security employees, Motivation is Rejected, there is no effect of motivation on the performance of Aviation Security employees, employee discipline has a positive effect on the performance of Aviation Security employees at sultan muhammad salahuddin bima airport.
2	Dimas Adji Wasono	2021	The Influence of Transformational Leadership and Work Environment on Employee Performance Through Job Satisfaction (Case Study on Angkasa Pura Supports Employees in Yogyakarta)	The results of this study found that (1) there is a positive and significant influence of transformational leadership on job satisfaction, (2) there is a positive and significant influence of the work environment on job satisfaction, (3) there is no effect of transformational leadership on employee performance, (4) there is positive and significant influence of the work environment on employee performance, (5) There is a positive and significant influence of job satisfaction on employee performance, (6) There is a positive and significant influence of transformational leadership on employee performance mediated by job satisfaction, and (7) There is a significant influence work environment on employee performance mediated by job satisfaction.
3	Maudy Rosalina, Lela Nurlaela Wati	2020	The Effect of Leadership Style on Work Discipline and Its Impact on Employee Performance	These results indicate that the better the leadership style, the work discipline and employee performance will increase. Increasing Work Discipline in Corporate Leadership Can Improve Optimal Performance.

**RESEARCH METHODS**

**Research Design**

In conducting this research, to determine the effect of leadership style and work discipline of Avsec officers, researchers used quantitative research methods. According to Sugiyono (2017) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, which are used to examine certain populations or samples, collect data using research instruments, data analysis is quantitative or statistical, with the aim of testing established hypotheses . Collecting data in this study using a questionnaire distributed to the respondents.

### **Population and Sample**

According to Sugiyono (2017) The population is the entire generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to study and draw conclusions. The population is all the numbers that exist in the object/subject being studied, but includes all the characteristics/traits possessed by the subject or object. It can be concluded that the overall object or subject that occurs in the study takes into account the characteristics that are in accordance with the research being carried out. The population in this study were all AVSEC officers at Sultan Muhammad Salahuddin Bima Airport, totaling 43 people. According to Sugiyono (2015) The sample is part of the number and characteristics possessed by the population. The sample in this study was taken based on the sampling method in the category of nonprobability sampling using saturated sampling techniques.

### **Data Collection Technique**

Data is a unit of information recorded on media that can be distinguished from other data, and can be analyzed with certain programs. Data collection is a systematic or standard procedure for obtaining predetermined data (Tanzeh 2009):

1. Questionnaire (Questionnaire). According to Sugiyono (2017) Questionnaires are data collection techniques that are carried out by giving a set of questions or written statements to respondents to answer. Questionnaires or questionnaires have an important role in a study, in a study used by researchers to obtain data and information. The purpose of making the questionnaire itself is to get accurate responses and answers from respondents so that it can make it easier for researchers to get accurate data and information for research.

## **RESEARCH RESULTS AND DISCUSSION**

This research is a quantitative research in which the resulting data is in the form of numbers. The data obtained was analyzed using SPSS software. This research was conducted to determine the effect of leadership style and work discipline on the performance of Avsec officers at Muhammad Salahuddin Bima Airport. Data collection was taken by distributing or distributing questionnaires to 43 members of the Avsec (Aviation Security) unit officers at Sultan Muhammad Salahuddin Bima Airport. This study aims to determine how much influence Leadership Style and Work Discipline have on the Performance of AVSEC Officers at Sultan Muhammad Salahuddin Bima Airport. This data contains three (3) variables, namely Leadership Style (X1) and Work Discipline (X2) and Officer Performance (Y).

### **The Effect of Leadership Style on the Performance of Avsec Officers**

Based on the results of statistical analysis using the partial test, it was found that the t-count value of the leadership style variable was 1.788 and it was known that the t-table value was 2.056, so in this case  $t\text{-count} < t\text{-table}$  or  $1.788 < 2.056$ , which means that the variable leadership style has no effect on performance partially. Furthermore, it can be seen in the significance column, the significance value of the leadership style variable is 0.086 while the predetermined significance level is 0.05, which means that the significance value of the leadership style variable is  $0.086 < 0.05$  so it can be concluded that the leadership style variable has no significant effect on performance.



### **The Effect of Work Discipline on the Performance of AVSEC Officers**

Based on the results of statistical analysis using the partial test, it was found that the t-count value of the Work Discipline variable was 3.086 and it was known that the t-table was 2.056, so in this case  $t\text{-count} > t\text{-table}$  or  $3.086 > 2.056$  which means that the Work Discipline variable partially affect performance. Furthermore, it can be seen in the significance column, the significance value of the Work Discipline variable is 0.005 while the significance level that has been previously determined is 0.05, which means that the significance value of the variable is  $0.005 < 0.05$  so it can be concluded that the Work Discipline variable has a significant effect on performance.

### **The Effect of Krha's Leadership Style and Discipline on the Performance of AVSEC Officers**

Based on the results of the F test (simultaneous test) it can be concluded or obtained the results of a significant F value of  $0.000 < 0.05$  and a calculated F value of  $30.285 > F\text{ table } 3.39$ . So it can be concluded that the Kera Leadership Style and Discipline have a positive and significant effect on the Employee Performance of AVSEC officers.

