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The Effect of Work Motivation and Job Satisfaction on the Performance of State Civil Apparatus with Work Discipline as an Intervening Variable at the Office of the Airport Authority Region X Papua, Merauke

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A B S T R A C T

This study focuses on discussing the effect of work motivation, job satisfaction on the performance of state civil apparatus with work discipline as an intervening variable at the Office of the Airport Authority Region X Merauke, Papua. The type of research used is quantitative with a causal study design. Data collection through questionnaires and analyzed using multivariate-Structural Equation Model analysis. The results of this study see a significant influence between motivation and job satisfaction on the performance and work discipline of the State Civil Apparatus. However, when testing discipline as a mediating variable between motivation, satisfaction and performance, it was found that the relationship was not significant. As recommendations, implement employee development programs focused on increasing motivation and job satisfaction, provide regular training and workshops to improve work discipline and performance, and conduct periodic job satisfaction surveys to identify areas that require improvement. Recommendations for employees, actively participate in development programs offered by the office, provide constructive feedback to management, and take initiative in improving work discipline.

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INTRODUCTION

Airports in Indonesian abbreviated as "Bandara" are facilities where aircraft, such as; airplanes and helicopters to take off and make landings. Referring to Admadjati (2014) explains that the simplest airport is at least an airport that has a runway or helipad, while large airports are usually equipped with various facilities inside, both for flight service operators and for users such as terminal buildings and hangars.

According to PT (Persero) Angkasa Pura Airport is an airfield, which includes all buildings and equipment (facilities) which are the minimum completeness to be able to guarantee the availability of facilities for air transportation to be used by the public. Juridically, airports are defined as areas located on land and / or waters that have certain boundaries to be used as a place for aircraft to land and take off, raise and lower passengers, unload and load goods, and place intra and intermodal transportation movements, which have completeness in the form of safety and security facilities for aviation, as well as other basic and supporting facilities (*https://hubud.dephub.go.id*). Based on the approval of the Minister of State for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia through letter No. B/3622/M.PAN-RB/11/2010 on November 25, 2010 regarding the position, duties, functions, and classifications stipulated: Regulation of the Minister of Transportation on the organization and work procedures of the Airport Authority office that the Airport Authority office is a technical implementation unit within the Ministry of Transportation of the Republic of Indonesia which is under and responsible to the Minister of Transportation through the Director General of Civil Aviation.

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The Papua Region X Airport Authority Office, located in Merauke is an Airport Authority Office which is a Class I category. As for the main task, namely; carry out regulation, control and supervision of flight activities. Where at the beginning of its construction in 1943, the Papua Region X Airport Authority Office, Merauke had an office at Mopah Airport, which was used specifically for the purpose of emergency war needs. At present the airport has served flights to several regions in Indonesia, such as; Jayapura, Timika, Makassar, Surabaya and Jakarta destinations. The airport has a runway length of 2,250 m, which can be landed by Boeing 737 Series aircraft (SR and JAB, 2016).

Furthermore, one of the functions of guidance as the responsibility of the Directorate General of Civil Aviation is to conduct national aviation safety supervision with the aim of providing certainty regarding compliance with relevant standards, procedures and regulations, in order to see the fulfillment of the rules and regulations of aviation safety standards in general and the safety of airport operations in particular implemented by airport operators and other stakeholders (Yarlina & Lindasari, 2013). The authority of the Airport Authority Office is to run and supervise to ensure safety, security, and aviation services. Supervision includes supervision of development and operation activities to comply with laws and regulations including corrective action and law enforcement.

Findings in airport operations safety surveillance usually indicate areas that require attention or improvement to ensure high safety standards. The "Open" status of a finding indicates that the issue has not been closed and still requires further action. While these findings can be taken as an indicator that there are aspects of performance that need improvement, it does not necessarily directly indicate overall poor performance. These findings could be part of a continuous improvement process and an effort to comply with strict safety regulations. It is important to follow up on such findings appropriately to ensure that airport operations remain safe and efficient.

Talking about the phenomenon of ASN (State Civil Apparatus) performance at the Papua Region X Airport Authority Office, Merauke, includes several important aspects such as work motivation, work discipline, and job satisfaction. The following are key points regarding their performance: a) Work Motivation: Merauke Region X Airport Authority has held workshops and technical guidance for the preparation of Employee Work Targets and Employee Performance Appraisals on November 28-29, 2022. This initiative aims to assist employees in setting targets, planning and evaluating their performance to improve the quality of service at airports under OTBAN (Airport Authority) Region X jurisdiction. b) Work Discipline: Evaluation of work discipline is an ongoing process, and the Region X Airports Authority has conducted evaluations to improve discipline and motivation among its employees. This is very important to provide better services to the public, especially during important events such as Christmas and New Year celebrations. c) Job Satisfaction: By improving infrastructure and supporting facilities, the Region X Airport Authority aims to increase job satisfaction among its employees. Ensuring that employees have the necessary tools and resources to perform their duties effectively can lead to higher job satisfaction and better services for the public.

The efforts made by the Region X Airport Authority reflect a commitment to improve the performance and quality of airport services in the region, which in turn will provide benefits to the people of Papua and this illustrates that there is still a quality of work that has not been maximized so that some treatment is still needed. Based on a search for a number of previous studies conducted, it shows that employee performance can influence several factors. A study conducted by Amalia & Fakhri (2016) shows that employee

performance can be positively and significantly influenced by work motivation. Furthermore, there are also research results that find that employee performance can be influenced by job satisfaction. The results of research by Setiawan et al. (2022) show that job satisfaction can partially affect positively and significantly on employee performance. Meanwhile, there are differences found in the results of previous studies, in this case the study of Arda (2017) which concluded that job satisfaction does not have a significant effect on employee performance.

