

Analyzing The Impact Of Work Discipline, Work Motivation, And Job Satisfaction On The Performance Of Air Traffic Controllers At The Perum LPPNPI MATSC

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Abstrak

Work discipline, work motivation, and job happiness are just a few of the variables that may affect how well an organization uses its human resources to achieve its objectives. The purpose of this study is to investigate the potential effects of job satisfaction, motivation, and work discipline on air traffic controller performance. To examine the correlations between the variables, the study uses quantitative research techniques. One hundred respondents will have their information gathered via a questionnaire in order to establish a causal link. Work discipline did not significantly affect performance, according to the study, as evidenced by a path coefficient of 0.072 and a p-value of 0.300, both of which are higher than the 0.05 cutoff. A low coefficient of determination ($f\text{square} = 0.008$) thus indicates very poor work discipline and performance of structural ATC. Performance and motivation are highly correlated, as indicated by a p-value of less than 0.05 and a path coefficient of 0.380. ATC performance is affected by any change in motivation. Performance and structure-level motivation have a rather robust association (effect size = 0.299). A path coefficient of 0.499 and a p-value of 0.000 (smaller than the significance level of 0.05) show that job satisfaction has a significant impact on performance. This implies that performance is impacted by changes in satisfaction. With a $f\text{square}$ score of 0.399, the structural degree of job satisfaction and performance is good.

Kata Kunci: *discipline; motivation; satisfaction; performance; atc.*

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INTRODUCTION

An organization is a collective that is made up of people who work together regularly to achieve common goals. Many factors can impact an organization's or firm's success (Robbins & Judge, 2021). A number of factors, such as job satisfaction, motivation, and work discipline, might affect the achievement of corporate goals. As to Zainal (2015), an individual's performance is defined as their ability to do tasks within a certain time limit while comparing them to pre-established work standards, objectives, or criteria that have been mutually agreed upon.

Good work discipline, in the opinion of Siagian et al. (2018), is an indication of an employee's feeling of accountability for the tasks they are given.

With this degree of responsibility, staff members are encouraged to work toward achieving corporate goals by abiding by the organization's current policies. In addition, companies may develop competent human resources by encouraging work discipline and job motivation. Keeping employees motivated is one of the company's most important duties. Job motivation, according to Hasibuan (2017), is the inner drive that propels people to actively seek fulfillment via their job, cooperate effectively, and put in their best efforts. (Siagian et al., 2018) emphasized how important incentive is for encouraging employees to participate actively and making sure they successfully carry out their responsibilities. A driven worker has a great deal of enthusiasm for helping the business succeed.

Employee performance may be impacted by job satisfaction in addition to discipline and motivation at work. Businesses that want to sustain high levels of productivity in the workplace must prioritize ensuring employee contentment. A company's ability to expand is greatly influenced by the contentment and satisfaction of its workforce. According to (Tangkilisan, 2005), job satisfaction is the level of enjoyment a person feels about their position or work inside a company. Individuals' degree of personal satisfaction is closely correlated with the many aspects of their workplace inside the company they work for.

Research limitations were noted in this study by (Mustopo & Salim, 2021), who notably emphasized the strong positive correlation between workload and Airport X ATC staff members' motivation for their work. ATC officers' job motivation and workload at Airport X are positively correlated. Put another way, these officers' motivation levels rise in tandem with their workload. Research by (Agusria et al., 2022) at Perum LPPNPI (Airnav Indonesia) Yogyakarta District, especially at Adisutjipto International Airport, showed a relationship between staff performance and discipline.

D.C. Purba et al. (2019) discovered that work discipline, work motivation, and job satisfaction all had a simultaneous and substantial influence. It has been discovered that discipline, motivation, and job satisfaction significantly improve employee performance. Prioritizing these factors is advised for businesses looking to improve worker performance and provide better outcomes. The same year, Natalia Susanto's study revealed that employee performance was highly influenced by work motivation, job satisfaction, and work discipline. According to a research by (Andayani, 2020), work discipline and motivation had a significant effect on employee performance. However, employee performance is unaffected by work satisfaction. (Harahap et al., 2020) carried out a research in the same year and discovered that discipline, motivation, and work satisfaction positively and significantly affect performance, both individually and collectively.

