

INFLUENCE OF MOTIVATION, DISCIPLINE, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT ANATL, E.P. PRESIDENT NICOLAU LOBATO INTERNATIONAL AIRPORT, COMORO, DILI, TIMOR-LESTE

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ABSTRACT

Employee performance is crucial for organizational success and can be improved when employees clearly understand expectations and can actively participate in their evaluations. This study investigates the impact of motivation, discipline, and job satisfaction on employee performance at ANATL, E.P. It analyzes whether competitive and non-complacent behaviors influence outcomes. A sample of 65 employees was selected using Slovin's formula, with data collected via questionnaires. Various tests, including validity, reliability, and multiple linear regression, were conducted to analyze the data. Results show that motivation (X1) significantly enhances employee performance, while discipline (X2) does not have a notable effect. Job satisfaction (X3) also positively impacts performance. Collectively, these factors significantly influence performance, with a determination coefficient of 0.6035, indicating that 60% of employee performance can be attributed to motivation, discipline, and job satisfaction. This highlights the importance of fostering a motivating and satisfying work environment to boost employee effectiveness.

KEYWORDS: Motivation, Discipline, Job Satisfaction, Employee Performance

I. INTRODUCTION

Human resources (HR) play a pivotal role in the effective functioning of organizations, enabling them to achieve their strategic objectives. Across various sectors, whether in commerce or services, there is a persistent effort to meet predefined goals efficiently and effectively. However, realizing these objectives presents significant challenges that require management to strategically plan, organize, mobilize, and oversee resources to optimize performance. As Hasibuan (2008) highlights, human resources are the fundamental factor in enhancing organizational performance.

Human resource management encompasses a range of activities related to employees, including workers and managers, aimed at supporting organizational goals. According to Sabrina (2018), it is essential for managers to ensure that the right personnel occupy the right positions at the right times, equipped with the necessary skills to fulfill their tasks efficiently. This involves not only recruitment but also ongoing training and development to foster employee capabilities.

ANATL, E.P., a state-owned enterprise in Timor-Leste, specializes in airport services and related operations. It is responsible for managing the Presidente Nicolau Lobato Airport in Dili, a crucial gateway for regional and international flights. The organizational structure of ANATL, E.P. is hierarchical, governed by an Administration Board established under Government Resolution No. 40/2020. This structure includes three directorates, each comprising three to four departments, facilitating streamlined management and operational efficiency.

In light of Timor-Leste's ongoing development, maximizing performance in government-owned organizations like ANATL, E.P. is essential for supporting national growth. This necessitates harmonious collaboration among all organizational elements, particularly in a key entity such as ANATL, E.P., which plays a significant role in the nation's infrastructure and economy.

Employee performance is a fundamental component in achieving organizational objectives. When employees are aware of what is expected of them and can be assessed based on their performance behaviors, the assessment process should be fair and accurately reflect actual performance. A critical issue is whether employees demonstrate competitive behaviors to achieve superior outcomes and maintain a non-complacent attitude. Wibowo (2010) asserts that performance is closely related to the execution of tasks and the results produced. Therefore, improving employee performance is vital for meeting organizational goals and expediting workflows.

High employee motivation is imperative for achieving desired outcomes. Motivation drives success, and organizations lacking a motivated workforce will struggle to meet their targets. Purba (2008) posits that motivation stems from individual needs and aspirations aimed at attaining satisfaction. Recognizing these needs is the starting point of the motivational process; however, the complexity arises from the varying needs of employees, which influence their motivation levels.

Currently, ANATL, E.P. has not fully optimized its potential, as indicated by the limited professional development opportunities available to employees. Reports from 2020 to 2023 reveal that only 90 out of 182 employees participated in training programs, suggesting that many, particularly in operational roles, lack adequate opportunities for development. This training gap may hinder motivation, discipline, and overall job satisfaction.

Discipline is another critical factor impacting employee performance. Thurstone (in Wagito, 2003) indicates that behavior significantly affects performance in relation to psychological constructs. A culture of discipline encourages adherence to company regulations and fosters employee confidence, which leads to enhanced performance. Conversely, a lack of discipline can result in diminished performance and productivity.

Observations at ANATL, E.P. reveal several performance issues: insufficient staffing to meet task demands, low-quality work output, decreased organizational productivity, and declining employee

morale. Furthermore, data from 2020 to 2023 indicate a decrease in employee numbers, from 185 to 182, attributed to unclear employment statuses of some staff members.

Preliminary surveys indicate trends in motivation, discipline, and job satisfaction that affect performance. Notably, a decline in employee loyalty correlates with decreased motivation, while inefficiencies and time management issues persist among staff. Many employees report low job satisfaction, adversely affecting their performance evaluations.

Job satisfaction is crucial for ANATL, E.P.'s success, significantly influencing work quality. However, many employees report low levels of satisfaction, which impedes productivity. A synergistic alignment of motivation, discipline, and collaboration is necessary to foster job satisfaction and improve overall performance.

These observations underscore the need for research titled: "The Impact of Motivation, Discipline, and Job Satisfaction on Employee Performance at ANATL, E.P. International Airport Presidente Nicolau Lobato, Comoro, Dili, Timor-Leste." This study aims to explore the interplay of these factors in enhancing employee performance and organizational effectiveness."

