



The Effect of Training and Organizational Culture on Employee Performance Mediated by Work Discipline in the Electronic Facility & IT Division PT. Angkasa Pura II (Persero) Kantor Cabang Bandara Internasional Kualanamu

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ABSTRACT

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The purpose of this study was to determine and analyze the effect of training and organizational culture on employee performance mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The sample in this study used a saturated sample, where all of the population was sampled. The sample in this study amounted to 35 employees. The data collection technique in this study used the questionnaire method, while the data analysis technique in this study used a quantitative approach, with SEM-PLS statistical analysis. Data processing in this study using the software program SmartPLS 3.3.3. The results of this study prove that directly training has a positive but not significant effect on employee performance, directly organizational culture has a negative and insignificant effect on employee performance, direct work discipline has a positive and significant effect on performance, and direct training has a positive and significant effect on discipline. work, directly organizational culture has a positive and significant effect on work discipline, indirectly training has a positive and significant effect on employee performance mediated by work discipline, indirectly organizational culture has a positive but not significant effect on employee performance mediated by work discipline. This shows that work discipline mediates the effect of training on performance and work discipline mediates the influence of organizational culture on performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport.

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1. Introduction

Every company expects all of its employees to have good performance. Good performance will make it easier for organizational goals to be achieved. In achieving good performance, it is necessary to set goals and assess and develop performance into an integrated system to ensure that employee performance will support the organization's strategic objectives [1]. In general, the concept of performance includes what has been achieved and how to achieve it. In other words, performance is closely related to the processes and results that will be expected so that they can achieve organizational goals if managed properly [2].

Several factors influence performance, including abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [3]. Performance measurement is the result of a systematic assessment and is based on a group of activity performance indicators in the form of indicators of input, output, results, benefits, and impacts [4]. Performance measurement is used as a basis for assessing the



success and failure of implementing activities by the goals and objectives that have been set to realize the vision and mission [5].

Electronic Facility & IT Division PT. Angkasa Pura II (Persero) Kualanamu International Airport Branch Office is also very concerned about the performance of its employees. Kualanamu International Airport is an international airport serving the city of Medan, North Sumatra. This airport is the third largest airport in Indonesia after Soekarno-Hatta Airport and Kertajati Airport. Kualanamu International Airport shows a very good movement of the number of passengers and aircraft traffic. The Electronic Facility & IT Division of Kualanamu International Airport has a total of 35 employees. In terms of measuring the extent of employee performance in the company, the company conducts an annual assessment based on KPI (Key Performance Indicator). Employees who are good at carrying out the tasks assigned to them will get good KPIs (Key Performance Indicators) for employees given by their superiors in the assessment. And vice versa if the KPI (Key Performance Indicator) of an employee is bad, the boss will also give less value to the employee concerned. In the case of companies that are engaged in serving airport service users, employee performance is a very concern because it involves the optimization of all airport facility equipment. One broken piece of equipment can affect many others. So that other equipment does not function properly which results in service to passengers being disrupted.

One that can affect employee performance is training [6]. Training is a learning process that involves the acquisition of regulatory expertise, concepts, or attitudes to improve the performance of the workforce. To produce employees who have the knowledge, skills, and mental attitudes that are what the company needs, training is a must [7]. through training will improve employee performance so that it can support the success of the company. Job training has a positive and significant effect on employee performance [8]. The phenomenon that exists in the Electronic Facility & IT Division of Kualanamu International Airport is the training that occurs in the field, the training obtained by employees is not evenly distributed so there are different levels of ability between employees. The different abilities possessed by employees result in the length of time handling problems if they occur in the field. Employees who are on duty at that time must coordinate by telephone or video with employees who are experts in handling problematic equipment to speed up repairing the damage so that it does not interfere with operations for a long time. This assumes that training problems are the trigger for poor employee performance.