LITERATURE REVIEW

Performance is a key factor in evaluating a company's quality, according to Farisi et al. (2020). It is a gauge of how well a business has performed over time, and it is affected by how well its people resources have performed in terms of reaching set work standards. In terms of performance, (Mangkunegara, 2015) claimed that HR departments in businesses are supposed to regularly produce the best possible work results that are in line

with the standards and goals of the firm. Performance is the sum of an employee's accomplishments while carrying out their designated responsibilities, both in terms of quantity and quality. To be clear, performance was defined by Farisi et al. (2020) as an individual's demonstrated capacity to carry out their activities or obligations in an effective manner. Performance is regarded as admirable and satisfying when the goals Performance is considered satisfactory and meaningful when the goals are met in relation to the established standards. The author essentially concludes that performance is the result of the tasks that workers give to the company.

Discipline, in the words of Sinambela (2021), is the attitude, conduct, and deeds that conform to the established written and unwritten rules of an organization. Work discipline, according to Hasibuan (2017), is the awareness and preparedness of an individual to follow all workplace rules and pertinent social standards. When an employee is aware of their jobs and obligations and gladly complies with all regulations, it is said that they have an awareness attitude. Willingness is the attitude, behavior, and actions of a person that conform to the explicit and tacit standards of the company. In essence, the author concludes that work discipline occurs when staff members follow company policies and do their duties in a way that advances the goals the company has set out.

According to (Sinambela, 2021) motivation is a collection of attitudes and beliefs that have an impact on people and push them to achieve goals that are in line with their own aspirations. Kasmir (2018) argues that motivation is a force that propels and maintains human behavior, causing people to put in a great deal of work and zeal in order to get the greatest results. Work motivation is described as the desire to put in a lot of effort to meet both personal and organizational demands (Robbins & Judge, 2021).

The author comes to the conclusion that an individual's drive to perform at their best at work comes from a combination of internal and external forces. Umar (Nafis et al., 2023) defines job satisfaction as a person's feelings and assessment of their work, especially with regard to their working circumstances and whether or not their employment fulfills their needs, desires, and expectations. Individual differences exist in the degree of job satisfaction, which is subjective (Sunyoto, 2012; Mulyaningtyas et al., 2021). The degree of satisfaction experienced increases with the degree of congruence between the individual's desires and the various components of the work, and vice versa. According to Robbins & Judge (2021), job satisfaction is a facet of organizational behavior that concerns a person's general attitude about their work.

A person with a high level of satisfaction has a positive attitude toward their work, whereas a person who is unhappy with their job has a negative attitude toward it.

The Impact of Work Discipline on ATC Performance.

A company must focus and keep an eye on employee discipline since it is a critical factor that influences employee performance. Higher performance is closely correlated with improved staff discipline. Strong work discipline is defined by passion, vision, accepting change as a

challenge, bravery in the face of failure, and a readiness to work with others, according to Purba et al., 2019. Employee performance has increased as a result of these attributes.

Employees that practice effective work discipline help the company as a whole as well as themselves. The accomplishment of corporate objectives is directly impacted by each person's growth or peak performance. Similarly, the organization's progress will be hampered by a lack of work discipline among employees. Strong staff discipline is essential for accelerating the accomplishment of corporate goals, according to (Soetrisno, 2015), whereas a fall in discipline might delay development and impair the fulfillment of company goals.

H_1 : *The better work discipline (X1) , the more higher the ATC performance (Y)*

The Impact of Work Motivation on ATC Performance.

Another important factor that influences employee performance and ultimately affects a company's profitability is work motivation. Under these circumstances, it is critical that the company provide an external incentive that may successfully motivate staff to increase output and attain peak performance. According to (Bagaskara & Rahardja, 2018), employee performance increases in proportion to an increase in job motivation. Human behavior is driven by motivation, which inspires people to work hard and enthusiastically to achieve the greatest results.