II. LITERATURE REVIEW

A. Employee Performance

Performance is defined as the outcomes achieved by individuals or groups within an organization, reflecting their respective authorities and responsibilities while striving to meet organizational goals in a legal and ethical manner (Edison Emron, 2016:481). Hasibuan (2007:105) emphasizes that performance represents the results obtained from executing assigned tasks. Moecherino (2012:95) further explains that performance reflects the level of achievement in implementing programs, activities, or policies to fulfill the organization's objectives, vision, and mission as outlined in strategic planning.

Stolovitch and Keeps (in Edison Emron, 2016:481) describe performance as a collection of outcomes achieved through specific actions related to task completion. Additionally, Sutrisni (2009:164) notes that performance results from an individual's efforts, shaped by personal characteristics and perceptions of their role. Thus, performance is a measurable outcome, both qualitatively and quantitatively, contributing to the organization's overall goals and objectives.

B. Motivation

Motivation is defined as the result of internal or external processes that foster enthusiasm in individuals engaged in specific activities (Hamali, 2016:130). Sutrisno, as cited in Hamali (2016:133), asserts that motivation acts as a driving force, compelling individuals to undertake various activities and serving as a catalyst for behavior. Rivai (2005:455) characterizes motivation as a collection of attitudes and values

that influence individuals to pursue specific objectives, highlighting their intangible nature while providing the impetus for action.

Ivanko (in Hamali, 2016:131) describes motivation as the desire and energy directed toward achieving goals. Kondalkar, also referenced in Hamali (2016:131), views motivation as an inherent force driven by needs, desires, and willingness that prompts individuals to expend both physical and mental energy in pursuit of their objectives.

Stanto (1981:101) defines a motive as a stimulated need that a goal-oriented individual seeks to satisfy. In summary, motivation is the cultivation of motives that directs an individual's desire and drive toward achieving organizational goals.

C. Discipline

Discipline is defined as an individual's willingness and readiness to adhere to the norms and regulations within their environment (Singodimedjo, 2002). Effective employee discipline can significantly accelerate an organization's objectives, while declining discipline can obstruct goal attainment. Terry, as cited in Tohardi (2002), views discipline as a motivating force essential for smooth operations, emphasizing that it should not be solely associated with punitive measures; punishment should be a last resort.

Handoko, referenced in Sinambela (2016:334), describes discipline as the self-awareness that drives individuals to comply with organizational regulations. Hamali (2016:214) further posits that discipline reflects an internal strength within employees, enabling them to align voluntarily with organizational rules and high values of work.

Rivai (2005:444) defines work discipline as a managerial tool to communicate expectations and encourage behavior modification among employees, enhancing their willingness to comply with organizational norms. Keith Davis (1985:336) reinforces that discipline is management's action to enforce organizational standards. Collectively, these insights illustrate discipline as a vital mechanism for motivating employees to uphold organizational norms and values.

D. Job Satisfaction

Job satisfaction refers to the favorable or unfavorable feelings employees have regarding their work (Keith Davis, 1985:96). Robbins, as cited in Hamali (2016:200), defines job satisfaction as an overall attitude toward one's job, highlighting the disparity between the rewards employees receive and what they believe they should receive. Kreitner and Kinicki (Hamali, 2016:201) characterize job satisfaction as an emotional response to various aspects of work.

Greenberg and Baron, as noted by Wibowo (2007:299), describe job satisfaction as the positive or negative evaluations individuals make about their jobs. Vecchio (Wibowo, 2007:299) further defines it

as the thoughts, feelings, and behavioral tendencies that represent an individual's attitude toward their work. Iriana (2004) conceptualizes job satisfaction as a collection of pleasant feelings associated with one's job.

Suryaningrum et al. (2019) assert that job satisfaction results from an individual's assessment of their work or positive experiences. Ultimately, job satisfaction is an emotional state closely linked to employees' attitudes, their affection for their work, and their perceptions of the work environment.

III. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Employee performance is the primary focus of this study, particularly due to the observed phenomenon of suboptimal performance at ANATL, E.P. in Dili, Timor-Leste. To provide a clear direction for this empirical research, it is crucial to formulate hypotheses grounded in a thorough review of relevant literature and prior research findings.

As noted by Sugiyono (2017), a conceptual framework theoretically links various research variables, specifically the dependent variable of employee performance with independent variables, including motivation, discipline, and job satisfaction, all of which will be measured and analyzed throughout the study. This framework is constructed from a compilation of theoretical studies and previous research that have been tested both theoretically and empirically.

The current study aims to empirically evaluate factors that may enhance employee performance at ANATL, E.P., which has been identified as needing improvement. For instance, research by Umar & Norawati (2022) highlights a significant influence of work motivation on employee performance at UPT Pelabuhan Sungai Duku Pekanbaru, while Siregar & Ritonga (2022) also affirm a significant relationship between these variables.