In addition to motivation and job satisfaction, employee performance is also influenced by the attitude of discipline possessed by each individual. According to Rivai (in Parmin, 2016) that discipline is a form of one's compliance in carrying out organizational regulations. Desyantoro & Widhiastuti's research (2021) proves that work discipline has a positive effect on employee performance. Bagaskara & Rahardja (2018) also found that work discipline has a positive influence on employee performance.

Departing from the description above, this study will make the State Civil Apparatus at the Region X Airport Authority office, Papua Merauke as many as 90 people as a sample using PLS-SEM as a method of analyzing the data obtained. The study was conducted on "The Effect of Work Motivation and Job Satisfaction on ASN (State Civil Apparatus) Performance with Work Discipline as an Intervening Variable at the Office of the Airport Authority Region X Papua, Merauke", to find out about this matter more deeply.

THEORETICAL REVIEW

Concept of Employee Performance

Performance is an important thing that needs to be considered by all circles in an organization. Therefore, individual awareness and support from the organization help an ASN to be able to provide optimal performance. There are 3 (three) levels in employee performance, in this case the State Civil Apparatus, as stated by Rummler and Brache (cited by Sudarmanto, 2014), namely : 1) Organizational Performance, in this context binding on the achievement of results at the organizational level or unit of analysis, 2) Process Performance, in this case is the performance at the process stage to produce products or services, and 3) Individual Performance, where performance at that stage is influenced by goals, job design and management as well as individual characteristics whose achievement results are only at the employee level.

Guided by results, Bernardin explained that performance is the results produced. Guided by behavior, Murphy states that performance is behavior that is relevant to the goals of the organization where people work (Sudarmanto, 2014). It can be concluded that performance is the result of individual efforts in carrying out their duties and responsibilities in real terms.

There are four criteria for measuring employee performance, mentioned by Mangkunegara (2016), including: 1) Work quality; Shows neatness, thoroughness, relevance of work results by not ignoring the volume of work with optimal results. 2) Work quantity; Shows the amount or type of work done at one time so that efficiency and effectiveness can be carried out in accordance with company goals. 3) Reliability; Reliability is the ability to do the required

work with minimum supervision. Reliability includes consistency of performance and reliability in service: accurate, correct and precise. 4) Attitude; Attitude is a hypothetical construct.

Definition of Work Motivation

Motive is the impetus or reason for someone to do something. Thus Nawawi (in Parmin, 2016) argues that motivation means a condition that moves a person to carry out an activity. Understanding the underlying motive, it will be able to understand why someone is doing something. Winardi said that motivation is a potential force in a person, which can change because it is influenced by forces from within or outside the individual, which can clearly affect the results of his performance positively or negatively, depending on the situation and conditions faced by the person concerned (Parmin, 2016). So, the author concludes that motivation is part of an effort to optimize performance that comes from within a person who can be influenced by factors inside and outside of him.

Motivation is a driving factor for a person in doing a certain job. Quoting Mangkunegara (2017), there are 8 (eight) indicators to see work motivation, namely: First, Hard work; the presence of one's motivation in carrying out duties and responsibilities based on working hard in carrying out work. Second, Future orientation; future orientation is based on broad insight, has far-sightedness and is applied to the work being carried out. Third, a high level of aspiration; the level of aspiration and success is based on the amount of encouragement within oneself to achieve maximum achievement through their abilities. Fourth, Task orientation and task seriousness; task orientation and task seriousness are based on knowledge of the meaning of their work by maximizing their level of seriousness. Fifth, Effort to progress; effort to progress is based on the view of motivating oneself to always give birth to good ideas in carrying out their duties. Sixth, Perseverance; perseverance in completing work is based on the attitude of employees to carry out work without having a sense of boredom at work. Seventh, Selected colleagues; the existence of support from colleagues, and encouraging each other in increasing employee motivation, motivation will present itself, when a good relationship is given, and eighth, Time utilization; time is used as well as possible by employees as a form of high work.

Job Satisfaction

Aspects such as salary, working conditions, and supervision contribute to satisfaction for the State Civil Apparatus. Due to its individual nature, the job satisfaction of each State Civil Apparatus is not the same. However, it is generally said by Indrasari, (2017) that high job satisfaction will be achieved when more and more aspects of the job are in accordance with one's wishes.

However, job satisfaction is an affective (emotional) response to a number of aspects of one's job, so job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or several other aspects. State Civil Apparatus will produce good

performance, if they have high job satisfaction. Quoting Judge and Robbins (2017), job satisfaction is a positive attitude that an employee has towards his job. Thus, it can be said that job satisfaction has a big war in optimizing the performance of the State Civil Apparatus.

There are several indicators that can be a reference in assessing how satisfied an ASN (State Civil Apparatus) is with their work. 1) The job itself, which includes responsibility, interest, and growth. 2) Quality of supervision, which includes technical help, and social support. 3) Relationship with coworkers, which includes social harmony, and respect. 4) Promotion opportunities, including opportunities for further advancement. 5) Pay, in the form of adequancy of pay, and perceived equity with others. (perceived equity others) (Rochka et al., 2019).