According to (Kasmir, 2018), motivation is a force that propels and maintains human behavior, encouraging people to put in a great deal of work and zeal in order to get the greatest results. (Sari & Hadijah, 2016) discovered a favorable relationship between an employee's motivation for their work and how well they perform for a firm. Put another way, an employee's performance increases with their level of job motivation. The author concludes that an individual's drive to attain optimal performance at work is a result of a mix of internal and external forces.

H_2 : *The higher work motivation (X2 , the better the ATC performance (Y)*

The Impact of Job Satisfaction on ATC Performance.

One of the most important factors that greatly influences optimal work performances is job happiness. When a worker is happy in their position, they will work as hard as they can and use every resource at their disposal to complete tasks. As a result, output and productivity will be maximized.

The term "job satisfaction" describes an employee's subjective perception of how fun or unpleasant their employment is. A high degree of contentment favorably impacts an employee's performance.

Research by Oktavianti (2020) shows that employee work performance is positively and significantly impacted by job happiness. In a similar vein, Prathama et al. (2017) claim that high work satisfaction precedes high employee performance.

The research findings of Harap et al. (2020) demonstrate that job satisfaction has a considerable and partially beneficial impact, implying a major influence on employee performance. One of the most important factors, job happiness, has a considerable effect on optimal work performances. When a

worker is happy in their position, they will work as hard as they can and use all of their resources to complete tasks. As a result, employment results and optimal productivity will be improved. The capacity of a worker to determine whether their work is pleasurable or not is referred to as job satisfaction.

H_3 : *The more increase job satisfaction (X3) , the higher the atc performance (Y)*

Conceptual Model

The study offers a framework to elucidate the relationship between variables. This paper presents the framework that has been established.

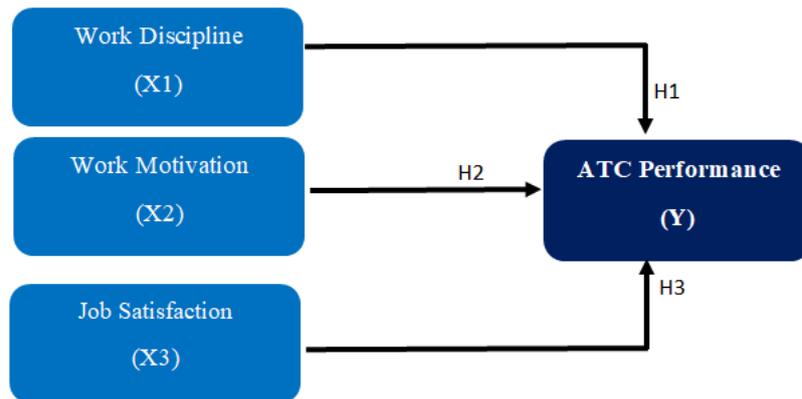


Figure 1: The Conceptual Model

RESEARCH METHOD

Location and Research Design

This study looks at the hypothesis of the link between the factors that are currently in place using quantitative research. As recommended by (Creswell, 2013; Yusuf, 2016), a causal research design will be used to determine the cause-and-effect connection between the variables in this investigation. This study specifically attempts to look at how work discipline, motivation, and job satisfaction affect ATC workers' performance in the Perum LPPNPI (AirNav) Makassar Branch (MATSC). For this investigation, the researchers allotted around two months, beginning on the day the research permission was granted. One month was spent gathering data during this period, and one more month was used to process the data.

The Makassar Air Traffic Service Center (MATSC), located at the Sultan Hasanuddin Makassar International Airport's office complex in Maros, South Sulawesi, was the site of this inquiry.

Population or Samples

Population is essential for generating reliable and pertinent study results, according to (Sugiyono, 2013). 135 Perum LPPNPI (AirNav) Makassar Branch ATC employees participated in this study. The sample is representative of the research population. In this investigation, the number of samples used as responders is determined using Slovin analysis at a significance level of 5%. In order to reflect the population, 100 ATC workers were sampled for this study.