Additionally, Ery Teguh Prasetyo and Puspa Marlina (2019) demonstrate that discipline significantly impacts employee performance at PT. Nihon Plast Indonesia, and Marlia (2010) illustrates that job satisfaction has a positive and significant effect on employee performance at CV Alam Prima Komputer in Bandar Lampung. Based on this synthesis, the conceptual framework for this research proposal is articulated as follows:

IV. RESEARCH METHOD

In this study, the researcher employs a quantitative research design, utilizing questionnaires as secondary data derived from a Likert scale, facilitating subsequent analysis. The research will be conducted at ANATL, E.P. in Dili, Timor-Leste, commencing in [insert month]. According to Sugiyono (2008), the population represents a generalization area comprising objects or subjects that possess specific qualities and characteristics defined by the researcher. For this research, the population includes all employees of ANATL, E.P. in 2023, totaling 182 individuals.

Sugiyono (2017:81) defines a sample as a subset of the population that retains specific characteristics. Following Suharsimi Arikunto (2010:109), a sample serves as a representative segment of the population under examination. The sample size for this research will be determined using Slovin's formula, with a margin of error set at 10%. Based on these calculations, the sample for this study will consist of 65 employees at ANATL, E.P.

The data utilized in this research are quantitative, sourced from both primary and secondary data. Data collection techniques include observation and the distribution of questionnaires. The researcher will employ validity and reliability tests to assess the questionnaires, along with classical assumption tests to evaluate the appropriateness of multiple linear regression analysis. Data analysis will be conducted in two stages: first, descriptive statistical analysis, followed by multiple linear regression analysis, utilizing SPSS version 20 for processing and analysis.

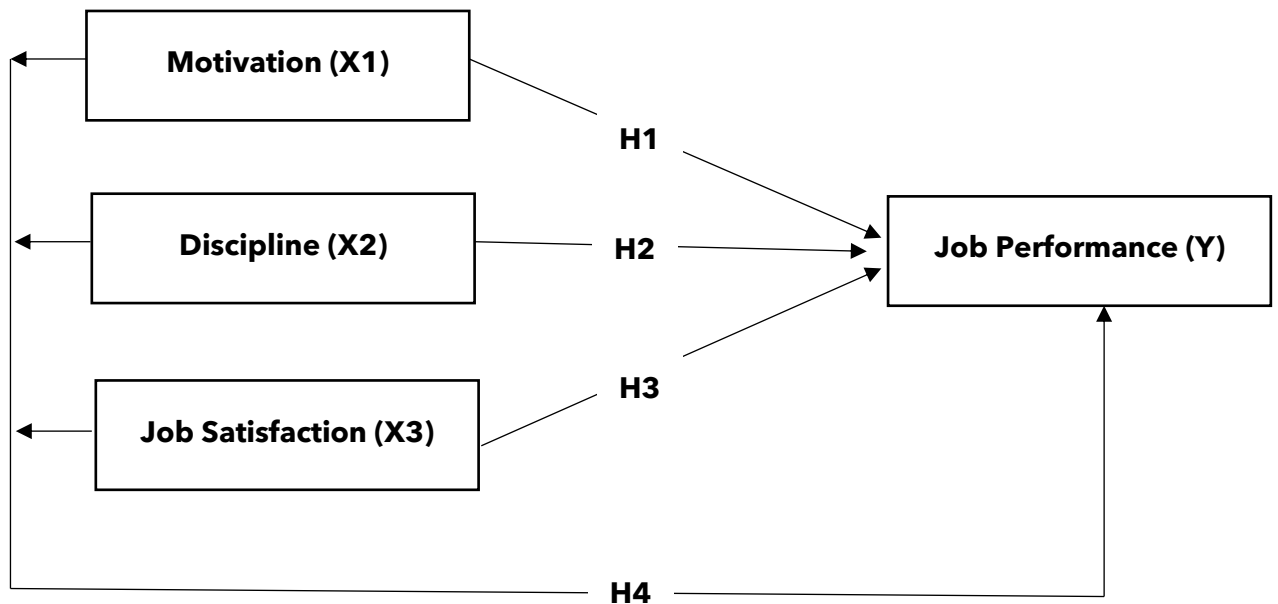


Figure 1. Research Framework

V. RESULT AND DISCUSSION

A. Overview of the Research Objective

The Administration of Airports and Air Navigation of Timor-Leste, known as ANATL, E.P., is a state-owned enterprise established under Government Decision No. 8/2005, dated November 16, and Government Regulation No. 14/2003, dated September 24. ANATL, E.P. is tasked with providing public services in the aviation sector, managing airports in Baucau, Ataúro, Oe-cusse, Same, Lospalos, Maliana, and Viqueque, as outlined in Article 2, Clause 3 of Government Decision No. 8/2005.

While improvements are necessary, air transportation in Timor-Leste has significantly contributed to the country’s economic development and is vital for the growth of sectors such as tourism and trade. The number of flights has increased through bilateral agreements, creating promising opportunities for investors in the air transportation sector. The country is leveraging these agreements to invite foreign airlines, presenting significant prospects for local investors and the government.

Currently, Presidente Nicolau Lobato International Airport requires enhancements and further development to boost passenger traffic and accommodate additional aircraft. To meet future air traffic needs, the government plans to expand the airport in accordance with international standards, focusing on both physical and non-physical development as outlined in the National Development Strategic Plan (PEDN 2011-2030).