Concept of Work Discipline

One of the most influential factors in human resources is the discipline factor. According to Sedarmayanti and Haryanto (2017), the factors that influence performance are mental attitude, education, skills, leadership, income level, discipline, communication, infrastructure, achievement opportunities. Hasibuan and Silvya (2019) Explains that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Discipline is defined if employees always come and go home on time, do all their work properly, comply with all company regulations and applicable social norms.

Discipline in doing work and employee performance is a problem that has enough complexity, where the level of work productivity can be influenced by several factors, such as; employee willingness and satisfaction in doing work in an organization. Work motivation and job satisfaction can provide an increase in employee discipline, when employees have motivation both internally and externally, and employees will feel satisfied in carrying out their work, then work discipline will be good too (Desyantoro & Whidiastuti, 2021). Departing from this description, it can be concluded that work discipline is an attitude that must be possessed by the State Civil Apparatus in an effort to achieve performance improvement.

To measure work discipline, it can be done through several indicators (Agustini, in Jufrizen, 2021), namely: 1) Attendance rate; the number of employees who carry out work activities in the organization marked by a low attendance rate. 2) Work procedures; rules that must be obeyed by all members involved in the organization. 3) Obedience to superiors; following the directions of superiors in order to get good results. 4) Work awareness; following the directions of superiors in order to get good results. 5) Responsibility; following directions from superiors in order to get better results.

METHODOLOGY

In carrying out research, it requires a methodology to be used (Ohoiwutun and Ilham, 2023; Ohoiwutun and Kaunang, 2024), this has the aim of answering the research questions posed (Tokang and Yumame, 2023; Wambrauw, 2023). The method used must then be in accordance with the

subject matter being studied (Ilham et al., 2020). The research method used is quantitative, with the aim of testing a theory regarding the relationship between variables. On this occasion, the research used a causal study design whose purpose was to determine the causal relationship of existing variables (Creswell (2013), Yusuf (2017), as the research will do, namely to determine the effect of motivation and job satisfaction on the performance of State Civil Apparatus with work discipline as an intervening variable at the Papua Region X Airport Authority Office, Merauke. In connection with data collection in this study utilizing a questionnaire. Where this questionnaire is distributed in the form of questions and the answers given by the respondents become research data which are then analyzed using Multivariate Analysis-Structural Equation Model (SEM - PLS).

The population in this study were 90 State Civil Apparatus (ASN) of the Office of the Airport Authority (OTBAN) of Region X Papua, Merauke. The sample used in this study amounted to 90 State Civil Apparatus. The total number of respondents in this study was 90 people. Where researchers use observation, questionnaires and documentation as data collection tools. There are 2 (two) data analysis methods that will be used in this study, including: Descriptive Statistical Analysis and Structural Equation Model-Partial Least Square (SEM - PLS).

RESULTS

Descriptive Analysis

This research involved 90 respondents who were employees of Otban (Airport Authority) Region X Merauke. Respondents have varying ages, ranging from 22 years to 56 years, with an average age of 36 years, 22-30 years: 24 out of 90 individuals, or 26.67%, 31-40 years: 41 out of 90 individuals, or 45.56%, 41-50 years: 20 out of 90 individuals, or 22.22%, and 51-56 years: 5 out of 90 individuals, or 5.56%. This shows that this group has a wide variation in age, with most individuals being of productive age. The majority of respondents were male, with 65 out of 90 individuals, or 72.22%, and female: 25 out of 90 individuals, or 27.78%. This gender distribution may reflect the workforce structure within the Otban (Airport Authority) Region X Merauke Office.

The education level of respondents was also quite diverse from high school: 6 out of 90 individuals, or 6.67%, Diploma (D-I, D-II, D-III, D-IV): 64 out of 90 individuals, or 71.11%, D-I: 14 out of 90 individuals, or 15.56%, D-II: 5 out of 90 individuals, or 5.56%, D-III: 38 out of 90 individuals, or 42.22%, D-IV: 7 out of 90 individuals, or 7.78%, Bachelor's degree: 25 out of 90 individuals, or 27.78%, and Master (S-2): 1 out of 90 individuals, or 1.11%. This variation in education levels indicates a diversity of competencies and expertise among employees. The following table shows the distribution of age, gender, and education level of respondents.

Descriptive Statistics

The following statistical data shows the mean, median, minimum value (scale min), maximum value (scale max), and standard deviation of several variables used in this study.

Table 1. Variable Description

Name	Mean	Median	Scale min	Scale max	Standard deviation	Excess kurtosis
X1.1	3.833	4.000	1.000	5.000	0.833	0.446
X1.2	3.978	4.000	2.000	5.000	0.745	0.115
X1.3	3.978	4.000	2.000	5.000	0.788	0.342
X1.4	3.889	4.000	1.000	5.000	0.823	1.025
X1.5	4.000	4.000	1.000	5.000	0.955	0.606
X1.6	3.944	4.000	2.000	5.000	0.821	0.400
X2.1	3.889	4.000	1.000	5.000	0.849	1.593
X2.2	4.022	4.000	1.000	5.000	0.745	2.587
X2.3	4.167	4.000	1.000	5.000	0.749	2.706
X2.4	4.167	4.000	1.000	5.000	0.820	1.664
X2.5	4.044	4.000	2.000	5.000	0.855	-0.216
X2.6	3.800	4.000	2.000	5.000	0.748	-0.610
Y1	3.978	4.000	2.000	5.000	0.745	0.115
Y2	4.111	4.000	2.000	5.000	0.674	0.880
Y3	4.233	4.000	1.000	5.000	0.761	2.761
Y4	4.456	5.000	1.000	5.000	0.762	4.260
Y5	4.044	4.000	2.000	5.000	0.855	-0.216
Y6	3.800	4.000	2.000	5.000	0.748	-0.610
Z1	4.156	4.000	1.000	5.000	0.714	3.642
Z2	4.333	4.000	1.000	5.000	0.699	5.289
Z3	4.000	4.000	1.000	5.000	0.894	0.422
Z4	4.400	4.000	1.000	5.000	0.712	5.371
Z5	4.156	4.000	1.000	5.000	0.759	3.529