Data Collection Method

A questionnaire was used by the researcher to collect data. Respondents to this questionnaire must react to a number of statements and questions. After that, the replies are grouped according to a Likert scale of five points.

Data Analysis Method

The participants' replies served as research data, which were then processed using quantitative descriptive analysis methods using PLS-SEM with the use of SmartPLS software. Model Feasibility Test (the F statistical test, Determination Coefficient, R² test, and Test Dominant variable), Hypothesis Test (the T-Test), and Multiple Linear Regression Analysis are among the data under investigation.

EMPIRICAL RESULTS

Descriptive Statistics

The standard deviation, minimum, and maximum values are shown by these statistical details.

Table-1: Variables Description

Name	Mean	Scale Min	Scale Max	Standard deviation	Name	Mean	Scale Min	Scale Max	Standard deviation
X1.1	3.84	2	5	0.869	X3.1	3.94	2	5	0.869
X1.2	3.94	2	5	0.676	X3.2	4.13	2	5	0.676
X1.3	4.01	2	5	0.685	X3.3	4.33	2	5	0.685
X1.4	3.88	2	5	0.765	X3.4	4.53	2	5	0.765
X1.5	4.14	2	5	0.775	X3.5	4.05	2	5	0.775
X1.6	4.08	2	5	0.688	X3.6	3.8	2	5	0.688
X2.1	4	1	5	0.721	Y1	4.11	2	5	0.721
X2.2	3.9	1	5	0.624	Y2	4.35	2	5	0.624
X2.3	4.16	1	5	0.659	Y3	4.02	2	5	0.659
X2.4	4.14	1	5	0.788	Y4	4.49	2	5	0.788
X2.5	4.05	2	5	0.669	Y5	4.18	2	5	0.669
X2.6	3.8	2	5	0.707					0.707

Source: Laraswati (2024) on SmartPLS 4

One hundred ATCs from the Makassar Air Traffic Services Center (MATSC) took part in this study. Air traffic controllers (ATCs) ranged widely in age, with the youngest being 28 and the oldest being 56. 39 was the average age.

The average serving ATC tenure was 15 years, with the highest tenure being 35 years and the lowest being 7 years. In the ATC group, there were more males than women. Men made up around 79% of the participants, while women made up 21%. The table below shows the entire statistics for each responder demographi.

Table-2: Respondent Demographics

No	Initial	Gender	Length of service	Age	No	Initial	Gender	Length of service	Age
1	M	M	34	56	51	EKS	F	10	34
2	HM	M	35	55	52	PW	F	10	34

3	YEW	M	25	49	53	FM	F	10	34
4	RS	M	26	49	54	N	F	11	34
5	SDP	F	26	48	55	LD	M	11	34
6	MEB W	M	23	48	56	ADS	M	11	33
7	TH	M	26	48	57	MM	F	10	33
8	HYP	M	26	48	58	A	F	10	33
9	SR	M	26	47	59	FRRN	M	10	33
10	EL	F	23	47	60	WHB	M	11	33
11	YIS	M	25	47	61	MAW	M	11	33
12	MB	M	25	47	62	AS	M	11	33
13	YM	F	25	47	63	III	M	11	32
14	DHT A	M	24	46	64	OMA	F	10	32
15	EDM	F	24	46	65	AFA	M	11	32
16	INA	M	26	46	66	AR	M	10	32
17	SKS	F	24	46	67	EAF	M	11	32
18	YDR	F	24	45	68	HP	F	10	32
19	RR	M	25	45	69	SFA	M	9	32
20	AE	M	23	45	70	H	F	10	32
21	YH	M	24	45	71	AQMM	F	10	32
22	ESW	F	23	45	72	AS	M	11	32
23	YND	M	23	45	73	MAS	M	10	32
24	YF	M	23	44	74	RDMN	M	10	32
25	BRH	M	23	43	75	AWPM	M	9	32
26	FVK	M	23	43	76	DA	F	10	31
27	RAH	M	17	41	77	ARF	M	10	31
28	HP	F	17	41	78	HI	F	10	31
29	P	M	17	41	79	MAK	F	10	31
30	WH	M	10	39	80	M	F	10	31
31	AIA	M	15	39	81	AHH	M	10	31
32	SR	M	15	37	82	AA	M	9	31
33	AA	M	11	37	83	JEES	M	10	31
34	ADS	F	15	37	84	RA	F	10	31
35	MA	M	15	37	85	GSS	M	10	31
36	GRM P	F	13	36	86	And	M	10	31

