Analysis Of The Influence Of Discipline, Culture, And Job Satisfaction On Employee Performance At The Airport Implementation Unit For Pioneer Air Transport Services In The Sorong Raya Region, Southwest Papua

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ABSTRACT

This research relates to employee performance which is an important element in achieving organizational goals. This research aims to analyze the influence of discipline, culture and job satisfaction on employee performance at the Pioneer Air Transport Service Airport Organizing Unit Office for the Greater Sorong Region. This research is descriptive quantitative research. The sample used in this research was 38 people. Sample selection used the saturated sampling method. The data analysis method uses Partial Least Square (PLS). The research results show that discipline, culture and job satisfaction have a significant effect on employee performance. Discipline, culture and job satisfaction, while the results of the analysis show that simultaneously work discipline, work culture and job satisfaction have a significant effect on employee performance. It is hoped that the results of this research can be used as input and consideration for leadership in making decisions to improve and improve employee performance at the Pioneer Air Transport Services Airport Organizing Unit Office for the Greater Sorong Region - Southwest Papua Province.

Keywords: Work Discipline, Work Culture, Job Satisfaction, Employee Performance

INTRODUCTION

Based on Law Number 1 of 2009 concerning Aviation, the Airport Organizing Unit (Unit Penyelenggara Bandar Udara or UPBU) is a government institution at an airport that functions as the organizer, providing airport services for airports that are not yet commercially operated. Pioneer Air Transportation refers to domestic commercial air transport services that connect remote, underdeveloped areas that are not yet served by other modes of transportation and are not yet commercially viable. Airports play an essential role as nodes in the air transport network, described as strategic locations where various networks and routes intersect in accordance with the airport hierarchy. They also serve as gateways for economic activity to promote equitable development, economic growth, stability, and integration with national and regional development. This position around airports drives industrial, trade, and tourism activities, thereby stimulating the dynamic of national development, supporting other sectors, and opening access to isolated areas due to geographical conditions or limited alternative transportation.

Similarly, the UPBU Pioneer Air Transportation Service Office in Sorong Raya, Southwest Papua, operates under Ministry of Transportation Regulation Number 8 of 2021, Chapter I, Article 1, which defines Pioneer Air Transport as a domestic commercial air transport activity serving a network and flight route that connects remote and underdeveloped areas that are not yet served by other transport modes and are commercially unviable. Achieving effective operations requires high-quality human resources who are resilient, diligent, innovative, honest, and dedicated. In line with this, Presidential Regulation Number 23 of 2022 concerning the Ministry of Transportation, Article 39, stipulates that the Ministry of Transportation must prepare a job analysis, job map, workload

analysis, and detailed job descriptions for all positions.

To fulfill these objectives, disciplined and quality apparatus resources, or civil servants (ASN), are needed, as stipulated in Minister of Transportation Regulation Number PM 29 of 2020 regarding Amendments to Ministerial Regulations Number PM 90 of 2014 concerning Working Days and Hours in the Ministry of Transportation. This policy has been implemented technically through a monitoring system for working hours, attendance, performance, and discipline of Ministry of Transportation ASN employees via the Employee Performance Appraisal Application (AP2KP) and several online attendance applications.

Human resources are the most determining factor in any organization, as they are both a strength and a key determinant of achieving organizational goals. Therefore, human resources must possess high competence and professionalism, achieved by improvements in economic, cultural, and intellectual aspects. These resources include natural, financial, knowledge and technology, and human resources (employees). Employees are one of the most critical assets in an organization. At the Ministry of Transportation, particularly in the UPBU Pioneer Air Transportation Service in Sorong Raya, employees, as planners or implementers of development, need to be nurtured and developed to have quality, dedication, high discipline, and the ability to carry out their duties and obligations on time. The role of employees becomes increasingly important, as they are the thinkers, planners, and implementers of development within the organizations they work for, making them more productive in their assigned tasks. Therefore, employees are required to have a solid mental attitude, determination, discipline, work culture, and high performance so that their duties align with the organization's plans and needs. In this context, the researcher has conducted interviews and observations with several employees working at UPBU Pioneer Air Transport Services in Sorong Raya. The preliminary findings indicate various data and information related to the research variables. One piece of information obtained is that the UPBU Pioneer Air Transport Service Office in Sorong Raya employs around 60 people.