B. Characteristics of Research Respondents

The characteristics of the research respondents at ANATL, E.P. International Airport Nicolau Lobato in Dili, Timor-Leste, are as follows:

Table 1. Characteristic by Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Man	43	66.2	66.2	66.2
Women	22	33.8	33.8	100.0
Total	65	100.0	100.0	

As observed in the table above, the study's respondents indicate that 66.2% (43 individuals) are male, while 33.8% (22 individuals) are female.

Table 2. Characteristic by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 25	5	7.7	7.7	7.7
26 30	12	18.5	18.5	26.2
31 35	21	32.3	32.3	58.5
36 40	15	23.1	23.1	81.5

40 >	12	18.5	18.5	100.0
Total	65	100.0	100.0	

As indicated in the table above, the respondents of the study reveal that 32.3% (21 individuals) are aged between 31 and 35 years, 23.1% (15 individuals) are aged between 36 and 40 years, 18.5% (12 individuals) are aged over 40 years, another 18.5% (12 individuals) are aged between 26 and 30 years, and 7.7% (5 individuals) are aged between 20 and 25 years.

Table 3. Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary School	21	32.3	32.3	32.3
D3	17	26.2	26.2	58.5
Valid Bachelor (S1)	25	38.5	38.5	96.9
MASTER (S2)	2	3.1	3.1	100.0
Total	65	100.0	100.0	

As indicated in the table above, the respondents of the study reveal that 38.5% (25 individuals) hold a Bachelor's degree (S1), 26.2% (17 individuals) have an Associate degree (D3), 32.3% (21 individuals) possess a high school diploma (SMA), and 3.1% (2 individuals) have a Master's degree (S2).

Table 4. Length of Employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 5 year	8	12.3	12.3	12.3
6 - 10 year	19	29.2	29.2	41.5
11 - 15 year	18	27.7	27.7	69.2
16 - 20 year	9	13.8	13.8	83.1

20 >	11	16.9	16.9	100.0
Total	65	100.0	100.0	

As shown in the table, the respondents of the study indicate that 29.2% (19 individuals) have a length of employment between 6 and 10 years, 27.7% (17 individuals) have a length of employment between 11 and 15 years, 16.9% (11 individuals) have been employed for over 20 years, 13.8% (9 individuals) have a length of employment between 16 and 20 years, and 12.3% (8 individuals) have been employed for between 1 and 5 years.

C. Validity and Reliability Testing

Table 5. Validity Testing

Variable	Statement	R _{Calculated}	R _{table}	Criteria
X1 = Motivation	X1.1	0.578	0.246	Valid
	X1.2	0.746	0.246	Valid
	X1.3	0.808	0.246	Valid
	X1.4	0.652	0.246	Valid
	X1.5	0.765	0.246	Valid
X2 = Discipline	X2.1	0.801	0.246	Valid
	X2.2	0.735	0.246	Valid
	X2.3	0.703	0.246	Valid
	X2.4	0.762	0.246	Valid
	X2.5	0.649	0.246	Valid
X3 = Job Satisfaction	X3.1	0.792	0.246	Valid
	X3.2	0.656	0.246	Valid
	X3.3	0.752	0.246	Valid
	X3.4	0.736	0.246	Valid

	X3.5	0.792	0.246	Valid
Y = Job Performace	Y1.1	0.886	0.246	Valid
	Y1.2	0.840	0.246	Valid
	Y1.3	0.851	0.246	Valid
	Y1.4	0.632	0.246	Valid
	Y1.5	0.729	0.246	Valid

From the table above, it can be observed that the calculated R values for each item or statement are greater than the table R value of 0.246. All indicators or statements within the variables of motivation, discipline, job satisfaction, and employee performance have calculated R values that exceed the table R value ($R_{\text{calculated}} > R_{\text{table}}$). Therefore, it can be concluded that all indicators from the four variables are valid and can be utilized in this study.

Table 6. Reliability Testing

Variable	Cronbach's Alpha	N of Items	Criteria
Motivation	0.758	5	Reliable
Discipline	0.782	5	Reliable
Job Satisfaction	0.801	5	Reliable
Job Performance	0.849	5	Reliable

According to the table above, it can be observed that all variables involved in this study—motivation (X1), discipline (X2), job satisfaction (X3), and employee performance (Y)—each consist of 20 statements that demonstrate a Cronbach's alpha greater than 0.6. This indicates that all variables are considered reliable, thereby making them suitable for further research.

D. Regression Assumptions Testing / Classical Assumptions

Table 7. Normality Testing

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
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N	65
Normal Parameters ^{a,b}	Mean 0E-7
	Std. Deviation 1.46673772
Most Extreme Differences	Absolute .109
	Positive .109
	Negative -.105
Kolmogorov-Smirnov Z	.877
Asymp. Sig. (2-tailed)	.425

a. Test distribution is Normal.

b. Calculated from data.

Based on the SPSS output table above, it is evident that the significance value Asymp. Sig. (2-tailed) is 0.425, which is greater than 0.05. Therefore, according to the decision-making criteria for the Kolmogorov-Smirnov normality test presented above, it can be concluded that the residual values are normally distributed. Consequently, the assumptions or requirements for the regression model have been met.

