

## Optimization of the Application of Work Discipline in Improving the Performance of Movement Control Apron Officers at Adi Soemarmo International Airport

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### Abstract

The Apron Movement Control (AMC) Unit has responsibility as executor of duties in supervision, service, and security in the Apron area. therefore officers are expected to be able to carry out their duties and responsibilities optimally. The purpose of this study was to determine the optimization of the application of work discipline in improving the performance of Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali International Airport. This study uses descriptive qualitative research methods, data collection is done by structured interviews, participatory observation and documentation. Structured interviews were conducted with three informants, two of whom were airline service supervisors and one Apron Movement Control (AMC) officer on duty at Adi Soemarmo Boyolali International Airport. The data analysis technique uses the theory from Miles and Huberman. The validity of the data uses source triangulation, technical triangulation and reference materials. The results of the study show that the application of work discipline carried out at the Apron Movement Control (AMC) unit at Adi Soemarmo Boyolali airport has been running quite optimally and optimally, but indeed in practice there are still found officers who do not comply with company regulations, maybe for the next supervisors and leaders can be more assertive in paying attention to work discipline and performance in the Apron Movement Control (AMC) unit directly in the field. While maintaining work discipline is something that needs attention, don't let supervisors and leaders be careless because everything is going well, implementing continuous work discipline is the best step in achieving more optimal performance.

**Keywords:** Optimization, Work Discipline, Performance



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### INTRODUCTION

The air transportation industry is one of the industries that has the highest risk, good performance for the officers involved in it is also very much needed. As well as the development of science and technology which is currently very influential in industrial development, especially in the air transportation industry. In developing a business requires good management. Various ways are carried out in which officers survive and improve the quality of their performance. Work discipline is one way to improve officer performance. Companies must be able to foster a sense of discipline for officers to improve their performance within the company.

Basically the company does not only expect competent and skilled human resources, but more importantly the company expects its employees to work hard and have high discipline to get the best results. This is because the success of an organization will depend on the human factor or the process by which officers achieve company goals. Officers who behave well support the achievement of goals set by the company. The existence of human resources in a company is very important. Sunyoto (2012) argues that every company must be professional in managing company resources. Human resources (HR) play the most important

role in an organization or company compared to other resources. One of the management functions applied in organizations is the function of personnel/human resource management. Human resources are people who are referred to as managers, employees, officers, laborers or workers who work for the organization (Wirawan, 2015).

Discipline is a person's awareness or willingness to comply with all applicable company regulations and social norms (Hasibuan, 2018). Discipline itself is an important factor in the company instead of carrying out daily activities, work discipline is very necessary for officers to follow the rules set by the company. Many aspects affect the application of work discipline, starting from the environment and the personality of the officer himself. The application of work discipline helps educate officers about compliance and complying with existing company rules, procedures and policies. So, work discipline is very important to be upheld in the company so that officers can follow the current company regulations. Thus, the life of the company will be safe, orderly, smooth and the company's goals will be achieved. Officer work discipline can be seen from various things, one of which is absenteeism at work. Officers with good work discipline will continue to work well without supervision from superiors. Also, during working hours officers do not steal time to do other things outside of their work. In addition, officers always comply with the rules in the work environment consciously without any coercion. Trying to provide disciplinary action like that is basically an effort to improve the performance of officers in the company.

Performance is the result or level of success of a person who is generally within a certain period of time in completing a task compared to various possibilities such as work standards, goals, objectives or criteria that have been determined previously and mutually agreed upon. Performance is a sign of the success or failure of a person or group in carrying out real work that has been set by a company (Jufrizen, 2018). In the Apron Movement Control (AMC) unit itself work discipline is needed to support good performance for every officer involved in it. Apron Movement Control (AMC) is one of the airport service support units, carrying out supervision of the order and safety of traffic movement on the apron who is responsible for flight operational service activities, the movement of aircraft, vehicles, goods, personnel. as well as other supporting equipment on the airside. Apron Movement Control (AMC) under the airport operations service division is needed to prevent accidents between aircraft, vehicles, personnel and others as well as traffic management so that it can run smoothly in accordance with applicable SOPs.