Achieving the goals of an institution or organization does not rely solely on modern equipment or adequate facilities but rather on the quality of the employees performing the tasks. Therefore, within the UPBU Pioneer Air Transport Service Office in Sorong Raya, high-quality employees are those who carry out their duties effectively and maintain high discipline levels needed by the agency to achieve high productivity. The Sorong Raya UPBU seeks to engage employees in activities that create good performance to achieve the organization's targets.

Employee Performance and Discipline

Performance is generally defined as the success of a person in carrying out a task. According to Agus Dharma, in his book *Management of Performance* (1991), employee performance is defined as "what is achieved by employees, the work performance of employees, and work ability related to the use of office equipment" (Dharma, 1991:105). Lee and Raschke (2016) explain that improving employee performance within an organization can be achieved through motivation, as motivation drives employees to carry out their duties well according to their job descriptions and responsibilities. Therefore, it is crucial for organizations to understand what truly motivates their employees if they aim to maximize organizational performance. Motivated employees aim to achieve organizational goals by maximizing their skills, knowledge, time, and energy in performing their duties, fulfilling the organization's needs.

Performance, along with discipline, is crucial for an employee to work well. Discipline is the key factor in determining an employee's quality of performance. Sutrisno (2019) explains that discipline reflects an employee's attitude of respect toward the organization's rules and procedures. Hasibuan (2016) adds that work discipline is a person's awareness to comply with the rules and norms in an

organization. At UPBU Sorong Raya, employees are required to adhere to discipline standards regarding working hours and attendance. Employee data shows high rates of lateness, especially in January and April, indicating that discipline is not fully implemented. Factors contributing to tardiness often include time zone differences and geographic challenges that make it difficult for employees to arrive on time.

Employee Attendance at UPBU Sorong Raya, Semester I, 2023:

Month	Number of Employees	Total Late	Total On Time	Average Hours Lacking
January	60	37	23	2:17
February	60	15	45	1:04
March	60	8	52	1:26
April	60	31	29	1:53
May	60	11	49	2:34
June	60	14	46	0:38

Motivation and Job Satisfaction

Besides discipline, motivation is also essential in improving employee performance. Motivation can be seen as the driving force behind a person's work spirit and influences an individual's behavior. Motivation plays an important role in encouraging employees to work hard and enthusiastically to achieve optimal satisfaction. When employees feel satisfied with their work, they are motivated to perform at their best. Factors such as dissatisfaction with management, unclear roles, team incompatibility, low job satisfaction, and conflicts with superiors can decrease performance (Nainggolan & Pangestu, 2021).

Preliminary research on 10 employees at UPBU Sorong Raya revealed several issues affecting job satisfaction, including supervision, salary, coworker relationships, and promotion opportunities. The following are the results based on interviews, with job satisfaction indicators measured according to Winardi (2004):

Job Satisfaction Indicator	Question	Yes (%)	No (%)
Salary	Is the salary adequate for your workload?	80%	20%
The job itself	Are you able to complete tasks as targeted?	40%	60%
Promotion	Is there an equal chance for promotion for high performance?	60%	40%
Supervision	Does your supervisor oversee tasks until completion?	30%	70%
Coworkers	Do you maintain good relations with coworkers?	70%	30%

The most significant dissatisfaction (70%) stems from supervision, indicating insufficient oversight from supervisors. Another factor, the nature of the job itself, shows high dissatisfaction (60%), as employees often lack confidence in meeting targets due to mismatched job assignments. Factors such as workplace distance, limited access to transportation, and a lack of suitable resources also contribute to challenges.

Improving Performance Through Motivation and Satisfaction

Employee motivation is essential for fostering enthusiasm toward achieving organizational goals. Motivation is often linked to job satisfaction, as a positive work environment and adequate compensation encourage productivity. When employees feel valued and supported, they are more likely to excel in their duties, even when working in challenging geographic conditions like Sorong Raya. To boost employee motivation, UPBU Sorong Raya needs to consider key aspects such as job satisfaction, closer supervision, and clearer role expectations.

METHOD

This research employs a survey method with a quantitative-descriptive approach to explore the causal relationship between independent variables (work

discipline, work motivation, job satisfaction) and the dependent variable (performance) among employees of the Airport Operations Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya region. The study aims to test hypotheses regarding the significant influence of these variables on employee performance by gathering empirical data from questionnaires distributed to a selected sample. Using probability sampling techniques, specifically simple random sampling, the study selects 38 out of 60 employees as its sample, calculated based on the Slovin formula with a 10% margin of error for 90% significance.