Table 8. Heteroscedasticity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.931	2.096		.921	.360		
1 Motivation	.427	.137	.394	3.119	.003	.388	2.575
Discipline	.070	.126	.065	.556	.580	.448	2.233
Job Satisfaction	.424	.128	.401	3.303	.002	.420	2.383

a. Dependent Variable: Kinerja Karyawan

Based on the table above, this test utilizes the Glejser method, with the significance values assessed from t-sig. For the discipline variable, the value is greater than 0.05, indicating that heteroscedasticity is not present in the data. In contrast, the motivation and job satisfaction variables have t-sig values less than 0.05, leading to the conclusion that heteroscedasticity is evident in the data.

Table 9. Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.931	2.096		.921	.360		
1 Motivation	.427	.137	.394	3.119	.003	.388	2.575
Discipline	.070	.126	.065	.556	.580	.448	2.233
Job Satisfaction	.424	.128	.401	3.303	.002	.420	2.383

a. Dependent Variable: Kinerja Karyawan

The table above indicates that the multicollinearity test for the variables of motivation, discipline, and job satisfaction shows tolerance values greater than 0.10 and VIF values less than 10.00. Therefore, it can be concluded that the data does not exhibit multicollinearity.

E. Descriptive Analysis

Table 10. Response to the Motivation Variable

No Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
X1.1	0	0	0	0	3	5%	23	35%	39	60%	65	100%
X1.2	0	0	0	0	5	8%	29	45%	31	48%	65	100%
X1.3	0	0	0	0	8	12%	32	49%	25	38%	65	100%

X1.4	0	0	0	0	2	3%	33	51%	30	46%	65	100%
X1.5	0	0	0	0	5	8%	28	43%	32	49%	65	100%

In response to question X1.1 regarding "I have a good relationship with my coworkers, and my work performance meets the company's expectations," the majority of employees, 39 (60%), chose "strongly agree," 23 (35%) chose "agree," and 3 (5%) chose "somewhat disagree." This suggests that the majority of employees at ANATL, E.P. have positive relationships and their performance aligns with the company's expectations.

Regarding question X1.2, which states "The work environment creates a pleasant atmosphere for employees," the majority of employees, 31 (48%), selected "strongly agree," 29 (45%) chose "agree," and 5 (8%) chose "somewhat disagree." This indicates that the current work environment is perceived as enjoyable by the employees of ANATL, E.P.

For question X1.3, "I have the opportunity to enhance my skills and abilities," the majority of employees, 25 (38%), selected "strongly agree," 29 (45%) chose "agree," and 8 (12%) chose "somewhat disagree." This suggests that the majority of employees feel they have opportunities to develop their skills at ANATL, E.P.

In response to question X1.4 regarding "Supportive facilities in my job help me complete my work effectively," the majority of employees, 30 (46%), chose "strongly agree," 33 (51%) chose "agree," and 2 (3%) chose "somewhat disagree." This indicates that most employees believe the current facilities significantly enhance their motivation to perform their duties at ANATL, E.P.

Regarding question X1.5, "I am satisfied with my salary and benefits, which motivate me in my work," 32 (49%) of employees selected "strongly agree," 28 (43%) chose "agree," and 5 (8%) chose "somewhat disagree." This demonstrates that the current income is a significant motivator for employees at ANATL, E.P.

Based on the descriptive analysis above, it can be concluded that the majority of employees strongly agree with the motivation they experience related to their performance.

Table 11. Response to the Discipline Variable

No Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
X2.1	0	0	1	2%	5	8%	23	35%	36	55%	65	100%
X2.2	0	0	0	0	5	8%	32	49%	28	43%	65	100%

X2.3	0	0	0	0	2	3%	25	38%	38	58%	65	100%
X2.4	0	0	0	0	3	5%	30	46%	32	49%	65	100%
X2.5	0	0	0	0	2	3%	32	49%	31	48%	65	100%

Based on the results of the descriptive analysis of the discipline variable presented in Table 12, concerning the indicators of the motivation variable, the findings can be articulated as follows:

Regarding question X2.1, "I always work in accordance with the established Standard Operating Procedures (SOP)," a majority of employees, 36 (55%), strongly agreed, 23 (35%) agreed, and 5 (8%) disagreed. This indicates that the majority of employees at ANATL, E.P. adhere to the company's SOP.

Concerning question X2.2, "I always arrive on time for work," a majority of employees, 28 (43%), strongly agreed, 32 (49%) agreed, and 5 (8%) disagreed. This suggests that the majority of employees at ANATL, E.P. arrive punctually for work.

In relation to question X2.3, "I always complete my tasks responsibly and according to procedures," a majority of employees, 38 (58%), strongly agreed, 25 (38%) agreed, and 2 (3%) disagreed. This reflects that nearly all employees fulfill their responsibilities and complete their tasks in accordance with the procedures established by ANATL, E.P.

For question X2.4, "I always adhere to office regulations, particularly in using attributes such as uniforms and identification cards," a majority of employees, 32 (49%), strongly agreed, 30 (46%) agreed, and 3 (5%) disagreed. This indicates that the majority of employees comply with regulations and maintain order at ANATL, E.P.