In Aida Fitriah's research entitled Analysis of Work Discipline in Efforts to Improve Officer Performance at PT. Aggraudi Gas Utama Barito Kuala, where the operation cannot be separated from the problem of work discipline, lack of awareness about the importance of work discipline resulting in many officers arriving late is an officer's irresponsibility towards his work, besides that some officers feel bored at work. There are still officers hanging around and watching TV during working hours. Similarly, in the experience of researchers when carrying out OJT researchers get problems with work discipline irregularities, namely there are still officers who are less responsible for the work assigned, some officers feel bored at work so many officers roam around and play cellphones during working hours and a lack of staff adequately resulting in negligence in carrying out the assigned tasks. Therefore officers are expected to be able to carry out their duties and responsibilities optimally.

Based on what has been said above, an officer's performance can be measured in various ways. This is done to facilitate decision-making regarding disciplinary action. It can be seen that disciplinary action is needed so that someone is willing to comply with the written and unwritten rules that apply and is able to enforce them without avoiding sanctions if they

violate the rules, responsibilities and authorities given to them. The objectives to be achieved by researchers in this study are as follows: To find out the application of work discipline in improving the performance of Apron Movement Control (AMC) unit officers at Adi Soemarmo International Airport. To find out the optimization of the application of work discipline in improving the performance of Apron Movement Control (AMC) unit officers at Adi Soemarmo International Airport.

## **Theoretical Basis**

### **Optimization**

Optimization is an effort to improve performance in a work unit or personal related to the public interest, in order to achieve satisfaction and success from organizing these activities (Nurrohman, 2017). From this description it can be concluded that optimization can only be realized if it is implemented effectively and efficiently. In managing the organization, the goals are always directed to achieve results effectively and efficiently so that they are optimal. According to Huda (2018) Optimization comes from the word optimal which means the best or highest. Optimizing means making the best or the highest. While optimization is the process of optimizing something, in other words the process of making something the best or highest. So optimization here has the meaning of trying optimally for the best results to achieve in the implementation of management of facilities and infrastructure in accordance with the expectations and goals that have been planned. Optimal is closely related to the criteria for the results obtained. A company can be said to be optimal if it obtains maximum results with minimal losses.

### **Work Discipline**

For a company work discipline is very important to achieve company goals. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects a person's level of responsibility towards the tasks assigned to him. Discipline is the sixth human resource function of the most important operative function of human resource management because the more disciplined employees are, the higher work performance they can achieve. Without good employee discipline, it is difficult for a company to achieve optimal work results. Discipline is a behavior that must be instilled in every individual inside and outside the organization, each individual must be willing to follow or obey all existing and previously agreed upon regulations and existing and previously agreed upon regulations and be willing to accept all the consequences if you violate these regulations. So that gradually this will become a habit that is good and will settle in his heart and soul. Discipline is an effort to prevent violations of the provisions that have been mutually agreed upon in carrying out activities so that the formation of punishment for a person or group can be avoided. Discipline as a manager's tool used to coordinate with officers. The aim is to emphasize employee changes in increasing awareness to comply with social norms and regulations that apply in the company. If the company stipulations are ignored, the officers have poor work discipline. Conversely, if officers obey the regulations that apply in the company, then the officers show good work discipline conditions (Pranitasari, 2021).

Discipline is one's awareness and willingness to comply with all applicable company regulations and social norms (Hasibuan, 2019). Latainer in Sutrisno (2019) defines discipline as a force that develops within an officer's body and causes officers to be able to adjust voluntarily to decisions, regulations, and high values from work and behavior. One effort to overcome the reasons for disciplinary action aimed at company development is to motivate

officers to maintain self-discipline in their individual and group work. The presence of work discipline is very useful in educating officers to comply with company regulations and policies, resulting in optimal performance. From the above understanding, it can be concluded that work discipline is the attitude of someone who wants to comply with the written and unwritten rules that apply and is able to enforce them without avoiding sanctions if they break the rules. responsibility and authority given to him. The purpose of discipline both as a group and as an individual is to direct one's behavior to a harmonious reality and to create these conditions, harmony must first be realized between the rights and obligations of officers.