The primary research instrument is a closed questionnaire designed using the Likert scale to facilitate quantitative analysis. Primary data is collected directly from respondents through the questionnaire, while secondary data is obtained from various scientific literature and relevant regulations. The use of the Likert scale enables the researcher to measure respondents' agreement with statements related to job aspects, with answer options indicating agreement levels from strongly disagree to strongly agree. This method allows data on employees' perceptions of various job factors to be categorized and analyzed quantitatively.

The data collection procedure was carried out through questionnaires distributed to UPBU employees in Sorong Raya during July-August 2022. This data collection aimed to gather direct information on employees' work discipline, motivation, and satisfaction, as well as assess their performance. The collected data was processed using SPSS software, allowing for further statistical analysis, including data quality tests (validity and reliability) and classical assumption tests (normality, multicollinearity, and heteroscedasticity) to ensure the accuracy and consistency of the data obtained from respondents.

Data analysis was conducted through multiple linear regression to examine the influence of independent variables on the dependent variable. The determination test (Adjusted R^2) was used to measure how well the model explains the variation in the dependent variable. Furthermore, hypothesis testing was performed using t-tests to determine the individual influence of independent variables and F-tests to assess the simultaneous effect of independent variables on the dependent variable. This approach aims to provide a comprehensive understanding of the factors influencing employee performance at the UPBU office in Sorong Raya.

RESULT and DICUSSION

To perform the classic assumption test on this primary data, the researcher conducted a normality test, multicollinearity test, and heteroscedasticity test.

1. Normality Test

The normality test aims to examine whether, in the regression model, the error or residual variables are normally distributed (Ghozali, 2016:154). There are two ways to detect whether the residuals are normally distributed: graphical analysis and statistical test analysis. In graphical analysis, one of the easiest methods to observe residual normality is by looking at the histogram graph, which compares the observed data with a distribution close to normal. However, merely observing the histogram can be misleading, especially with small sample sizes. A more reliable method is to observe the normal probability plot, which compares the cumulative distribution of the residuals against a normal distribution. A normal distribution will form a straight diagonal line, and if the residual data follows this line, it suggests that the data is normally distributed. In statistical analysis, a simple test can be done by examining the kurtosis and skewness values of the residuals.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		38
Normal Parameters[a,b]	Mean	,0000000

	Std. *Deviation*	2,99801287
Most Extreme Differences	*Absolute*	,109
	Positive	,109
	Negative	-,059
Kolmogorov-Smirnov Z		,673
Asymp. Sig. (2-tailed)		,755
a. *Test distribution is Normal.*		
b. *Calculated from data.*		

Source: Research Findings, 2023 / 2024

Based on the research results above, the significance value obtained was 0.755 > 0.05, which indicates that the normality assumption is met. Therefore, this research data is normally distributed, meaning there is no disturbance in the normality assumption.

Furthermore, based on the normal P-P Plot of Regression image, it can be explained that the diagonal line in the graph represents an ideal condition for data following a normal distribution. Since the points around the line represent the tested data, the image shows that most points are very close to or even adhere to the line, concluding that the data obtained follows a normal distribution.

2. Multicollinearity Test

The multicollinearity test aims to examine whether there is a correlation between independent variables in the regression model. A good regression model should not exhibit correlations among the independent variables. If the independent variables are correlated, they are not orthogonal. Orthogonal variables are independent variables with a correlation value of zero between them (Ghozali, 2016:103).

Table 5. Multicollinearity Test

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.	*Collinearity Statistics*	
		B	Std. Error	Beta			*Tolerance*	VIF
1	(Constant)	3,120	1,968		1,585	,122		
	Disiplin	1,121	,167	,931	6,715	,000	,140	7,159
	MotivasiKerja	,199	,126	,198	4,587	,000	,172	5,818
	KepuasanKerja	,275	,153	,218	4,797	,000	,183	5,457
a. Dependent Variable: Kinerja Pegawai								

*Coefficients*ᵃ (header of table above)

Source: Research Findings, 2023 / 2024

The table above shows that the variance inflation factor (VIF) values for all independent variables are below 10, and their tolerance values are close to 1. This indicates no multicollinearity issues in this model.