37	MSJ	M	13	36	87	BPT	M	9	31
38	AIA	M	13	36	88	MRH	M	10	31
39	NMH	F	10	35	89	ICS	F	9	31
40	TH	M	10	35	90	YN	M	9	31
41	DVS	F	10	35	91	NFB	F	9	30
42	HM	F	10	35	92	UMS	F	9	30
43	MWA	M	13	35	93	KUT	F	9	30
44	TVS	F	10	35	94	IW	F	9	30
45	AN	F	10	35	95	WHA	M	9	30
46	FBE	M	10	35	96	YPF	M	9	31
47	JRW	M	13	34	97	RPDF	M	9	32
48	FD	F	13	34	98	GCD	F	9	31
49	AM	M	13	34	99	PS	F	9	30
50	SDH	F	12	34	100	CS	F	9	30

Source: Laraswati (2024)

The data in the table show that the respondents come from all walks of life, but that they nonetheless reflect the workforce as a whole. Additional research can be based on this responder profile for analysis.

Prerequisite Evaluations

This study used a reflective measurement model as its measurement technique, measuring the variables of discipline, motivation, job satisfaction, and ATC performance in a reflective manner. Hair et al. (2021) evaluated the reflected measurement model using a number of criteria. In order to prove convergent validity, the following requirements must be met: a loading factor of at least 0.70, a composite reliability of at least 0.70, a Cronbach's alpha of at least 0.70, and an average variance extracted (AVE) of at least 0.50. Furthermore, HTMT (heterotrait-monotrait ratio) of no more than 0.90, cross loading, and an assessment of discriminant validity using the Fornell and Lacker criteria are also included in the evaluation.

Table-3: Outer Loading, Cronbachs' Alpha, Composite Reliability and Average Variance Extracted

Variabel	Measurement Items	Outer Loading	Cronbachs' Alpha	Composite Reliability	AVE
Discipline	X1.1	0.734	0.812	0.869	0.571
	X1.3	0.752			
	X1.4	0.725			
	X1.5	0.747			
	X1.6	0.818			
Motivation	X2.4	0.899	0.769	0.896	0.812
	X2.6	0.904			
	X3.2	0.874	0.891	0.909	0.715

Satisfaction	X3.3	0.928			
	X3.4	0.913			
Performance	Y1	0.815	0.867	0.916	0.741
	Y3	0.838			
	Y4	0.84			
	Y5	0.889			

Source: Laraswati (2024) on SmartPLS 4

There are five relevant elements that evaluate ATC discipline, according to the table that is presented. The outer loading values of these items, which range from 0.725 to 0.818, show a substantial correlation between the five components and their capacity to describe discipline. Both the Cronbach's alpha (0.812) and the composite reliability rating (0.869) of the work discipline variable above the 0.70 criterion, suggesting acceptable dependability. The AVE score of 0.571, beyond the 0.50 criterion, indicates a strong degree of convergent validity. The measurement item variation for the work discipline variable is 57.1%. Out of the five items, the measurement items X1.3 and X1.6 exhibited the greatest outer loading values, at 0.752 and 0.818, respectively.

This shows that they are the best at capturing differences in data measures pertaining to the variable of work discipline. Since the two measures' outside loading values range from 0.899 to 0.904, indicating a considerable link between the two items, only two are deemed legitimate for quantifying ATC motivation. Both the Cronbach's alpha (0.896) and the composite reliability rating (0.853) of the work incentive variable above the 0.70 criterion, signifying a high degree of dependability. With an AVE value of 0.812, over the 0.50 cutoff, excellent convergent validity is shown. The measurement item variance for the work motivation variable is 81.2%. Three valid questions are used to evaluate work satisfaction, the third variable in this study.