### **Performance**

Performance is the result of the work of an officer during a certain period compared to various possibilities, for example standards, targets/targets or criteria that have been determined in advance and mutually agreed upon (Jufrizen, 2021). Officer performance is not just information about promotions or determining company salaries. However, how does the company motivate employees and develop plans to improve performance degradation that might occur. Officer performance needs to be assessed with the intention of providing good opportunities for officers to plan their careers in terms of strengths and weaknesses, so that companies can determine salaries, offer promotions, and can see the behavior of officers. Performance appraisal is known as performance rating or performance appraisal. Munandar (2008) states, performance appraisal is the process of evaluating personality traits, work behavior, and work results of a worker or officer (workers and managers), which are considered to support their performance, which are used as material for consideration for making decisions about actions action in the field of employment. The company conducts performance appraisals based on the consideration that it is necessary to have an objective evaluation system within the company. In addition, with performance appraisal, top managers can obtain an objective basis for allocating awards based on the performance that has been contributed by each responsibility to the business as a whole. All of this is expected to form encouragement and motivation to work more effectively and efficiently in each section.

### **Apron Movement Control (AMC)**

Operational activities at the airport operate in 2 aspects, namely the air side and the land side. To regulate movements and activities on the air side, an Air Side Monitoring service or commonly called Apron Movement Control (AMC) was formed. The Apron Movement Control (AMC) unit is one of the units under the Air Operations Service. Apron Movement Control (AMC) is a service to manage aircraft traffic movements and vehicle movements on the Apron (Annex 14). Apron Movement Control (AMC) is a unit that regulates the movement of aircraft on an apron which has a license and rating to carry out supervision of order, safety of traffic movement on the apron and the determination of aircraft parking, according to (Ministry of Transportation Director General of Civil Aviation, 2015) . The broad understanding of Apron Movement Control (AMC) is intended for monitoring all activities or traffic movements in the apron area consisting of air traffic, vehicles and personnel at the airport, where the term supervision refers to the terminology here which gives the meaning of the steps necessary to prevent the occurrence of accidents between aircraft, vehicles, personnel and goods as well as traffic management so that it can run smoothly in accordance with applicable SOPs.

## Airport

Airport according to RI Law No. 1 concerning aviation in 2009 is an area on land and/or waters with certain boundaries used as a place for airplanes to land and take off, take off passengers, load and unload goods, and place for intra and intermodal transportation equipped with safety and security facilities. flights, as well as basic facilities and other facilities (President of the Republic of Indonesia, 2009). Based on the Regulation of the Director General of Civil Aviation Number: SKEP//77/VI/2005 concerning the Technical Requirements for the Operation of Airport Engineering Facilities, it is explained that the function of an airport is to support the smooth, secure and orderly flow of aircraft, cargo and/or postal traffic, flight safety, a place for intra/or modal transfers as well as driving the economy both regionally and nationally (President of the Republic of Indonesia, 2009). Adisumarmo International Airport is an airport located in Boyolali Regency, Central Java, Indonesia. This airport is located about 14 km north of Surakarta City. This airport is one of the busy airports in Indonesia class II A serving domestic and international civil aviation services under the management of PT Angkasa Pura I (Persero) or also known as Angkasa Pura Airports as the pioneer of commercial airport operations in Indonesia. Airline companies served include Garuda Indonesia, Citilink Indonesia, Sriwijaya Air, Lion Air, Wings Air, Batik Air and Indonesia Air Asia with both domestic and international flight routes since 2016.

## Relevant Research

**Table 1. Relevant Research**

No.	Name	Year	Title	Research Result
1.	Faisal Malik	2022	Analysis of Work Optimization of Apron Movement Control Officers at the Komodo Labuan Bajo Airport Operations Unit, Flores	Constraints in optimizing the work of Apron Movement Control in carrying out their duties such as a shortage of personnel and there will be a reduction in members at UPBU Komodo, increased flight schedules, supervision on the apron is less than optimal, many passengers stay on the apron when boarding or getting off the plane, lack of firmness in reprimanding Units that being on the apron, and the lack of communication tools and tools to support smooth work. Efforts made by AMC are managing members in one shift and rearranging members' working hours, AMC uses bicycles in its work to replace cars, and makes warnings through third parties.
2.	Muhammad Hanif Ismail	2022	Analysis of Implementation of Standard Operating Procedures (SOP) Unit Apron Movement Control (AMC) at Adi Soemarmo Boyolali Airport	Based on the Standard Operating Procedure (SOP) the performance of AMC officers is in the sufficient category so that it can be concluded that the assessment of AMC officers is in accordance with the SOP. Violations that are often committed by AMC officers are smoking in the AMC room, not wearing earmuffs, not wearing sun protection glasses, and not wearing safety shoes. The obstacles faced by AMC officers are the lack of AMC officers, human error, and lack of awareness of personal safety.
3.	Regina Annisa Ateng	2022	Application of Work Discipline in Improving Employee Performance at the Department of Agriculture Enrekang District	The level of employee discipline is quite good. It can be seen from the indicators used through in-depth interviews with informants, showing positive results even though they are inseparable from some shortcomings. In the future, it is hoped that the leadership will be able to provide strict sanctions to give a deterrent effect for employees who are not disciplined.