Organizational culture is a driving factor for the formation of performance [9]. Because in organizational culture some values and norms apply to the organization and are accepted by all members of the organization. An organizational culture that is considered good can encourage employees to work better and ultimately can improve employee performance in the organization [10]. Companies that have a strong organizational culture will have a big influence on the behavior of their employees and have a big impact on the effectiveness of the organization's work [11]. Organizational culture is generally owned by all members of the organization so that every employee who becomes a member of the organization will have values, beliefs, and behaviors that are by the organization. The application of a good organizational culture will significantly improve employee performance, and vice versa, the implementation of a poor organizational culture will significantly reduce employee performance [12]. The organizational culture that has been happening in the company is also suspected to be a trigger for poor employee performance. This is proven based on a survey in the field, many employees do not carry out one of the existing organizational cultures, namely adaptive [13]. There are rarely innovations provided by employees to the company. Should the equal distribution of training provided to employees will be a benchmark for employee performance in developing innovations that can be useful for the progress of the company [14]. Innovation is needed by companies like today where companies have to think hard in dealing with the Covid-19 pandemic. Innovation in things like how to make savings by creating applications to control all equipment in all areas. If it is not used or unused, it will be turned off automatically from the workspace without having to manually turn it off in the area where the existing equipment is located. And if the area is re-enabled, the equipment will also be reactivated from the workspace automatically. So that it can make savings in terms of electricity costs which can certainly help the company's financial burden.

Besides training and organizational culture, employee performance is also influenced by work discipline [15]. Good discipline is a reflection of the magnitude of an employee's sense of responsibility towards the tasks assigned to him. Work discipline is the behavior of a person by the regulations, existing work procedures or discipline is an attitude of behavior and actions that are by organizational regulations, both written and unwritten [16]. The phenomenon that can be seen from work discipline is that several

employees do not carry out the responsibilities that have been given by their superiors in the form of preventive maintenance and corrective maintenance reports that have been provided in the form of an application. Preventive maintenance is a type of maintenance carried out to prevent damage to operational equipment during operation. While corrective maintenance is maintenance carried out by identifying the cause of the damage and then repairing it so that operational equipment can operate normally again.

2. Literature Review and Submission of Hypotheses

2.1 Employee performance

Performance can be interpreted as the result of work in quality and quantity achieved by an employee in carrying out his functions by the responsibilities given to him [17]. Performance is the result issued by the functions or indicators of a certain time job [18]. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of talent or ability itself. Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and jobs that come from the organization [19]. Performance is a result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him [20]. Quali The bag referred to here is seen from the subtlety, cleanliness, and thoroughness in work, while quantity is seen from the number or amount of work that must be completed by employees.

2.2 Training

An organization is in dire need of training. Training needs depend on the existence of knowledge and skills gaps in an organization or company. A gap will arise when there is no match between knowledge and skills with the demands of change in an organizational environment [21]. The gap will usually occur when there are new employees and senior employees who have not upgraded their skills and knowledge, especially in the technology field. Employees of a company must upgrade the skills of their employees, especially in the field of technology to be able to adapt to the vision and mission of a company. Training is needed to overcome technical problems so that the organization can survive the waves of change that continue to occur [22].

Training is an organized activity to improve one's knowledge and skills for a definite purpose [23]. This involves a systematic procedure for transferring technical knowledge to education personnel so that they can improve their knowledge and skills in carrying out certain jobs with competence [24]. In other words, trainees acquire technical knowledge, skills, and problem-solving skills by participating in the training program [25]. Training will achieve the goal of achieving changes in the behavior of a person or a team so that they are trained and it is hoped that employees will do their jobs better and more productively [26].

2.3 Organizational Culture

Every organization has values that must be planted and implemented by each of its members. These values become behavioral guidelines that must be applied in the work-life of the organization which in this case will make it different from other organizations. The values of organizational culture by all its members can be different so that it can determine the strength or weakness of an organizational culture that is owned. Organizational culture is a habit or norm that applies and is owned by an organization or company, this regulates things that apply and are generally accepted and must be obeyed by all members of a company or organization [3]. Organizational culture is a fairly complex concept. Organizational culture is related to the values and beliefs that are developed within the organization to guide the behavior and actions of members of the organization [27]. Organizational culture is a set of assumptions that are shared and accepted implicitly and held by a group that determines how it is felt, thought about, and reacted to diverse environments [3].