Finally, regarding question X2.5, "I receive clear guidance from my supervisor, which helps me maintain discipline in my work," a majority of employees, 31 (48%), strongly agreed, 32 (49%) agreed, and only 2 (3%) disagreed. This suggests that the majority of employees receive adequate support and supervision from their supervisors to remain disciplined in their tasks at ANATL, E.P.

In summary, based on the aforementioned descriptive analysis, it can be concluded that a significant majority of employees strongly agree with the motivation related to their performance.

Table 12. Response to the Job Satisfaction Variable

No Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
X3.1	0	0	0	0	5	8%	24	37%	36	55%	65	100%

X3.2	0	0	0	0	3	5%	30	46%	32	49%	65	100%
X3.3	0	0	0	0	4	6%	34	52%	27	42%	65	100%
X3.4	0	0	0	0	2	3%	28	43%	35	54%	65	100%
X3.5	0	0	0	0	5	8%	27	42%	33	51%	65	100%

Based on the results of the descriptive analysis of the job satisfaction variable in Table 13, pertaining to the motivation variable indicators, the findings can be elaborated as follows:

For the question X3.1 regarding "I am satisfied with my current job because it aligns with my education/experience," the majority of employees, 36 (55%), strongly agreed, while 24 (37%) agreed, and 5 (8%) expressed disagreement. This indicates that the majority of employees at ANATL, E.P are very satisfied with their current positions in the company.

In response to question X3.2, which states "I am satisfied with my current job because it matches my skills," the majority of employees, 32 (49%), strongly agreed, 30 (46%) agreed, and 3 (5%) disagreed. This suggests that most employees recognize that their current roles align with their abilities at ANATL, E.P.

Question X3.3, concerning "I feel happy because there are open opportunities for promotion," revealed that 27 (42%) of employees strongly agreed, 34 (52%) agreed, and 4 (6%) disagreed. This indicates that the majority of employees perceive that they have opportunities for promotion within ANATL, E.P.

Regarding question X3.4, which asks "I receive excellent guidance/support from my supervisor," the majority of employees, 35 (54%), strongly agreed, 28 (43%) agreed, and 2 (3%) disagreed. This shows that most employees currently receive good support and direction in their tasks at ANATL, E.P.

For question X3.5, which inquires "I have the opportunity to engage in various tasks," 35 (54%) of employees strongly agreed, 28 (43%) agreed, and 5 (8%) disagreed. This indicates that the majority of employees affirm they have opportunities to undertake a variety of tasks at ANATL, E.P.

Thus, based on the aforementioned descriptive analysis, it can be concluded that the majority of employees STRONGLY AGREE regarding motivation and its impact on their performance.

Table 13. Response to the Job Performance Variable

No Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%

Y1	0	0	0	0	7	11%	27	42%	31	48%	65	100%
Y2	0	0	0	0	7	11%	26	40%	32	49%	65	100%
Y3	0	0	0	0	1	2%	30	46%	34	52%	65	100%
Y4	0	0	0	0	1	2%	26	40%	38	58%	65	100%
Y5	0	0	0	0	3	5%	27	42%	35	54%	65	100%

Based on the results of the descriptive analysis of employee performance variables in Table 14, related to the indicators of the motivation variable, the findings can be outlined as follows:

For the question Y1 regarding "I possess the skills and knowledge required for my job," the majority of employees, 31 (48%), strongly agreed, while 27 (42%) agreed, and 7 (11%) expressed disagreement. This indicates that the majority of employees acknowledge that they have the necessary skills and knowledge for their roles at ANATL, E.P.

In response to question Y2, which states "I have a thorough understanding of my job and can complete work beyond the targets set," the majority of employees, 32 (49%), strongly agreed, 26 (40%) agreed, and 7 (11%) disagreed. This suggests that most employees comprehend their tasks and are capable of exceeding expectations at ANATL, E.P.

Question Y3, concerning "I always strive to meet the established work targets," revealed that 34 (52%) of employees strongly agreed, 30 (46%) agreed, and only 1 (2%) disagreed. This can be concluded to indicate that the majority of employees recognize their consistent efforts to achieve the work targets set by ANATL, E.P.

Regarding question Y4, which asks "I consistently take the initiative to assist my colleagues with their work," the majority of employees, 38 (58%), strongly agreed, 26 (40%) agreed, and only 1 (2%) disagreed. This implies that the majority of employees at ANATL, E.P. proactively support one another in completing their tasks.

For question Y5, which inquires "I am very loyal and committed to my work, which is performed in accordance with organizational procedures," the majority of employees, 35 (54%), strongly agreed, 27 (42%) agreed, and 3 (5%) disagreed. This indicates that the majority of employees demonstrate loyalty and commitment in their work according to the procedures established by ANATL, E.P.

Thus, based on the aforementioned descriptive analysis, it can be concluded that the majority of employees STRONGLY AGREE regarding the influence of motivation on their performance.