## **RESEARCH METHODS**

### **Research design**

This study uses a qualitative research design that uses data collection methodologies through interviews, observation and documentation. Moleong (2017) argues that qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions of motivation, actions and others in a holistic manner and by means of descriptions in the form of words and language, in a special natural context. using natural methods. Qualitative research according to Hendryadi (2019) is a process of naturalistic inquiry that seeks an in-depth understanding of natural social phenomena. Qualitative research emphasizes quality over quantity and data is not collected from questionnaires, but collected through interviews, direct observation and other relevant official documents. Qualitative research also gets more attention to the process aspect rather than the results obtained. This is due to the part relationship What is being learned becomes clearer if one observes it in the process. The object of this study is the performance of Apron Movement Control (AMC) unit officers at Adi Soemarmo Airport, Boyolali. The author conducted this research at Adi Soemarmo Boyolali International Airport, Central Java. This research was conducted from October 2022 to March 2023.

### **Data Collection Technique**

1. Observation. One method that can be used by the author to find out or investigate non-verbal behavior is by using observation techniques. According to Sugiyono (2018) observation is a data collection technique that has its own characteristics when compared to other techniques. Observation is also not limited to people, but also other natural objects. Through observation activities researchers can learn about behavior and the meaning of this behavior. Observations in this study were carried out directly through observation according to the variable indicators of work discipline and performance at the Apron Movement Control (AMC) unit officers at Adi Soemarmo Boyolali International Airport with the aim of analyzing. This observation will start from the beginning to the end of data collection, so it is hoped that the researcher can find a lot of information that can be used to complement the results of the interview with the author.
2. Interview. According to Sugiyono (2017) interviews are used as a data collection technique to find problems that must be studied and also if the researcher wants to know things from respondents that are more in-depth. In this interview technique, structured interviews are used, which are data collection techniques when the researcher or data collector knows for sure what information will be obtained. Therefore, in conducting interviews, data collectors have prepared research instruments in the form of written questions. Respondents were asked the same questions and then data collectors recorded them. The tools used were tape recorders, pictures, brochures, and other materials that could help conduct interviews to be smooth in collecting data. The purpose of conducting interviews is to obtain more extensive information, starting from past events, ongoing events, and expected events in the future (Sugiyono, 2017). Therefore, in this study the authors chose structured interviews to ask informants. -Informants interviewed in this study were Apron Movement Control (AMC) officers at Adi Soemarmo International Airport, Boyolali.
3. Documentation. Sugiyono (2017) argues that documentation is a record of past events. Documentation can be in the form of writing, pictures, or monumental works of a person. Documentation in data collection techniques is a way of collecting data by collecting document records. Documentation in this study was carried out by collecting data in the form of information from documents in the form of an Apron Movement Control Manual

and Decree of the Minister of Manpower and Transmigration of the Republic of Indonesia Number Kep.102/Men/Vi/2004. In this method the researcher will find out about the procedures that apply to Apron Movement Control (AMC) at Adi Soemarmo Boyolali International Airport, relating to research to analyze data in research in order to facilitate the research being researched by researchers.