2.4 Work Discipline

Good work discipline reflects a person's sense of responsibility for the tasks assigned to him [28]. This will encourage work enthusiasm, work spirit, and the realization of company, employee, and community goals. Therefore, every manager is said to be effective in his leadership if his subordinates are highly disciplined. The better the employee discipline, the higher the level of discipline so that the employee's work performance is getting better [29]. Work discipline is a person's behavior by existing regulations, and work procedures or discipline is an attitude of behavior and actions that are by organizational regulations, both written and unwritten [16]. Work discipline is a rule made by a company or organization, which aims to encourage employees to behave carefully at work so that they can solve a problem [30].



3. Research Methods

The type of research that will be used is quantitative associative. Quantitative associative is research to find out the relationship between two or more variables [31]. The relationship that will be used in this study is a causal relationship where the exogenous variables are training (X1) and organizational culture (X2). Meanwhile, the endogenous variable is performance (Y) and the intervening variable is work discipline (Z). This research was conducted at the Electronic Facility & IT division office of PT Angkasa Pura II (Persero) Kualanamu International Airport Branch Office which is located at Jl. Kualanamu Airport Psr. VI, district. Banyan, Deli Serdang Regency, North Sumatra 20552.

The population in this study is the Electronic Facility & IT division of PT. Angkasa Pura II (Persero) Kualanamu International Airport Branch Office totals 35 people, where permanent employees will be part of filling out questionnaires ranging from technicians, division staff, and assistant managers to managers. The sampling technique used is saturated sampling because the research population only amounts to 35 people who will be sampled in the study.

Based on the method used in data collection in this study is a questionnaire. The technique of collecting data with questionnaires is a data collection technique by providing a list of statements to respondents, with the hope that respondents will respond to statements in the questionnaire. In the questionnaire, a closed statement model will be used, namely the form of a statement that has been accompanied by the previous alternative answers, so that respondents can choose one of the alternative answers.

The data analysis technique used in this research is the quantitative data analysis method. Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS). According to Ghozali & Latan, (2015) Partial Least Square is a powerful analytical method because it is not based on many assumptions as a data analysis technique. SEM is a multivariate analysis technique that is a combination of factor analysis and regression analysis (correlation) which aims to examine the relationship between variables that exist in a model, both between indicators and their constructs, as well as relationships between constructs [32]

4. Results and Discussion

4.1 The Effect of Training on Employee Performance

From the results of the analysis of hypothesis testing, it is known that the direct effect of training on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.131 and a P-Values value = 0.525 > 0.05. The value of tcount is 0.636 < ttable 1.96. From this value, it can be concluded that H1 is rejected (H0 is accepted). Thus, training has a positive but not significant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are by the research [33][34][26] which states that training has a positive and significant effect on employee performance. When viewed from the background of the problem, there are problems related to training where the training provided by employees is not evenly distributed so that there are different levels of ability among employees. On the other hand, regarding performance, several employees delay in handling operational problems that occur in the field, so this is a form of poor performance. Thus, it can be concluded that training is proven to affect employee performance in the Electronic Facility & IT Division. Therefore, the Electronic Facility & IT Division should pay attention to the form of training that has been carried out so far because it will have an impact on the performance of its employees. If the form of training provided is to the needs that exist in the field, the employee's performance will be better, and vice versa if the training provided is not by the conditions in the field, the employee's performance will be less good.