Source: Processed (2024

Evaluation of the Measurement Model

The measurement model in the research is a reflective measurement model, in which the variables of motivation, job satisfaction, work discipline, and Apparatus performance are measured reflectively. Referring to Hair et. al. (2021) which says that the evaluation of the reflective measurement model consists of a loading factor ≥ 0.70, composite reliability ≥ 0.70, Cronbach's alpha ≥ 0.70 and AVE (convergent validity) ≥ 0.50 and evaluation of discriminant validity, namely; Fornell and Lacker criteria, HTMT ≤ 0.90 and cross loading.

Table 2. Outer Loading, Cronbachs' Alpha, Composite Reliability and Average Variance Extracted

Variable	Measurement Item	*Outer Loading*	*Cronbachs' Alpha*	*Composite Reliability*	AVE
Motivation	X1.1	0.743	0.869	0.871	0.604
	X1.2	0.724			
	X1.3	0.831			

	X1.4	0.836			
	X1.5	0.739			
	X1.6	0.785			
Satisfaction	X2.2	0.750	0.850	0.853	0.625
	X2.3	0.817			
	X2.4	0.825			
	X2.5	0.755			
	X2.6	0.803			
Discipline	Y1	0.785	0.895	0.900	0.708
	Y2	0.873			
	Y3	0.894			
	Y4	0.901			
	Y5	0.744			
	Y6	0.785			
Performance	Z1	0.841	0.912	0.916	0.741
	Z2	0.851			
	Z3	0.807			
	Z4	0.917			
	Z5	0.884			

Source: Processed (2024)

Looking at the table above, where the motivation variable is measured by 6 (six) valid items, the outer loading value lies between 0.724-0.836, indicating that the 6 (six) measurement items have a strong correlation in describing the work motivation of the State Civil Apparatus. The level of reliability of work motivation variables is acceptable as shown in the composite reliability value of 0.871 and Cronbach's alpha of 0.869 > 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.604> 0.50 has met the requirements of good convergent validity. So that overall, the variation of measurement items contained by the workload variable reaches 60.4%. Among the 6 (six) measurement items, the measurement items X1.3 and X1.4 have the highest outer loading (0.831) and (0.836) which indicates that the 2 (two) items are most relevant to represent variations in work motivation variable measurement data.

Furthermore, the satisfaction variable is also measured by 5 (five) valid items, where the outer loading value lies between 0.750-0.825, which shows that the 5 (five) measurement items have a strong correlation in describing the job satisfaction of the State Civil Apparatus. The level of reliability of the job satisfaction variable is acceptable as indicated by the composite reliability value of 0.853 and Cronbach's alpha 0.850> 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.625> 0.50 has met the requirements of good convergent validity. So overall, the variation in measurement items contained by the job satisfaction variable reaches up to 62.5%. Among the 5 (five) measurement items, measurement items X2.3 and X2.4 have the highest outer loading (0.817) and (0.825) which indicates that these 2 (two) items best represent the data variation in the measurement of job satisfaction variables.

The third variable in this study is work discipline which is then measured by 6 (six) valid items where the outer loading value lies between 0.744-0.901 which indicates that the six measurement items are strongly

correlated in explaining the work discipline of the State Civil Apparatus. The level of reliability of the work discipline variable is acceptable as indicated by the composite reliability value of 0.900 and Cronbachs' alpha 0.895 > 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.708>0.50 has met the requirements of good convergent validity. Overall, the variation of measurement items contained by the work discipline variable reaches 70.8%. Among the six measurement items, measurement items Y3 and Y4 have the highest outer loading (0.894) and (0.901) which indicates that these two items best represent the variation in data measurement of the work discipline variable.

The last variable in this study is performance which is the dependent variable which is then measured by 5 (five) valid items where the outer loading value lies between 0.807-0.917 which indicates that all measurement items are strongly correlated in explaining the performance of the State Civil Apparatus. The level of reliability of the performance variable is acceptable as indicated by the composite reliability value of 0.916 and Cronbachs' alpha 0.912 > 0.70 (reliable). The level of convergent validity shown by the AVE value of 0.741>0.50 has met the requirements of good convergent validity. Overall, the variation of measurement items contained by the performance variable reaches 74.1%. Among the six measurement items, measurement items Z4 and Z5 have the highest outer loading (0.917) and (0.884) which indicates that these two items best represent the variation in data measurement of performance variables.

Table 3. Fornell and Lacker

	Discipline	Satisfaction	Performance	Motivation
Discipline	0.842			
Satisfaction	0.840	0.791		
Performance	0.843	0.779	0.861	
Motivation	0.783	0.705	0.733	0.777

The diagonal value is the root AVE and the other values are correlations

Source: Processed (2024)

Evaluation of discriminant validity needs to be done by looking at the Fornell and Lacker criteria. Discriminant validity is a form of evaluation to ensure that variables are theoretically different and empirically proven/statistical testing. The Fornell and Lacker criteria are that the variable AVE root is greater than the correlation between variables. Where the work discipline variable has an AVE root (0.842) greater than the correlation with satisfaction (0.840) and greater than the correlation with motivation (0.783). These results indicate that the discriminant validity of the work discipline variable is fulfilled. Likewise, the validity of job satisfaction, performance, and motivation where the root AVE is greater than the correlation between variables.