## **RESEARCH RESULTS AND DISCUSSION**

### **Working hours for the Apron Movement Control (AMC) unit at Adi Soemarmo International Airport**

In determining work schedules, companies are bound by labor regulations Article 1 paragraph 1 of the Decree of the Minister of Manpower No. 102/MEN/VI/2004 regarding Time and Overtime Wages which stipulates that the company employs its officers for 160 hours/month. Including the Apron Movement Control (AMC) unit at Adi Soemarmo Boyolali International Airport, the working time is 8 hours with a break of 1 hour/day and if it is more than 160 hours, the excess must be entered as overtime. Informant I named Mr. Didik Hariyadi said that working hours adjusted to the operating hours at Adi Soemarmo airport and followed in accordance with applicable ministerial regulations. Working hours start from 08.00-17.00 in the afternoon, and in one day it is divided into two work shifts, and officers must arrive one to two hours before working hours start. Shift one starts from 08.00 to 14.00 noon and officers must arrive starting at 06.00, while shift two starts from 11.00 to 19.00 at night. This is as stated by the following informant: "... our working hours still follow what is determined in accordance with ministerial regulations, Operating Hours start from 08.00-17.00 and officers come one to two hours earlier to fulfill the working hours set by the company for eight hours. work and for efficiency it is also divided into two shifts with one shift containing two or three people, which in one day there are two shifts that come in and one shift that is off. In one working day the first shift is from 06.00 to 14.00 before the operating hours or the airport opens, for the second shift from 11.00 to 19.00 at night until the airport closes..."

Source II named Mr. Priyabada Andi B said that working hours refer to Operating Hours at the airport from 08.00 am to 17.00 pm. Which is divided into morning and afternoon shifts, the morning shift starts from 06.00-14.00 pm while the afternoon shift starts from 11.00-19.00 pm. This is to fulfill 160 working hours per month and to carry out checks on the side of the apron and also the runway to ensure safety before boarding and takeoff aircraft. This is as stated by the following informant: "... our working hours refer to our airport Operating Hours, from 08.00 in the morning to 17.00 in the evening, while for the shift we are divided into 3 shifts consisting of two or three people each shift adjusting to their respective working hours. each of which in a month must cover 160 working hours that are not in accordance with the Operating Hours so that in 1 day it is divided into two incoming shifts, shift 1 starts from 06.00-14.00 noon while shift 2 starts from 11.00-19.00 at night. Why do we start work from 06.00 in the morning because before the airport opens we have to check on the apron and also the runway, and before boarding or takeoff we have to be at the aviobridge so we need to arrive early, as well as when we go home we have to double check and make sure everything work and report done..."

Informant III named Mr. Gunawan Utama Putra said that it was in accordance with the regulations of the minister of manpower which in 1 month is 160 working hours. Which in one day is divided into morning shifts and afternoon shifts, the morning shift starts from 06.00-14.00 noon and the afternoon shift starts from 11.00-19.00 at night. This is as stated by the following informant: "...at present we are in accordance with the regulations of the

minister of manpower, so that in 1 month there must be sufficient 160 hours of work. For shifts we are divided into 3 shifts in which only two shifts are entered in one day and one is off, in one day it is divided into morning shifts and afternoon shifts, for the morning shift from 06.00-14.00 noon and for the afternoon shift from 11.00- 19.00 at night with two or three people per shift...”

Based on the results of interviews and observations conducted at the Apron Movement Control (AMC) Unit at Adi Soemarmo Boyolali Airport, Apron Movement Control (AMC) officers are present on time (Time Discipline) at work one to two hours before the plane takes off or lands according to the scheduled schedule. has been set by the company. Time discipline in the Apron Movement Control (AMC) unit has a very important role in monitoring and maintaining security and smoothness in the apron area, officers must supervise ground handling workers, passengers, baggage, cargo and all things that enter the apron area. Apron Movement Control (AMC) officers are required to stand by from one to two hours before the aircraft will land or take off to check or clear the parking stand area that will be used by the aircraft, after the aircraft enters the apron area via the taxiway the officers will start preparing themselves from from operating the aviobridge, supervising ground handling workers and vehicles going in and out of the apron area. When the aircraft is in the parked and blocked position, the Apron Movement Control (AMC) unit officers will share work activities starting from recording flight data (log book), supervising the work of ground handling members, and monitoring passenger movements. Monitoring and recording will be carried out until the plane is blocked off and will take off. Each Apron Movement Control (AMC) Unit officer is expected to be able to carry out tasks based on standard operating procedures (SOP), SOP is used as a guide for Apron Movement Control (AMC) officers in carrying out their duties.