F. Multiple Regression Analysis

Table 14. Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.931	2.096		.921	.360	-2.260	6.122
totalx1	.427	.137	.394	3.119	.003	.153	.701
totalx2	.070	.126	.065	.556	.580	-.182	.322
totalX3	.424	.128	.401	3.303	.002	.167	.680

a. Dependent Variable: Totaly

Thus, based on the results of the analysis in the table above, the regression model constructed is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.931 + 0.427X_1 + 0.070X_2 + 0.424X_3 + e$$

Where:

Y = Job Performance

X1 = Motivation

X2 = Discipline

X3 = Job Satisfaction

The constant value of $B_0 = 1.931$ indicates that the average employee performance is 1.931. If the motivation (X1), discipline (X2), and job satisfaction (X3) variables remain constant, employee performance is expected to increase by 1.931, assuming that other variables can also influence employee performance at ANATL, E.P.

The regression coefficient $B_1 = 0.427$ implies that if the motivation variable (X1) increases, the dependent variable Y will also increase, assuming that the discipline and job satisfaction variables remain constant.

The regression coefficient $B_2 = 0.070$ suggests that if the discipline variable (X2) increases, the dependent variable Y will also increase, assuming that the other variables—motivation and job

satisfaction—remain constant. This coefficient can also be interpreted in light of the responses from the participants, most of whom indicated disagreement regarding the adherence to standard operating procedures (SOP) and the timely completion of tasks associated with the discipline variable.

The coefficient $B_3 = 0.424$ indicates that if the job satisfaction variable (X3) increases, the dependent variable Y will also increase, assuming that motivation and discipline variables remain constant.

Among the variables analyzed, the one with the most significant impact is motivation, with a coefficient of 0.427, followed closely by job satisfaction at 0.424, and discipline at 0.070. It can be concluded that all three variables significantly contribute to enhancing employee performance at ANATL, E.P. By improving the values of each variable, the organization can create a more effective and strategic approach to enhance employee performance.

Table 15. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.622	.603	1.502

a. Predictors: (Constant), totalX3, totalx2, totalx1

From the table above, the Adjusted R Square value is 0.6035, or 60%, indicating that the employee performance variable at ANATL, E.P. can be explained by the variables of motivation, discipline, and job satisfaction. The remaining 40% represents other factors not discussed in this study, such as competencies, work abilities, work environment, and organizational culture and balance.

G. Partial Testing (Test t)

Table 16. Coefficient for Partial Testing

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.931	2.096		.921	.360	-2.260	6.122
1 totalx1	.427	.137	.394	3.119	.003	.153	.701
totalx2	.070	.126	.065	.556	.580	-.182	.322

totalX3	.424	.128	.401	3.303	.002	.167	.680
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a. Dependent Variable: Totaly

Based on the calculated t-value, it is essential to determine its significance level using the t-table with the formula $t\text{-table} (\alpha/2; n-k-1) = t (0.05/2; 65-3-1) = t (0.025; 61) = 2.000$. From the t-table, the t-value is found to be 2.000. Therefore, the results of the hypothesis testing can be discussed as follows.

Testing of Hypothesis One (H1)

The significance value for the effect of the motivation variable (X1) on employee performance (Y) is 0.003, which is less than 0.05, and the calculated t-value is 3.119, which exceeds 2.000. Therefore, it can be concluded that H1 is accepted, indicating a significant effect of the motivation variable (X1) on employee performance (Y).

Testing of Hypothesis Two (H2)

The significance value for the effect of the discipline variable (X2) on Y is 0.556, which is greater than 0.05, and the calculated t-value is 0.556, which is less than 2.000. Thus, it can be concluded that H2 is rejected, indicating that the discipline variable (X2) has a positive but not significant effect on employee performance (Y).

Testing of Hypothesis Three (H3)

The significance value for the effect of the job satisfaction variable (X3) on Y is 0.002, which is less than 0.05, and the calculated t-value is 3.303, which exceeds 2.000. Therefore, it can be concluded that H3 is accepted, indicating a significant effect of the job satisfaction variable (X3) on employee performance (Y).

H. Simultaneous Testing (Test F)

Table 17. Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	226.531	3	75.510	33.454	.000 ^b
	Residual	137.684	61	2.257		
	Total	364.215	64			
a. Dependent Variable: Totaly						

b. Predictors: (Constant), totalX3, totalx2, totalx1
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Based on the calculated F-value, it is necessary to determine its significance level using the F-table with the formula $F\text{-table}(k; n-k) = F(3; 65-3) = F(3; 62) = 2.75$. From the F-table, the critical F-value is identified as 2.75.

The output indicates that the significance value for the simultaneous effect of X1, X2, and X3 on Y is 0.000, which is less than 0.05, and the calculated F-value is 33.454, which is greater than the F-table value of 2.75. Therefore, it can be concluded that H4 is accepted, meaning that there is a simultaneous effect of X1, X2, and X3 on Y.

From the analysis above, through the simultaneous test (F-test), it is determined that the significance value for the simultaneous effect of X1, X2, and X3 on Y is 0.000, which is less than 0.05, and the calculated F-value is 33.454, which exceeds the F-table value of 2.75. Thus, it can be concluded that H4 is accepted, indicating a significant simultaneous effect of X1, X2, and X3 on Y. Consequently, it can be concluded that H0 is rejected and H1 is accepted, meaning that the variables of motivation (X1), discipline (X2), and job satisfaction (X3) collectively have a significant impact on employee performance at ANATL, E.P.