3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an inequality of variance from one observation's residual to another's in the regression model. If the residual variance from one observation to another is constant, it is called homoscedasticity, whereas differing variances indicate heteroscedasticity (Ghozali, 2016:134). A good regression model is homoscedastic or does not experience heteroscedasticity. Most cross-sectional data often contain heteroscedasticity situations, as such data represent various sizes (small, medium, and large).

In a good regression model, heteroscedasticity should not occur. A scatterplot graph can show whether a regression model experiences heteroscedasticity. If a specific pattern appears in the graph, heteroscedasticity is present. In the image, the points are scattered randomly above and below the Y-axis at zero, indicating no heteroscedasticity in the regression model used in this research.

4. Multiple Linear Regression Analysis

a. Multiple Linear Regression Equation Test

Hypothesis testing in this research was conducted using linear regression, which predicts how much the dependent variable's

value changes when the independent variables are manipulated (Sugiyono, 2014:260).

Table 4.7 Multiple Linear Regression Equation Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. *Error*	Beta		
1	(*Constant*)	3,120	1,968		1,585	,122
	Disiplin	1,121	,167	,931	6,715	,000
	Motivasi Kerja	,199	,126	,198	4,587	,000
	Kepuasan Kerja	,275	,153	,218	4,797	,000

a. *Dependent Variable*: Kinerja Pegawai

Source: Research Findings, 2023 / 2024

Based on the table above, the multiple linear regression equation model obtained is as follows:

$$Y = 3{,}120 + 1{,}121X1 + 0{,}199X2 + 0{,}275X3$$

The equation above can be explained as follows:

a. The constant value of 3.120 indicates that if the Discipline, Work Motivation, and Job Satisfaction variables are zero, Employee Performance will have a performance level of 3.120.

b. The Discipline coefficient ($\beta 1$) of 1.121 is positive. This means that for each increase in Discipline by one unit, Employee Performance will increase by 1.121, assuming the other variables remain constant.

c. The Work Motivation coefficient ($\beta 2$) of 0.199 is positive. This means that each unit increase in Work Motivation increases Employee Performance by 0.199, assuming the other variables remain constant.

d. The Job Satisfaction coefficient ($\beta 3$) of 0.275 is positive. This means that each unit increase in Job Satisfaction increases Employee Performance by 0.275, assuming the other variables remain constant.

b. Determination Test (Adjusted R2)

According to Ghozali (2016:95), the coefficient of determination (R^2) essentially measures how well the model explains the variation of the dependent variable. The coefficient of determination value ranges between zero and one. A small R^2 value indicates limited capability of the independent variables to explain the dependent variable's variation. A value close to one suggests that the independent variables provide almost all the information required to predict the dependent variable's variation. The basic weakness in using the determination coefficient is its bias towards the number of independent variables included in the model. For each additional independent variable, R^2 will increase, regardless of whether the variable significantly affects the dependent variable. Therefore, many researchers recommend using the adjusted R^2 when evaluating the best regression model. Unlike R^2, the adjusted R^2 can increase or decrease if an independent variable is added to the model.

Table 4.8 Determination Test (Adjusted R2)

Model	R	R *Square*	*Adjusted R Square*	Std. *Error of the Estimate*
1	,953[a]	,909	,901	3,12748

a. *Predictors*: (Constant), Kepuasan Kerja, Motivasi Kerja, Disiplin

b. *Dependent Variable*: Kinerja Pegawai

Source: Research Findings, 2023 / 2024

The regression calculation shows that the adjusted R^2 obtained is 0.901. This means that 90.1% of Employee Performance is influenced by Discipline, Work Motivation, and Job Satisfaction, while the remaining 9.9% of

Employee Performance is influenced by other variables not examined in this research.

Hypothesis Testing

a. t-Test (Partial Test)

The t-test essentially shows how much influence each independent variable has individually in explaining the variation of the dependent variable (Ghozali, 2016:97).