### **Violation of Work Discipline by Apron Movement Control (AMC) Officers at Adi Soemarmo Airport**

In carrying out their duties as regulator and supervisor of all activities at the Apron, Apron Movement Control (AMC) officers are guided by the Standard Operating Procedures (SOP) that have been established by the airport, this is to minimize the various possible violations that will occur by Apron Movement Control officers ( AMC) ranging from Misdemeanor to Serious Foul. Because this is directly related to optimizing the application of work discipline to improve the performance of Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali airport. Source I named Mr. Didik Hariyadi said that there were no serious violations committed by Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali International Airport, there were only a few minor violations such as playing cellphones, watching YouTube, smoking and going in and out of the office during working hours. caused by several conditions such as aircraft delays or weather conditions at that time, but beyond that, the officers have carried out work discipline as they should. This is as stated by the following informant: “...During my time working here there were no serious violations by AMC officers, yes, there were only a few minor violations due to several conditions such as flight delays or weather conditions at that time, such as playing cellphones, watching YouTube, smoking and going in and out. office during business hours...”

Informant II named Mr. Priyabada Andi B said that there were still some minor violations that occurred by officers such as smoking, going in and out of the office, playing cellphones during working hours but this did not interfere with the performance of the officers. Apart from that, Apron Movement Control (AMC) officers are already working in accordance with the Standard Operating Procedures (SOP) that apply at the airport. This is as



stated by the following informant: "...there are still a number of violations of work discipline that occur but it is still understandable, so long as it doesn't interfere with our work, such as smoking, going in and out of the office, playing on cell phones. But some of these things are still understandable as long as they are not serious violations and do not interfere with work. Serious violations have never happened, so during my tenure here, aside from that, the officers have also implemented work discipline as they should, such as officers working in accordance with the SOP that applies at our airport, namely the AMC Manual that is used here..."

Informant III named Mr. Gunawan Utama Putra said that there were still some minor violations that occurred but this did not interfere with the work, some of these violations such as smoking, watching YouTube, playing cellphones, and there were still officers going in and out of the office during working hours, but Apart from that, the officers have carried out work discipline in accordance with the Standard Operating Procedures (SOP) as they should. This is as stated by the following informant: "... there may still be some violations that have occurred, but the violations are still within reasonable limits and do not interfere with work. Like smoking, watching YouTube, playing cellphones, and also going in and out of the office several times during working hours. But back again, as I said earlier, it doesn't interfere with our work and beyond that, the officers have also carried out work discipline according to the SOP as they should..."

Based on the results of observations and interviews with informants at Adi Soemarmo International Airport, there have never been serious violations by Apron Movement Control (AMC) officers at Adi Soemarmo International Airport, however, there are still some minor violations that are often committed by some Apron Movement Control (AMC) officers. Adi Soemarmo airport, such as that there are still officers who smoke, watch YouTube, play cellphones and go in and out of the office during working hours, but usually this is caused by several conditions such as flight delays or bad weather conditions. But apart from that, the officers have carried out work discipline very well, including officers who are dressed according to company regulations and always follow the work guidelines set by the company, officers also have good attitude towards fellow officers and customers and officers are always thorough and calculating in their work as they should with the Standard Operating Procedures (SOP) used at Adi Soemarmo airport.

### **Application of Work Discipline in Improving the Performance of Apron Movement Control (AMC) Officers at Adi Soemarmo International Airport**

In improving the performance of Apron Movement Control (AMC) officers, it certainly requires the application of work discipline so that officers work optimally as expected by the company. Every working officer certainly has his own disciplinary attitude and behavior which is already ingrained within him, however the officer's disciplinary attitude and behavior must be able to adapt to the provisions that have been regulated by the company. The role of the company such as training and encouraging officers to stick to discipline is also very necessary in the hope that officers can have a more optimal sense of discipline and impact on better performance.

Resource person I named Mr. Didik Hariyadi said that the application of work discipline for Apron Movement Control (AMC) officers, including by having company regulations, officers will work better and optimally, not only that supervision of leaders and absences from work are also a form of application of work discipline to minimize Violations that occur, sanctions and penalties for violators are also very necessary in the application of work discipline so that officers can work responsibly and not arbitrarily in carrying out their duties.