Table. 4 HTMT

	Discipline	Satisfaction	Performance	Motivation
Discipline				
Satisfaction	0.840			
Performance	0.846	0.814		
Motivation	0.840	0.731	0.826	

Source: Processed (2024)

Hair et. al. (2019) recommend HTMT because this measure of discriminant validity is considered more sensitive or accurate in detecting discriminant validity. The test results show that the HTMT value is below 0.90 for the variable pair, so discriminant validity is achieved. The variable divides the variance of the measurement item against the item that measures it more strongly than divides the variance in other variable items.

Structural Model Evaluation

Evaluation of this structural model has a relationship with hypothesis testing, namely; the influence between research variables. Evaluation of the structural model is carried out through 3 (three) stages, including; first checking the absence of multicollinearity between variables with the inner VIF measure. The inner VIF value <5 indicates the absence of multicollinearity between variables (Hair et al., 2021). Second, hypothesis testing between variables by looking at the t statistical value or p-value. If the calculated t statistic is greater than 1.96 (t table) or the p-value of the test results <0.05, it can be said that there is a significant influence between variables. In addition, it must be said that the results and 95% confidence interval of the estimated path coefficient parameters. Third, the f square value is the direct variable effect at the structural level with criteria (f square 0.02 low, 0.15 medium and 0.35 high). Hair et. al. (2021), then the f square of the mediation effect is also known as the Upsilon V statistic which is obtained by squaring the mediation coefficient. Lachowicz et al., which is interpreted in Ogbeibu et. al. (2022) is a low mediation effect of 0.02, medium mediation of 0.075 and a high mediation effect of 0.175.

Table 5. Inner VIF

	Discipline	Performance
Discipline		2.794
Satisfaction	1.679	2.073
Motivation	1.679	2.400
Performance		

Source: Processed (2024)

Before testing the hypothesis of the structural model, it is necessary to see whether there is multicollinearity between variables, namely with the inner VIF statistical measure. The estimation results show the inner VIF value <5, so the level of multicollinearity between variables is low. These results strengthen the results of parameter estimation in SEM PLS is robust (unbiased).

Table 6. Direct Effect Hypothesis Testing

Hypothesis	*Path coefficient*	*p-value*	95% Confidence Interval *Path Coefficient*		*f square*
			Lower limit	**Upper limit**	
H1 Motivation→Peformance	0.359	0.000	0.146	0.544	0.067
H2 Satisfaction→ Peformance	0.292	0.040	0.009	0.556	0.118
H3 Motivation→ Discipline	0.508	0.000	0.373	0.656	0.430
H4 Satisfaction→ Discipline	0.376	0.000	0.201	0.525	0.235
H5 Discipline→ Peformance	0.254	0.044	0.014	0.508	0.067

Source: Processed (2024)

Based on the results of testing the direct effect hypothesis above, it is known that:

1. H1 (Motivation→Peformance) is accepted, namely that there is a significant effect of work motivation on performance with path coefficient (0.359) and p-value (0.000 <0.05). Any change in the form of work motivation will affect ASN performance. In the 95% confidence interval, the effect of motivation on ASN performance lies between 0.146 to 0.544. However, the existence of ASN work motivation and its influence on ASN performance is low at the structural level (f square = 0.067).
2. H2 (Satisfaction→Peformance) is accepted with a significant effect of satisfaction on performance with path coefficient (0.292) and p-value (0.040 <0.05). Any change in the form of satisfaction will affect performance. In the 95% confidence interval, the effect of satisfaction on performance lies between 0.009 and 0.556. However, the presence of satisfaction and its effect on performance is moderate at the structural level (f square = 0.118).
3. H3 (Motivation→Discipline) is accepted. This is indicated by the significant effect of motivation on discipline with path coefficient (0.508) and p-value (0.000 <0.05). Any change in the form of motivation will affect discipline. In the 95% confidence interval, the effect of motivation on discipline lies between 0.373 and 0.656. However, the presence of motivation and its effect on discipline is high at the structural level (f square = 0.430).
4. H4 (Satisfaction→Discipline) is accepted because there is a significant effect of satisfaction on discipline with path coefficient (0.376) and p-value (0.000 <0.05). Any change in the form of satisfaction will affect discipline. In the 95% confidence interval, the effect of satisfaction on discipline lies between 0.201 and 0.525. However, the presence of satisfaction and its effect on discipline is moderate at the structural level (f square = 0.235).

5. H5 (Discipline→Peformance) is accepted with a significant effect of discipline on performance with path coefficient (0.254) and p-value (0.044 <0.05). Any change in discipline will affect performance. In the 95% confidence interval, the effect of discipline on performance lies between 0.014 and 0.508. However, the presence of discipline and its effect on performance is low at the structural level (f square = 0.067).