The external loading values of these items, which range from 0.874 to 0.928, show that there is a strong correlation between the three categories and ATC satisfaction. A high degree of dependability is indicated by the composite reliability rating of 0.900 and the Cronbach's alpha of 0.891 for job satisfaction, both of which are over the 0.70 acceptable threshold. Strong convergent validity is demonstrated by the AVE score of 0.715, which is higher than the cutoff of 0.50. The measurement item variation for the work satisfaction variable is 71.5%.

With an outside loading of 0.928, the measurement item X3.3 has the highest accuracy among the others, meaning it best captures the variance in data measurement for the job satisfaction variable. Four valid items are used to measure performance, the study's final variable. The outer loading values of these items ranged from 0.815 to 0.889, suggesting that there is a substantial relationship between the performance of ATCs and all evaluation items. With a composite reliability value of 0.916 and a Cronbach's alpha of 0.867 for the performance variable, these ratings show that the dependability is good, falling beyond the 0.70 criterion. The AVE score of 0.741, which is higher than the 0.50 cutoff, indicates strong convergent validity. The measurement item variation for the performance variable is 74.1%.

Of the four items, the measurement items Y4 and Y5 had the greatest outer loading values, at 0.84 and 0.889, respectively. This implies that the best years to capture fluctuations in performance variable data measurement are Y4 and Y5.

Table-4: Fornell and Lacker

	Discipline	Satisfaction	Performance	Motivation
Discipline	0.756			
Satisfaction	0.617	0.906		
Performance	0.55	0.715	0.846	
Motivation	0.449	0.452	0.638	0.901

Source: Laraswati (2024) on SmartPLS 4

The evaluation of discriminant validity requires a review of the Fornell and Lacker criteria. Using statistical testing, discriminant validity is an evaluation technique that ensures the theoretical uniqueness and empirical validation of variables. The average variance extracted (AVE) variable should be greater than the correlation between the variables, according to the Fornell and Lacker criterion. The root of AVE (0.756) for the work discipline variable shows a stronger correlation with motivation (0.449), performance (0.55), and satisfaction (0.617). The work discipline variable satisfies the requirements for discriminant validity, as these results show. In a similar vein, the average variance extracted (AVE) should be greater than the correlation between the variables for work motivation, performance, and satisfaction accuracy.

Table-5: Direct Effect Hypothesis Testing

Hypothesis	Path coefficient	p-value	95% Confidence Interval Path Coefficient		f-square
			Lower limit	Upper limit	
H1 Discipline→Kinerja	0.072	0.300	-0.052	0.221	0.008
H2 Motivation→Performance	0.380	0.000	0.204	0.518	0.299
H3 Satisfaction→Performance	0.499	0.000	0.362	0.625	0.399

Source: Laraswati (2024) on SmartPLS 4

A path coefficient of 0.072 and a p-value of 0.300 (which is higher than the significance level of 0.05) from the direct effect hypothesis test show that work discipline has a substantial impact on performance. The range of -0.052 to 0.221 is the 95% confidence interval that shows the effect of discipline on ATC performance. As a result, it is believed that, at the structural level, work discipline in ATC and its effect on performance are negligible (f square = 0.008). The impact of work motivation on performance is validated, suggesting a robust correlation between motivation and output. With a p-value of 0.000, the path coefficient is 0.380 and the significance threshold is less than 0.05.

The requirement shows that any modification to the incentive's nature will affect ATC performance. The range of the 95% confidence interval for the impact of motivation on performance is 0.204 to 0.518. At the structural level,

motivation's existence and effect on performance are seen as having minor relevance (f square = 0.299). Performance-based job happiness is acknowledged. A p -value of 0.000, which is less than the 0.05 threshold, and a path coefficient of 0.499 show the significant influence of work satisfaction on performance. This illustrates how performance will be impacted by any changes made to the satisfaction process. The range of the 95% confidence interval for the effect of happiness on performance is 0.362 to 0.625. It is believed that there is a considerable structural relationship between job happiness and performance (f square = 0.399).