This is as stated by the following informant "...with the existence of company regulations as a form to regulate officers to perform well and optimally, work supervision and work absences are also a form of implementing work discipline, Sanctions for violators of regulations are also very necessary for optimizing work discipline so that officers do not behave as they please, sanctions are usually only in the form of reprimands for minor mistakes and SP for fatal errors but very rarely do officers get SP because all officers understand their respective responsibilities so that the performance will increase concurrently so..."

Informant II named Mr. Priyabada Andi B said that the first form of implementing work discipline is with company regulations governing the work of officers as written in the AMC Manual so that officers can work properly and optimally, absent from work is also another form of implementing work discipline so that officers do not work arbitrarily, sanctions and penalties for officers who violate them. This is as stated by the following informant: "... company regulations are made to regulate officers so that they work according to what has been written in the AMC Manual properly and optimally, continuing to be absent from work is also a form of supervision of the application of work discipline so that officers do not work as they please." , the punishment for officers who violate the rules is in the form of a warning or they are told slowly if they make a mistake, but if it is bad, SP is also one of the applications of work discipline in improving the performance of officers so that officers do not behave arbitrarily in carrying out their duties and improve performance AMC officers here..."

Informant III named Mr. Gunawan Utama Putra said that the application of work discipline such as company regulations made to regulate officers to work properly and optimally, absence from work is also required so that officers can carry out their duties optimally, sanctions for violators of regulations are needed in the application of work discipline. This is as stated by the following informant: "...for example, company regulations are made to regulate officers to work properly and optimally so that officers do not work at will, work absences are also very important in the application of work discipline. each officer so that they cannot be manipulated who are active with a distance of several meters from the workplace, as well as sanctions for violators of the rules are also very necessary in the application of work discipline so that officers can carry out their duties with full responsibility and not behave as they please themselves so that the performance of the officers will increase, right?..." Based on the results of observations and interviews with the data that the authors obtained from Apron Movement Control (AMC) officers, several disciplinary applications were found by Apron Movement Control (AMC) officers and the following is the explanation:

1. Company Regulations. Work discipline is indeed very closely related to regulations, regulations which are a form of regulating officers which aim to make officers perform better and optimally. At Adi Soemarmo International Airport officers apply the written regulations listed in the AMC Manual which are used as standard operating procedures (SOP) at the Apron Movement Control (AMC) unit at Adi Soemarmo airport as in the elaboration of research results and unwritten regulations as in oral form mouth. Company regulations at Adi Soemarmo International Airport are fairly normal as are company regulations in general which are indeed binding, but can still be tolerated and there is still understanding for officers. On average, Adi Soemarmo International Airport officers have shown good work discipline by frequently applying company regulations, always arriving on time, sometimes entering early, rarely being subject to sanctions/penalties or warning letters where apart from avoiding being subject to sanctions/punishments, the reason for the disciplinary officer work is because they want to finish the job quickly, and on time to check the apron before use and think that work discipline is a must for officers. Even

though there are still some who have not implemented work discipline properly or in other words work discipline has not been evenly distributed among officers who are still not fully disciplined at work, they are such as not being punctual at work, violation of excessive rest hours, smoking, playing on cell phones and going out. Enter the company during working hours.

2. Work Supervision and Officer Absenteeism. Supervision of work is very important, officers will work arbitrarily if no one is watching. The system that applies to Adi Soemarmo International Airport apart from the supervisory team is to use an application on the cellphone of each officer who becomes the absentee data. This is done so that if discipline can be carried out properly even if not with direct supervision.
3. Sanctions or Punishment. According to the results of the interviews and also the company regulations that have been set. Sanctions/penalties carried out at Adi Soemarmo International Airport such as verbal warning, SP 1, SP 2, to SP 3 depending on the mistakes made. Verbal and written reprimands are one way that the company does if the officer violates the rules, but if it continues for a long period of time, the officer will be subject to SP1 or the first violation letter, SP2 or the second violation letter if the officer still does the things stated in the SP 1 for 6 consecutive months and others as stated in company regulations and SP 3 if the officer commits a serious enough violation and continues to do what is stated in SP 1 & SP 2

### **Optimizing the Application of Work Discipline in Improving the Performance of Apron Movement Control (AMC) Officers at Adi Soemarmo International Airport**