4.2 The Influence of Organizational Culture on Employee Performance

From the analysis of hypothesis testing, it is known that the direct influence of organizational culture on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of -0.225 and a P-Values = 0.492 > 0.05. While the value of tcount is 0.687 < ttable 1.96. It can be concluded that H1 is rejected (H0 is accepted). Thus, organizational culture has a negative and insignificant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are by previous research which states that organizational culture has a negative and insignificant effect on employee

performance [9][35][36]. This can lead to poor employee performance. This is contradictory to the results of the respondents' answers, which generally stated that they strongly agreed. This is a common thing in research, but the problems that arise in the background of the problem are certainly caused by the answers of minority respondents who do not agree and disagree. The results of this study are also evidenced by the answers of respondents who do not agree with the statements in each indicator. Therefore, the Electronic Facility & IT Division should pay attention to the form of organizational culture that has been carried out so far because it will have an impact on the performance of its employees. If the existing organizational culture runs by the company's expectations, employee performance will be better, and vice versa if the organizational culture in the company does not work as expected by the company, employee performance will be less good. Understanding in carrying out organizational culture by employees must be continuously improved so that the best innovations can be provided by employees to the company.

4.3 The Effect of Work Discipline on Employee Performance

From the results of the analysis of hypothesis testing, it is known that the direct influence of discipline on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.787 and a P-Values = 0.019 < 0.05. While the value of tcount is 2.346 > ttable 1.96. It can be concluded that H1 is accepted (H0 is rejected). Thus, work discipline has a positive and significant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are by previous research which states that work discipline has a positive and significant effect on employee performance [15][37][38]. Factors that affect performance include ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [3]. When viewed from the background of the problem, there are problems related to work discipline where there are some employees who have poor work discipline it can pose a risk in terms of seeing a history of damage to any equipment. So that with the difficulty of seeing the history of existing damage, repairing equipment will take a longer time. This causes the performance to be not good. This is to the results of the respondents' answers, which generally strongly agree that work discipline can make performance better. This is to the results of the respondents' answers, which generally strongly agree that work discipline can make performance better. Therefore, the Electronic Facility & IT Division should pay attention to and maintain the existing work discipline so that it has an impact on the performance of its employees. Employee work discipline given in the future should be by the needs that exist in the field, so that employee performance will be even better in the future.

4.4 The Effect of Training on Work Discipline

From the results of the analysis of hypothesis testing, it is known that the direct influence of organizational culture on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.336 and a P-Values = 0.028 < 0.05. While the value of tcount is 2.203 > ttable 1.96. It can be concluded that H1 is accepted (H0 is rejected). Thus, training has a positive and significant effect on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are by previous research which states that training has a positive and significant effect on work discipline [8][39][6]. The results of this study are also evidenced by the answers of the majority of respondents who stated strongly agree. Therefore, the Electronic Facility & IT Division should pay attention to the form of training that has been carried out so far because it will have an impact on the work discipline of its employees. If the form of training provided is by the needs that exist in the field, the employee's work discipline will be better, and vice versa if the training provided is not on the conditions in the field, the employee's work discipline will be less good.

4.5 The Influence of Organizational Culture on Work Discipline

From the results of the analysis of hypothesis testing, it is known that the direct influence of organizational culture on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.510 and a P-Values = 0.004 < 0.05. While the value of tcount is 2,914 > ttable 1.96. It can be concluded that H1 is accepted (H0 is rejected). Thus, organizational culture has a positive and significant effect on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are by previous research which states that organizational culture has a positive and significant effect on work discipline [40][41][42]. Therefore, the Electronic Facility & IT Division should pay



attention to the form of organizational culture that has been carried out so far because it will have an impact on the work discipline of its employees. Organizational culture must continue to be instilled in every employee to provide innovation and good discipline in carrying out the tasks assigned by the company. If the existing organizational culture runs by the company's expectations, the employee's work discipline will be better, and vice versa if the organizational culture in the company does not work as expected by the company, the employee's work discipline will be less good.