The t-test or partial test is used to examine each independent variable's effect on the dependent variable individually. The table below shows the calculated t-values for each variable (X1, X2, X3), and a comparison is made with the critical value at N = 38 samples and α = 0.05, resulting in a t-table value of 0.681:

Table 4.9 t-Test (Partial Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,120	1,968		1,585	,122
	Disiplin	1,121	,167	,931	6,715	,000
	Motivasi Kerja	,199	,126	,198	4,587	,000
	Kepuasan Kerja	,275	,153	,218	4,797	,000

a. Dependent Variable: Kinerja Pegawai

Source: Research Findings, 2023 / 2024

Based on the t-test results, we conclude the following:

a. The Effect of Work Discipline on Employee Performance

For the variable of Discipline, the calculated t-value is 6.715, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05. This indicates that Discipline has a positive and significant effect on Employee Performance in the Civil Aviation Operations Office (UPBU) for Pioneering Air Transportation Services in the Sorong Raya Region.

b. The Effect of Work Motivation on Employee Performance

For the variable of Work Motivation, the calculated t-value is 4.587, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05. This shows that Work Motivation has a positive and significant effect on Employee Performance in the Civil Aviation Operations Office (UPBU) for Pioneering Air Transportation Services in the Sorong Raya Region.

c. The Effect of Job Satisfaction on Employee Performance

For the variable of Job Satisfaction, the calculated t-value is 4.797, which exceeds the t-table value of 0.681, with a significance level of 0.000 < 0.05. This confirms that Job Satisfaction has a positive and significant effect on Employee Performance in the Civil Aviation Operations Office (UPBU) for Pioneering Air Transportation Services in the Sorong Raya Region.

d. F-Test (Simultaneous Test)

According to Ghozali (2012:98), the F-test examines whether all independent variables included in the model jointly influence the dependent variable. One way to perform the F-test is to compare the calculated F-value with the critical F-value in the table (Ghozali, 2012:98).

Table 4.10 F-Test (Simultaneous Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3307,783	3	1102,594	112,726	,000b
	Residual	332,559	34	9,781		
	Total	3640,342	37			

a. *Dependent Variable*: Kinerja Pegawai

b. Predictors: (*Constant*), Kepuasan Kerja, Motivasi Kerja, Disiplin

Source: Research Findings, 2023 / 2024

The simultaneous effect test on independent variables shows that the calculated F-value is 112.726, which is greater than the F-table value of 4.11, with a significance level of 0.000 < 0.05. This means that the calculated F-value is larger than the F-table value and the significance level is below 0.05, indicating that Discipline, Work Motivation, and Job Satisfaction jointly have a positive and significant impact on Employee Performance in the Civil Aviation Operations Office (UPBU) for Pioneering Air Transportation Services in the Sorong Raya Region.

DISCUSSION

1. **The Influence of Work Discipline on Employee Performance at the Office of the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region**

Based on hypothesis testing results (t-test), it is found that the calculated t-value for the Discipline variable is 6.715, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05. This indicates that discipline has a positive and significant influence on the performance of employees at the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region. Generally, an individual's discipline can be observed from their behavior in carrying out tasks. More deeply, discipline includes an attitude dimension that involves an individual's mindset.

Several expert opinions define discipline in different ways. According to Rivai (2011), work discipline is a tool for communicating with employees, encouraging them to change behavior, and increasing awareness and willingness to comply with company rules and prevailing social norms. Hasibuan (2017:193) suggests that discipline is the awareness and willingness of an individual to obey all company rules and social norms. Awareness here refers to an individual's voluntary compliance with rules and their recognition of their responsibilities, while willingness involves a behavior or action that aligns with the company's formal and informal standards. Singodimedjo, as cited by Sutrisno (2015:86), defines discipline as the willingness and readiness to adhere to norms around them. Good employee discipline accelerates company goals, while declining discipline becomes an obstacle, delaying goal achievement. Hence, discipline benefits both individuals and the organization.

2. **The Influence of Work Motivation on Employee Performance at the Office of the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region**

Based on hypothesis testing (t-test), the calculated t-value for the Work Motivation variable is 4.587, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05. This shows that work motivation has a positive and significant influence on employee performance at the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region. Human resource management essentially involves steps in planning, recruiting, selection, development, maintenance, and utilization of human resources to achieve specific goals, whether individual or organizational. Effective management of human resources significantly determines the success of business management.