Table 7. Testing the Intervening Hypothesis (Indirect Effect)

Hypothesis	*Path coefficient*	*p-value*	*95% Confidence Interval Path Coefficient*		Upsilon V
			Lower limit	Upper limit	
H6. Motivation→Discipline→Performance	0.129	0.069	0.006	0.283	0.016
H7. Satisfaction→Discipline→ Performance	0.096	0.065	0.005	0.204	0.009

Source: Processed (2024)

Based on the results of testing the indirect effect hypothesis above, it is known that:

1. The sixth hypothesis (H6) where discipline acts as an intervening variable is not significant, namely mediating the indirect effect of motivation on performance with a mediation path coefficient (0.129) and p-value (0.006>0.05) which at the structural level the mediating role of interpersonal conflict is still relatively low (Upsilon V = 0.022). Where Ogbeibu et. al. (2020) explain that Upsilon V with a value of 0.01 has a low mediating effect, 0.075 is moderate and 0.175 has a high mediating effect.
2. The seventh hypothesis (H7), namely discipline acts as an insignificant intervening variable, namely mediating the indirect effect of satisfaction on performance with a mediation path coefficient (0.096) and p-value (0.065>0.05).

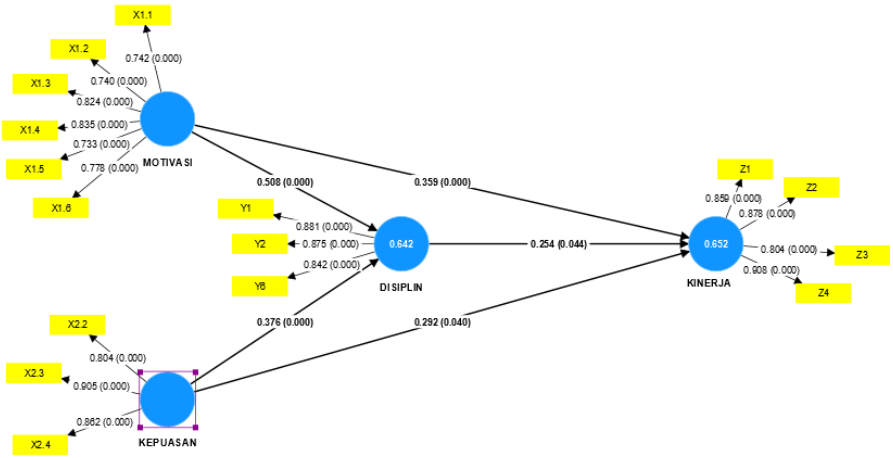


Figure. 1 PLS SEM Analysis

Description:
Motivation (Motivasi), Discipline (Disiplin),
Satisfaction (Kepuasan), Performance (Kinerja)

PLS is a variance-based SEM analysis, the goal is to test the theory of models that focus on prediction studies (Hair et al., 2021). Testing of the structural model is done by looking at the R square value which describes the amount of variation in endogenous variables explained by other exogenous / endogenous variables in the model. Hair et. al. (2021) said that the qualitative interpretation value of R square is 0.75 strong influence, 0.50 moderate / moderate influence, and 0.25 weak influence. Based on the results of the data processing above, it can be said that it has a great influence.

Table 8. R-Square

	R-square
Discipline	0.642
Peformance	0.652

Source: Processed (2024)

Based on the table above, it can be said that the magnitude of the joint influence of motivation and job satisfaction of ASN (State Civil Apparatus) on ASN discipline is 64.2% (influence is close to high or moderate). Then the magnitude of the joint influence of ASN work motivation, satisfaction and discipline on ASN performance is 65.2% (strong/high influence).

Table 9. SRMR

	Estimated Model
SRMR	0.090

Source: Processed (2024)

SRMR is the Standardized Root Mean Square Residual. This value is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix (Yamin, cited by Nugraha and Masithoh, 2023). The SRMR value has a category if <0.08 indicates a fit model (suitable) (Hair et. al., 2021). However, in the study of Karin et. al. (2003) the SRMR value between 0.08-0.10 indicates an acceptable fit model. So, the model estimation result is 0.090, meaning that the model has an acceptable fit model.

Based on empirical data, it can explain the effect between variables in the model.

Linearity Test

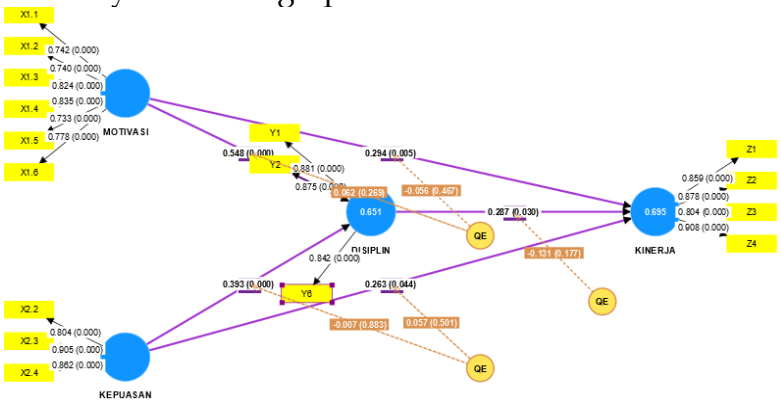
Hair et al (2019) mention that checking the linearity of the relationship between variables needs to be done. This check is carried out to test the quadratic form of the variable (QE = quadratic effect).