The results of this investigation are consistent with those of Astutik (2016), whose study showed that staff performance at Perum LPPNPI (Airnav Indonesia) Yogyakarta District more especially, at Adisutjipto International Airport is greatly impacted by discipline. D.C. Purba et al. discovered in their 2019 study that when taken into account collectively, work motivation, work discipline, and job satisfaction all had a significant influence. There is a significant and positive correlation between employee performance and job happiness, motivation, and discipline. Prioritizing these factors is advised for businesses looking to improve worker performance and provide better outcomes. The same year, Natalia Susanto's study revealed that employee performance is highly impacted by work motivation, job satisfaction, and work discipline.

DISCUSSION

Work discipline is the awareness and preparedness of a worker to follow appropriate social norms and organizational rules. The attitude of an employee who is aware of their obligations and voluntarily complies with all applicable laws is referred to as work awareness. In this work, multiple linear regression analysis was utilized. The results showed that employee performance is impacted by work discipline, however this relationship is not statistically significant. The statistical significance of these variables was evaluated using the F test and the t test. The term "work motivation" describes the factors, whether internal or external, that inspire employees to achieve objectives and improve their performance. Various elements, including attitude, needs, talents, compensation, job security, and interpersonal connections, might impact an individual's desire to work.

The extent to which an employee effectively completes the tasks and goals specified by their employer is referred to as employee performance. A number of variables, including attendance, work quality, and production output, can be used to gauge performance. In this work, multiple linear regression analysis was utilized. The results showed that employee performance is significantly impacted by the job motivation component. The F test and t test were used to determine the significance of these parameters. The amount of motivation of employees is dependent on a variety of elements, including requirements, attitudes, pay, job security, and work discipline. Workplace discipline includes following rules and regulations, being on time, and having the skills required for the position.

Developing a strong work motivation and putting in place effective work discipline are two ways to improve employee performance. It is well accepted that in a variety of organizational contexts, employee performance is influenced by factors such as satisfaction. Understanding this relationship makes it easier to identify situations in which improving enjoyment can have a positive impact on performance. To determine the statistical significance of the variables being examined, the F test and t test are utilized. The t test determines the significance of each regression coefficient, whereas the F test determines the significance of the regression model as a whole. The degree to which the independent variable influences the dependent variable is measured by the route factor.

A statistical metric called the p-value, which frequently uses a 0.05 threshold, assesses the regression coefficient's significance. A range of potential values for the regression coefficient are provided by the confidence interval. The results of the data analysis showed that performance and satisfaction levels are directly correlated. Expected performance rises in tandem with satisfaction levels. The results of the study indicate that employee performance is significantly impacted by work satisfaction. More specifically, better performance is correlated with a higher degree of work satisfaction. Therefore, in order to enable optimal performance, businesses or organizations must give top priority to factors that might improve employee or customer satisfaction.

CONCLUSION

After analyzing the data and discussing the findings, it can be inferred that the motivation and job satisfaction of ATCs at Perum LPPNPI MATSC Branch have a substantial impact on their performance. This suggests that when ATCs experience motivation and satisfaction in their work, their performance tends to improve. The performance of air traffic control (ATC) is influenced by discipline, however its effect is less significant compared to motivation and satisfaction. In order to enhance overall performance, it may be important to allocate greater focus to this particular component. According to the path coefficient, job happiness is the variable that exerts the greatest influence on performance.

The path coefficient of 0.499 demonstrates a positive correlation between job happiness and ATC performance, with a statistically significant p-value (0.000) showing that this correlation is not due to chance. Hence, methods aimed at enhancing ATC performance should prioritize the direct enhancement of motivation and job satisfaction in order to attain optimal outcomes.

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