According to Samsudin (2015:281), motivation is the process of influencing or encouraging someone or a group of people from the outside to do something as set forth. Sunyoto (2015:4) defines work motivation as a condition that drives an individual to engage in activities to achieve their desires. Fahmi (2013:107) views motivation as behavior that operates to meet desired needs. Based on these definitions, motivation can be concluded to be a state or condition intended to influence or encourage someone to act in a way to fulfill life needs as desired. Motivation in an individual makes it easier to guide and motivate them to act as desired to reach set goals. Each person's motivation to engage in activities varies, which poses a challenge for management, as declining motivation in

employees can directly affect their performance.

3. **The Influence of Job Satisfaction on Employee Performance at the Office of the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region**

Based on hypothesis testing (t-test), the calculated t-value for the Job Satisfaction variable is 4.797, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05. This finding implies that job satisfaction has a positive and significant effect on the performance of employees at the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region. Job satisfaction is a critical aspect of human resource management in any organization.

Keith Davis, as cited by Mangkunegara (2015:117), defines job satisfaction as "the favorableness with which employees view their work." Job satisfaction is the general feeling about one's job, reflecting the difference between the rewards received and those believed to be deserved (Robbins, 2003:78). According to Handoko, cited by Sutrisno (2015:75), job satisfaction is the emotional state, whether pleasant or unpleasant, that employees experience regarding their jobs. Job satisfaction reflects one's feelings about their job, evident in their positive attitude toward work and the work environment. Based on these definitions, job satisfaction can be summarized as how individuals perceive their work, arising from their attitude towards various aspects of the job.

4. **The Influence of Work Discipline, Work Motivation, and Job Satisfaction on Employee Performance at the Office of the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region**

The simultaneous influence of these independent variables on the dependent variable was tested using the F-test. Statistical results show that the calculated F-value is greater than the F-table value, with a calculated F of 112.726 > 4.11 and a significance of 0.000 < 0.05. This indicates that

work discipline, work motivation, and job satisfaction together have a positive and significant influence on employee performance at the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya Region.

Performance is defined as the quality and quantity of work achieved by an employee in performing tasks according to their responsibilities (Mangkunegara, 2015:67). Performance is the result of one's efforts, ability, and actions in a given situation. According to Umam (2010:189), performance is the work result achieved by an individual in their role or duty within a specific period, measured against particular standards set by the organization. Rivai (2003) defines performance as a function of motivation and ability, indicating that a person needs a certain degree of willingness and ability to complete tasks. Suyadi Prawirosentono (2008) further describes performance as the result of work achieved by an individual or group within an organization, following each member's authority and responsibility, to meet the organization's legal, ethical, and moral goals. Individual performance has a close relationship with institutional or organizational performance; high individual performance signifies high organizational performance.

CONCLUSION

This study aimed to examine the impact of discipline, work motivation, and job satisfaction on employee performance. Based on the data analysis presented in the previous chapter, the study concludes that work discipline has a positive and significant impact on the performance of employees at the Airport Implementation Unit (UPBU) for Pioneer Air Transport Services in the Sorong Raya region. This finding is supported by statistical test results, which show a t-value for the discipline variable of 6.715, higher than the t-table value of 0.681, with a significance level of 0.000, which is less than 0.05. Furthermore, work motivation also has a positive and significant influence on employee performance in the UPBU for Pioneer Air Transport Services in the same region. The test results show a t-value of

4.587 for the work motivation variable, which is greater than the t-table value of 0.681, with a significance level of 0.000 < 0.05, confirming this finding. Job satisfaction also plays a significant role in influencing employee performance at the UPBU for Pioneer Air Transport Services in Sorong Raya. This is demonstrated by test results showing a t-value for job satisfaction of 4.797, exceeding the t-table value of 0.681, with a significance level of 0.000 < 0.05. Moreover, when discipline, motivation, and job satisfaction are analyzed together, the results indicate that these three factors collectively have a positive and significant influence on employee performance. This is supported by the F-test results, which show an F-value of 112.726, greater than the F-table value of 4.11, with a significance level of 0.000 < 0.05.

Based on these conclusions, several recommendations can be made. In enforcing employee discipline, the organization should establish clear sanctions that are effective in deterring misconduct and should implement a periodic evaluation agenda to ensure that employee discipline is adhered to according to the established procedures. Furthermore, management should continue to motivate employees at the UPBU for Pioneer Air Transport Services in the Sorong Raya region, through rewards or job promotions, to encourage them to enhance their performance. This study also allows employees to better understand their level of job satisfaction, providing a basis for taking positive steps to improve and sustain the performance they have already achieved.

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