Table 10. Linearity Test (p>0.05)

Quadratic Effect	*Path coefficient*	*p-value*	Description
QE (Motivation) -> Discipline	0.062	0.269	Linearity fulfilled
QE (Motivation) -> Peformance	-0.056	0.467	Linearity fulfilled
QE (Discipline) -> Peformance	-0.131	0.177	Linearity fulfilled
QE (Satisfaction) -> Discipline	-0.007	0.883	Linearity fulfilled
QE (Satisfaction) -> Peformance	0.057	0.501	Linearity fulfilled

Source: Processed (2024)

Based on the results of the data processing above, the square form of motivation and satisfaction on discipline and performance is not significant and the square form of discipline on performance is not significant. So the effect of motivation, satisfaction and work discipline on ASN performance is linear or the linearity effect of the model is fulfilled (robust). The overall flow and value of the relationship between variables and the model contained in the processed data results in this study are in the graph below.



Description:
Motivation (Motivasi), Discipline (Disiplin),
Satisfaction (Kepuasan), Performance (Kinerja)

Figure 2. Graphical Output of SmartPLS 4

DISCUSSION

Effect of Work Motivation (X1) on Work Discipline of State Civil Apparatus (Y)

Based on the data obtained for (Motivation to Discipline), the following is a description of the analysis results:

- Path Coefficient: The path coefficient value for the relationship between motivation and work discipline is 0.508. This indicates that there is a strong positive relationship between motivation and work discipline.
- p-value: The p-value is 0.000, which indicates that the relationship between motivation and work discipline is statistically significant. In other words, there is very strong evidence that motivation affects work discipline.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.373 to 0.656. This suggests that if the study is repeated, we can be 95% confident that the actual path coefficient will fall within this range.
- f square: The f square value is 0.430, which indicates that motivation has a large effect on work discipline.

The conclusion from this data is that motivation has a highly significant and positive influence on work discipline. This suggests that increased motivation can substantially improve work discipline, which is an important indicator in employee performance. Therefore, strategies to improve employee motivation can be expected to have a significant impact on improving their work discipline.

Effect of Job Satisfaction (X2) on Work Discipline of State Civil Apparatus (Y)

Based on the data obtained for (Satisfaction to Discipline), the following is a description of the analysis results:

- Path Coefficient: The path coefficient value for the relationship between job satisfaction and work discipline is 0.376. This indicates that there is a fairly strong positive relationship between job satisfaction and work discipline.
- p-value: The p-value is 0.000, which indicates that the relationship between job satisfaction and work discipline is statistically significant. In other words, there is very strong evidence that job satisfaction affects work discipline.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.201 to 0.525. This suggests that if the study is repeated, we can be 95% confident that the true path coefficient will fall within this range.
- f square: The f square value is 0.235, which indicates that job satisfaction has a moderate to large effect on work discipline.

The conclusion from this data is that job satisfaction has a significant and positive effect on work discipline. This suggests that an increase in job satisfaction can contribute to an increase in work discipline, which is an important component in employee performance. Therefore, strategies to improve employees' job satisfaction can be expected to have a significant impact on improving their work discipline.

The Effect of Work Motivation (X1) on the Performance of State Civil Apparatus (Z)

Based on the data obtained for (Motivation to Performance), it can be explained that:

- Path Coefficient: The path coefficient value for the relationship between motivation and performance is 0.359. This indicates that there is a moderate positive relationship between motivation and performance.
- p-value: The p-value is 0.000, which indicates that the relationship between motivation and performance is statistically significant. In other words, there is strong evidence that motivation affects performance.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.146 to 0.544. This suggests that if the study is repeated, we can be 95% confident that the actual path coefficient will fall within this range.
- f square: The f square value is 0.067, which indicates that motivation has a small to moderate effect on performance.

The conclusion from this data is that motivation has a significant and positive influence on performance, but the effect is not large. This suggests that while motivation is an important factor in improving performance, there may be other factors that also play an important role in performance that are not explained by the motivation variable alone.

Effect of Job Satisfaction (X2) on State Civil Apparatus Performance (Z)

Based on the data obtained for (Satisfaction to Performance), the following is a description of the analysis results:

- Path Coefficient: The path coefficient value for the relationship between job satisfaction and performance is 0.292. This indicates that there is a positive relationship between job satisfaction and performance, although not as strong as the relationship between motivation and performance.
- p-value: The p-value is 0.040, which indicates that the relationship between job satisfaction and performance is statistically significant, although at a lower level compared to the relationship between motivation and performance.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.009 to 0.556. This suggests that there is greater variation in the estimated effect of job satisfaction on performance, which could be influenced by other factors not measured in this study.
- f square: The f square value is 0.118, which indicates that job satisfaction has a moderate effect on performance.

Effect of Work Discipline (Y) on State Civil Apparatus Performance (Z)

Based on the data provided for (Discipline to Performance), the following is a description of the analysis results:

- Path Coefficient: The path coefficient value for the relationship between work discipline and performance is 0.254. This indicates that there is a positive relationship between work discipline and performance,

although the relationship is not as strong as the relationship between motivation or job satisfaction with work discipline.

- p-value: The p-value is 0.044, which indicates that the relationship between work discipline and performance is statistically significant, although at a lower level than the relationship between motivation or job satisfaction and work discipline.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.014 to 0.508. This suggests that there is considerable variation in the estimated effect of work discipline on performance, which could be influenced by other factors not measured in this study.
- f square: The f square value is 0.067, which indicates that work discipline has a small to moderate effect on performance.

The conclusion from this data is that work discipline has a significant and positive influence on performance, with a small to moderate effect. This suggests that work discipline is an important factor that can influence performance, but may not be as strong as motivation or job satisfaction. Therefore, while important, work discipline may be only one of many factors that influence employee performance. Strategies to improve employee performance should also consider factors other than work discipline.