VI. DISCUSSION

Based on the results of the analysis above, the following discussion can be made:

The Influence of Motivation on Employee Performance at ANATL, E.P

The analysis results indicate that motivation has a significant positive effect on employee performance, suggesting a strong influence on the performance of its 65 employees. Therefore, motivation is crucial for enhancing employee performance; it is essential to maintain the current standards while also providing motivational support through education, training, or workshops to further improve employee performance. According to employee performance reports, only 90 employees have had the opportunity to participate in training, with none from the departments with the highest number of employees and the heaviest workloads, namely the Operations Department, the AVSEC Department, and the Firefighting Department. Notably, 12% of employees expressed disagreement with the statement that they have opportunities to enhance their skills and competencies.

This response is understandable given that the majority of these employees have been with ANATL, E.P. for over 15 years. Consequently, there is a need for performance-based reward programs, opportunities for professional development, and merit-based promotions to boost employee morale and reduce stress in confronting operational challenges.

The findings align with the research conducted by Sinegar & Ritonga (2022), which also identified a significant effect of work motivation on employee performance, evidenced by a t-value of 7.832, surpassing the critical t-table value of 1.980. Furthermore, Arlino, Dr. Pius, and Augusto (2023) demonstrated through SEM-PLS analysis that work motivation significantly influences work performance. Additionally, the data analysis revealed that work motivation significantly affects job satisfaction, indicating that improved motivation leads to enhanced employee satisfaction.

The Influence of Work Discipline (X2) on Employee Performance at ANATL, E.P

The analysis reveals a positive but statistically insignificant effect of work discipline on employee performance (Y). This is further evidenced by certain responses indicating that some employees disagreed with the assertion that they adhere to established procedures and regulations, with others expressing disagreement regarding punctuality.

Data and observations gathered by the researcher indicate a lack of adequate guidance from supervisors, particularly for employees in the operational department, which hampers their attention to detail in task execution. Many employees in this department are perceived to perform their tasks ineffectively or inadequately concerning the operational context at the airport. Given that work in air navigation relies heavily on precision and adherence to procedures, a reevaluation of existing disciplinary policies is warranted. Additionally, the actual conditions reveal that a majority of employees lacking adherence to regulations are male, which may correlate with the insufficient involvement of all employees at ANATL, E.P.

Thus, it is imperative to reinforce rules and procedures through a more systematic and consistent approach to positively influence employee performance. This finding corresponds with the research of Sandhi Fialy Harahap Satria Tirtayasa (2020), which demonstrated a significant discipline value of 0.68, exceeding $\alpha = 0.05$, and a t-value of 1.888 greater than the critical t-table value of 1.693. The conclusion indicates that discipline (X2) has a positive but insignificant effect on performance (Y) at PT Angkasa Pura II (Persero) Kualanamu Branch.

The Influence of Job Satisfaction (X3) on Employee Performance at ANATL, E.P

The analysis shows a positive effect of job satisfaction on employee performance. This serves as an indicator for ANATL, E.P. that creating a comfortable and supportive work environment is crucial. High job satisfaction can help retain qualified staff in critical positions requiring specialized skills, such as air traffic management. However, it has been observed that some employees express dissatisfaction regarding their opportunities for diverse job roles, particularly among the majority of male employees (143) in operational positions, which may limit opportunities for female employees in the same department.

Therefore, further efforts are needed to enhance welfare, job opportunities, working conditions, and interpersonal relationships among colleagues to create a stable and productive environment. Additionally, equal opportunity must be ensured for all employees across departments at ANATL, E.P. These findings align with Iwan Kurnia Wijaya's (2018) research, which demonstrated that job satisfaction (X) significantly influences employee performance (Y), evident from a t-value of 7.945, exceeding the t-table value of 1.996, with a significance level of 0.000, which is less than $\alpha = 0.05$.

The Influence of Motivation, Discipline, and Job Satisfaction on Employee Performance at ANATL, E.P

The analysis indicates that the variables of motivation (X1), discipline (X2), and job satisfaction (X3) collectively have a significant effect on employee performance at ANATL, E.P. This represents a positive opportunity for the company to address various shortcomings that impede employee performance. It is essential to provide equal opportunities for all ANATL, E.P. employees, particularly in operational roles, allowing them to gain knowledge on how to work in compliance with effective airport procedures.

Given that out of 182 employees, only 90 have participated in training, predominantly male, ANATL, E.P. is encouraged to formulate more integrated HR policies focusing on employee motivation and satisfaction while continuously evaluating disciplinary measures. A more holistic approach to managing employee motivation and welfare will support the achievement of operational targets and enhance efficiency and safety in airport and air navigation management.

Sandhi Fiarly (2020) stated that multiple linear regression analysis through the F-test showed a significant influence of motivation, discipline, and job satisfaction on employee performance at PT Angkasa Pura II (Persero) Kualanamu Branch, confirming simultaneous influence, as evidenced by an F-value of 27.724, which is greater than the critical value of 2.91, with a significance of 0.000, which is less than 0.05.

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