Optimization of work discipline is very influential in improving the performance of Apron Movement Control (AMC) officers. Optimization shows optimal effort for the best results to achieve the implementation of facilities and infrastructure management in accordance with the expectations and goals that have been planned by the company. Optimizing the application of work discipline in improving the performance of Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali International Airport. Informant I named Mr. Didik Hariyadi said that the optimization of the application of work discipline for officers was quite optimal, even though there were indeed some officers who lacked discipline in a number of ways including playing cellphones, smoking and going in and out of the office during working hours. This is in accordance with what was disclosed by the following informant: "...at present the application of self-discipline is sufficient, but indeed there may still be some officers who are a little less disciplined in a number of ways, such as those who still use cell phones, smoke or go in and out of the office on during working hours, but we can still handle it, okay..."

Informant II named Mr. Priyabada Andi B said that the application of work discipline for officers was optimal even though there were still some officers who lacked discipline, such as there were still officers watching YouTube, playing cellphones and going in and out of the office during working hours. this is as expressed by the following informant: "... I think the application of work discipline has been very optimal, yes, the officers have worked according to the SOP set by the company if the SOP has been carried out of course the work will run smoothly, yes but there are still some officers who lack of discipline such as going in and out of the office during working hours, some still watching YouTube, playing cellphones and so on..."

Informant III named Mr. Gunawan Utama Putra said that the application of work discipline by officers was quite optimal, although there were still some officers who lacked discipline in a number of ways, such as there were still officers playing cellphones and going

in and out of the office during working hours. this is as stated by the following informant: "... it has been quite optimal in its implementation, although maybe there are still some officers who are a little less disciplined in a number of ways such as some still playing cellphones during working hours sometimes going in and out of the office during working hours..."

Based on the results of the interviews and observations made, the work discipline carried out at Adi Soemarmo International Airport has been running very well and correctly, but in practice it cannot be fully implemented by all officers. Even though the work discipline of officers is good, especially field officers, it turns out that there are still officers who lack work discipline, such as smoking, playing mobile phones, not being punctual at work and going in and out of the company during working hours. But apart from these shortcomings, the work discipline at Adi Soemarmo International Airport is optimal in its application. In fact, the efforts made by the company have been maximized and are positive, it only remains for the officers themselves whether they still want to comply with the work discipline that applies in the company which will later affect performance or still do things that violate and finally end with a warning letter to termination of employment.

## **CONCLUSION**

Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali airport on average have shown good work discipline by frequently implementing company rules, always arriving on time, sometimes arriving early, rarely getting sanctions/penalties or warning letters, even in the leadership company only carrying out indirect supervision not accompanied by direct supervision but officers still carry out good work discipline. The application of work discipline carried out in the Apron Movement Control (AMC) unit at Adi Soemarmo Boyolali airport has been very good including company regulations, work supervision, work absences and sanctions or punishments, but in practice there are still officers who do not comply with company regulations such as officers who smoke, play on cell phones, and go in and out of the office during working hours caused by several conditions such as flight delays or bad weather conditions. The Work Discipline that has been carried out so far by Apron Movement Control (AMC) officers at Adi Soemarmo Boyolali airport has been running optimally and optimally, the applicable regulations will be amended according to applicable laws and regulations, Company regulations for the Apron Movement Control (AMC) unit are fairly normal as in company regulations in general which are indeed binding, but still tolerable and there is still understanding towards officers.

Based on the research that has been carried out by researchers, there are several suggestions that are expected to be useful for the Apron Movement Control (AMC) at Adi Soemarmo Boyolali Airport and parties related to research as follows: For companies: Because the work discipline of officers has been running quite optimally, therefore the researchers suggest that the company maintains rules and regulations, its systems as well as its supervision. Work discipline on the part of field officers is also fairly good, maybe in the future supervisors and leaders can be more assertive in paying attention to work discipline and performance in the Apron Movement Control (AMC) unit directly in the field. Even though the work discipline at the company has been going well from the regulations and their implementation. But still maintaining work discipline is something that needs attention, don't let supervisors and leaders be careless because everything is going well, running it continuously is the best step in achieving more optimal performance. For future researchers: As a future reference for similar research, and it is hoped that they can continue and develop research as a whole so that further research can be better than this research. It is also hoped

that researchers can go directly to the field to find out facts and conditions directly about problems that occur in the field.

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