4.6 The Effect of Training on Performance Mediated by Work Discipline

From the results of the analysis of hypothesis testing, it is known that the indirect effect of training on employee performance mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.264 and a P-Values value. = 0.047 < 0.05. While the value of tcount is 1.990 > ttable 1.96. It can be concluded that H1 is accepted (H0 is rejected). Thus, training has a positive and significant effect on employee performance mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. The results of this study are different from previous research which states that there is no positive influence of HR training variables on employee performance mediated by work discipline [43][44][45]. When viewed from the background of the problem, research shows that there are problems that arise in employee performance, on the other hand, there are also problems with training. However, there are also problems with work discipline. In other words, problems that arise from training have an impact on work discipline. In other words, the Electronic Facility & IT division must pay attention to the form of training because it will have an impact on work discipline which in turn affects employee performance. If the training is good, the work discipline will be good so that the employee's performance will be good. Vice versa if the training is not good then the work discipline is not good so the employee's performance is not good.

4.7 The Effect of Organizational Culture on Performance Mediated by Work Discipline

From the results of the analysis of hypothesis testing, it is known that the indirect influence of organizational culture on employee performance is mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport has a path coefficient value of +0.401 and a P-value Values = 0.191 > 0.05. While the tcount value is 1.310 > ttable 1.96. It can be concluded that H1 is rejected (H0 is accepted). Thus, organizational culture has a positive but not significant effect on employee performance mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport. It can be concluded that the influence between the three is unidirectional but not significant. This means that a better organizational culture does not guarantee employee performance mediated by work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport.

The results of this study are by previous research which states that there is a positive influence of organizational culture variables on employee performance mediated by work discipline [46][47][48]. When viewed from the background of the problem, research shows that there are problems that arise in employee performance, on the other hand, there are also problems with training. However, there are also problems with work discipline. In other words, problems that arise from training have an impact on work discipline. In other words, the Electronic Facility & IT division must pay attention to the form of organizational culture because it will have an impact on work discipline which in turn affects employee performance. If the organizational culture is good, work discipline will be good so that employee performance will be good. Vice versa if the organizational culture is not good then the work discipline is not good so the employee's performance is not good.

5. Conclusion

Based on the results of research and discussion that have been stated previously, conclusions can be drawn from this study regarding "The Effect of Training and Organizational Culture on Employee Performance Mediated by Work Discipline at the Electronic Facility & IT Division of PT. Angkasa Pura II (Persero) Kualanamu International Airport Branch Office, are as follows

1. Training has a positive but not significant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport

2. Organizational culture has a negative and insignificant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport.
3. Work discipline has a positive and significant effect on employee performance in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport
4. Training has a positive and significant effect on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport
5. Organizational culture has a positive and significant effect on work discipline in the Electronic Facility & IT division of PT Angkasa Pura II (Persero) Kualanamu International Airport.
6. Training has a positive and significant effect on employee performance mediated by work discipline. This means that work discipline acts as a mediator between the effect of training on employee performance in the Electronic Facility & IT Division of PT. Angkasa Pura II (Persero) Kualanamu International Airport.
7. Organizational culture has a positive but not significant effect on employee performance mediated by work discipline. This means that work discipline acts as a mediator between the influence of organizational culture on employee performance in the Electronic Facility & IT Division of PT. Angkasa Pura II (Persero) Kualanamu International Airport.

Based on the conclusions above, the suggestions that can be given in this study include the following:

1. Companies should be able to increase or increase training for employees so that employee work performance can be maximal and professional in following orders from superiors
2. Employees who have received training to maximize their abilities and continue to learn so that they can improve their abilities.
3. Employees are advised to be able to cultivate a company culture in doing work to continue to make improvements following technological developments so that they can provide the best innovations to the company
4. Employees can improve their ability to respect other employees regardless of their background to foster harmony in upholding the company's culture.
5. Employees can further increase their sense of responsibility towards the work that has been given to them so that the training they have received becomes optimal in its implementation.
6. Employees can further enhance cooperation in serving their existing co-workers so that time in solving problems in the field can be handled quickly and does not interfere with ongoing operations.
7. Employees must always work according to existing procedures to achieve the best quality.

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