The Effect of Work Motivation (X1) on the Performance of State Civil Apparatus (Z) Through Work Discipline (Y)

Based on the data obtained for (Effect of Motivation and Work Discipline on Performance), the following is a description of the analysis results:

- Path Coefficient: The path coefficient value for the relationship between motivation and work discipline on performance is 0.129. This indicates that there is a positive relationship between motivation and work discipline on performance, although the relationship is not strong.
- p-value: The p-value is 0.069, which indicates that the relationship is not statistically significant at the conventional level of 0.05. This means that there is insufficient evidence to suggest that motivation and work discipline together have a significant influence on performance.
- 95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.006 to 0.283. This indicates that there is considerable uncertainty regarding the estimated true effect of motivation and work discipline on performance.
- f square: The f square value is 0.016, which indicates that the combined effect of motivation and work discipline on performance has a very small effect.

The conclusion from this data is that although motivation and work discipline each have a positive influence on performance, when they are measured together as predictors of performance, their influence is not significant. This suggests that there may be other factors that are stronger in influencing performance or that the relationship between motivation, work discipline and performance may be more complex and not fully explained by

the model used in this study. Therefore, further research is needed to understand this relationship better.

Effect of Job Satisfaction (X2) on State Civil Apparatus Performance (Z) through Work Discipline (Y)

Path Coefficient: The path coefficient value for the relationship between job satisfaction, work discipline, and performance is 0.096. There is a positive relationship between job satisfaction and work discipline on performance, although the relationship is weak. P-value: The p-value is 0.065, the relationship is not statistically significant at the conventional level of 0.05. There is not enough evidence to suggest that job satisfaction and work discipline together have a significant effect on performance.

95% Path Coefficient Confidence Interval: The 95% confidence interval for the path coefficient ranges from 0.005 to 0.204. There is large uncertainty associated with estimating the effect of job satisfaction and work discipline on performance. f square: The f square value is 0.009, the combined effect of job satisfaction and work discipline on performance has an effect, but the effect is very small.

From the description above, the conclusion from the data is that although job satisfaction and work discipline each have a positive effect on performance, but when the two (both) are measured together as predictors of performance, they are found to have no significant effect. It is possible that there are other factors that are stronger in influencing performance or the relationship between job satisfaction, work discipline, and performance, which may be more complex and not fully explained by the model utilized in the study conducted. Thus, further research is needed to understand the relationship as well as possible.

CONCLUSIONS AND RECOMMENDATIONS

There is a significant influence between motivation, job satisfaction on the performance and work discipline of the State Civil Apparatus at the Papua Region X Airport Authority Office, in Merauke. Work motivation shows a strong relationship with work discipline, which in turn makes a positive contribution to improving performance. Job satisfaction also has a very important role in improving the discipline and performance of the State Civil Apparatus. However, when work discipline was tested as a mediating variable between motivation or satisfaction and performance, the relationship became insignificant. Seeing that, then work discipline may not be the dominating mediating factor in the relationship. Therefore, the strategy in improving the performance of the State Civil Apparatus should then focus on increasing motivation and job satisfaction directly in order to achieve more optimal results, where:

Motivation to Performance (H1): there is a significant positive relationship between motivation and performance, with a path coefficient of 0.359 and a p-value of 0.000. Increased motivation has a contribution to improving performance. Satisfaction to Performance (H2): Job satisfaction also has a

significant positive relationship with performance, with a path coefficient of 0.292 and a p-value of 0.040. Job satisfaction has an influence in improving performance. Motivation to Discipline (H3): Motivation has a strong and significant relationship with work discipline, with a path coefficient of 0.508 and a p-value of 0.000. High motivation can provide an increase in work discipline. Satisfaction to Discipline (H4): Job satisfaction has a positive and significant relationship with work discipline, with a path coefficient of 0.376 and a p-value of 0.000. Job satisfaction can have an influence on work discipline.

Discipline on Performance (H5): Work discipline has a significant positive relationship with performance, with a path coefficient of 0.254 and a p-value of 0.044. With good work discipline, it will also contribute well to improving performance. Motivation, Discipline, and Performance (H6): The relationship between motivation and performance mediated by work discipline is positive, although it is not significant, with a path coefficient of 0.129 and a p-value of 0.069. Satisfaction, Discipline, and Performance (H7): The relationship between satisfaction and performance mediated by work discipline is positive, but the relationship is not significant, with a path coefficient of 0.096 and a p-value of 0.065.

As a recommendation, for the Papua Region X Airport Authorization Office, Merauke: Implement employee development programs that focus on increasing motivation and job satisfaction, provide regular training and workshops to improve work discipline and performance of the State Civil Apparatus, and Conduct periodic job satisfaction surveys to identify areas that require improvement. Recommendations for employees: Actively participate in development programs offered by the office to improve personal competencies, provide constructive input to management regarding aspects that can improve the work environment, and take the initiative in improving work discipline as part of professional responsibility.

FURTHER STUDY

This research may have been conducted over a period of time, which may not reflect long-term changes or trends in ASN motivation, job satisfaction, and performance. Furthermore, the study identified work discipline as an intervening variable, but its relationship with motivation and job satisfaction to performance was not significant. This suggests that there may be other mediating factors that have not been identified or tested in this study. On the cultural context, this study was conducted in the specific environment of the Papua Region X Airport Authorization Office, Merauke, so the results may be influenced by the unique cultural context of the region. Therefore, limitations can be used as a basis for further research that can address aspects that have not been covered.

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