### **CONCLUSION**

Based on the formulation of the problem, hypothesis and research results it can be concluded that there is a positive and significant influence on the research entitled "The Effect of Leadership Style and Work Discipline on the Performance of AVSEC Officers at Sultan Muhammad Salahuddin Bima Airport "Based on the testing data that has been carried out using the multiple linear regression method, the following conclusions can be drawn: Based on the results of the hypothesis testing above, there is a result that leadership style has no effect on performance of AVSEC officers partially. The results using the SPSS 26 program obtained a t-count value of  $1.788 < 2.056$  and a significance value of  $0.086 < 0.05$ . Based on the results of the hypothesis testing above, there is a partial positive and significant effect. It can be seen that the Work Discipline variable partially influences the performance of AVSEC officers. The results using the SPSS 26 program obtained a t-count value of  $3.086 > 2.056$  and a significance value of  $0.005 < 0.05$ . Based on the results of testing Leadership Style and Work Discipline simultaneously affect the performance of AVSEC officers. Data analysis uses multiple linear analysis to produce an f-count value of  $30.285 > f\text{-table of } 3.39$  and a significance of 0.000, 0.05. The results of the test for the coefficient of determination indicate that the influence of the variable X (independent) on Y (dependent) is 70.8%. This proves that the influence of Leadership Style and Work Discipline on Officer Performance, namely 70.8%, is included in a strong correlation. In this case the variable Leadership Style and Work Discipline of 70.8%, the remaining 29.2% is explained by variables outside the model variables in this study.

Based on the results of previous research, the authors realize that there are still many errors and limitations in this study. However, this research is expected to provide a useful contribution. For AVSEC officers, based on the research that has been conducted, it is found that the results of Leadership Style and Work Discipline have a positive and significant effect on the performance of AVSEC officers at Sultan Muhammad Salahuddin Bima Airport 70.8%. In this case, it is hoped that AVSEC at Sultan Muhammad Salahuddin Bimama Airport will continue to maintain and improve the quality of performance while still paying attention to a high Leadership Style and always motivating employees to always work discipline so that officers remain enthusiastic in carrying out their duties to serve passengers using air transportation. For further researchers, this researcher uses a questionnaire instrument, so

that the data obtained is limited to measuring the variables listed in the questionnaire. Therefore, in developing further research, it is recommended to be able to analyze more in-depth data by interviewing several respondents using different methods and adding other variables outside of this research variable. And it is hoped that in the future it can be used as a data source for research and carried out for further research based on more complete information.

## **BIBLIOGRAPHY**

- Direktorat Jenderal Perhubungan Udara. (2019). Data Bandar Udara.
- Erlangga, C. Y. (2017). Pengaruh Gaya Kepemimpinan, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan (Studi Kasus Ombudsman Republik Indonesia). *Jurnal Komunikasi*, 8(2).
- Fadly, M., Herawati, E., & Harefa, H. Y. (2021). Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan pada Divisi Produksi PT. Bali Nirwana Garments Kota Tangerang. *Average: Jurnal Ekonomi*, 1(1), 20-27.
- Fajar Harisa, Yuko (2021) Pengaruh Proses Pelayanan Pemeriksaan Keamanan Security Check Point (Scp) Terhadap Kepuasan Penumpang Di Unit Aviation Security (Avsec) Bandar Udara Abdulrachman Saleh Malang. Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta.
- Ferawati, A. (2017). Pengaruh lingkungan kerja dan disiplin kerja terhadap kinerja karyawan. *Agora*, 5(1).
- Istiantra, D.T. (2019) Pengembangan manajemen sumber daya manusia berbasis kompetensi guna meningkatkan kinerja pegawai dan dosen politeknik perkeretaapian Indonesia. *Jurnal perkeretaapian Indonesia (Indonesian Railway Journal)*
- Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170-183.
- Ningrat, L. D. T. M. (2018). Lingkungan Kerja, Karakteristik Individu, Motivasi dan Kepuasan Kerja Pilot Maskapai Lion Air. *Jurnal Manajemen Bisnis*, 15(4), 42-61.
- Paramita, L. (2017). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Badan Penelitian Dan Pengembangan Daerah Provinsi Kalimantan Timur. *EJournal Administrasi Negara*, 5, 6168-6182.
- Pengertian, Tugas, dan Tanggung Jawab Avsec (2016). <https://kumparan.com> (Diakses pada 20/08/2022)
- Pramularso, E. Y. (2017). Pengaruh Disiplin Kerja terhadap Kinerja Karyawan Cipta Hotel Pancoran Jakarta Selatan. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 1(2), 171-178.
- Rahmawati, Wahyu Eka (2017) Analisis Kinerja Petugas Avsec Terhadap Pelayanan Keamanan Barang Bawaan Penumpang Untuk Keselamatan Penerbangan Bandar Udara Internasional Adi Soemarmo Solo. Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta.
- Saputra, Anggi (2017) Analisis Antara Motivasi Dan Kinerja Karyawan Divisi Aviation Security (Avsec) Pada Pt. Angkasa Pura I (Persero) Bandar Udara Internasional Adi Soemarmo Surakarta. Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta.
- Sazly, S., & Ardiani, Y. (2019). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Pegawai pada Kantor Kecamatan Cengkareng Jakarta Barat. *Perspektif: Jurnal Ekonomi dan Manajemen Akademi Bina Sarana Informatika*, 17(2), 184-194.
- Setyowati, Lilis (2020) Analisis Kinerja Petugas Aviation Security (Avsec) Dalam Pemeriksaan Penumpang Dan Barang Di Bandar Udara Trunojoyo Sumenep. Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta.
- Sugiyono, P. D. (2013). *Metode penelitian manajemen*. Bandung: Alfabeta, CV.

Sutrisno, S., Fathoni, A., & Minarsih, M. M. (2016). Pengaruh motivasi dan disiplin kerja terhadap kinerja pegawai di kantor satuan polisi pamong praja kota Semarang. *Journal of Management*, 2(2).