



The Effect of Good Governance Implementation on Discipline, Motivation, and Employee Performance at Tengkeyu I Port, Tarakan City

Massahara ^{1*}, Arif Jauhar Tontowi ², Rahmawati Thaha ³

¹ Universitas Terbuka, Indonesia

² Universitas Muhammadiyah Berau, Indonesia

³ Universitas Mulawarman, Indonesia

Email : Massahara.p3pu@gmail.com ¹, drarifjauhartontowimm@gmail.com ², rahma.thaha@gmail.com ³

* Corresponding Author : Massahara.p3pu@gmail.com

Abstract. This study aims to determine the effect of Good Governance implementation on work motivation, work discipline, and employee performance at Tengkeyu I Port, Tarakan City. The method used is quantitative. This is a census/population study, with all 67 employees serving as respondents. The analytical tools used were Path Analysis combined with Single Factor Analysis. This combination was applied to examine the structural relationships and the measurement model. The analysis results show that the implementation of Good Governance has a positive and significant effect on work motivation and work discipline. Work motivation and work discipline also have a positive and significant effect on employee performance. Meanwhile, the effect of Good Governance implementation on employee performance is negative and not significant. Indirectly, however, Good Governance implementation has a positive and significant effect on employee performance through the variables of motivation and discipline. The effect of Good Governance implementation on the variation in work motivation was 53%, with the remaining 47% influenced by other factors outside this study. The effect of Good Governance implementation on the variation in work discipline was 45%, with the remaining 55% influenced by other factors outside this study. The combined effect of Good Governance implementation, work motivation, and work discipline on employee performance variation was 66%, while the remaining 34% was influenced by other factors beyond this research.

Keywords: Employee Performance; Good Governance Implementation; Organizational Management; Work Discipline; Work Motivation.

1. INTRODUCTION

This study is based on preliminary observations conducted by the researcher at Tengkeyu I Port in Tarakan City. This port is one of those planned to become a Regional Technical Implementation Unit (UPTD). However, for the time being, this institution is still structurally part of the North Kalimantan Provincial Transportation Office. For the port to develop optimally in the future, it must be led by a Head of Unit as a Technical Implementer who operates autonomously and is not dependent on its parent office, namely the North Kalimantan Provincial Transportation Office, in the field of port services.

Currently, the unit is facing several issues related to both organizational structure and human resources (HR). Organizationally, this prospective UPTD under the North Kalimantan Provincial Transportation Office, at the time of observation, did not yet have a definitive head of unit. Observations and interviews with several employees revealed several problems, such as unresolved retribution policies with ship owners, parking arrangements, and traders, which had not yet reached final agreements between management and stakeholders. Decisions could not be made because there was no head of unit authorized to make policies. Although an acting

official had been appointed, the position was not definitive, and therefore did not have full authority to resolve these issues.

With the absence of a definitive head of the prospective UPTD Tengkayu I Port, governance (Good Governance) could not be optimally implemented. Several policies could not be established, and some strategic decisions related to port management could not be made. Internal staffing issues also could not be fully addressed.

Another implication related to HR was the lack of work motivation, work discipline, and performance. Because no leader was consistently present in the office, management's supervisory and control functions became loose and weak. For example, employees' work motivation appeared lacking in seriousness during working hours, often appearing more relaxed and less committed. Discipline was also not fully enforced, as working hours, breaks, and departures often did not comply with regulations and were frequently violated. Without a figure of authority consistently conducting supervision and control, opportunities for employees to commit violations increased. Such lack of discipline is believed to negatively affect employee performance.

Based on these subjective observations, the researcher then sought to conduct a more objective analysis by carrying out a preliminary study related to these issues. This was done by distributing questionnaires to all employees. A closed-ended questionnaire was designed with two statements regarding Good Governance and employee discipline levels, to be assessed by the respondents, all 67 employees of Tengkayu I Port. Respondents were asked to choose answers that best matched the reality they observed and experienced. The responses were given using a Likert scale ranging from 1 to 5. A response of 1 meant "strongly disagree," 2 meant "disagree," 3 meant "neutral/quite agree," 4 meant "agree," and 5 meant "strongly agree."

The answers were then converted into research categories where 1 meant "very poor," 2 meant "poor," 3 meant "fair," 4 meant "good," and 5 meant "very good." After tabulating the responses, a descriptive analysis was conducted, which revealed that, on average, employees at Tengkayu I Port rated the implementation of governance (Good Governance) as poor, with a score of 2.3 (poor). In fact, the majority of employees—56%—stated that governance was poor or very poor. Only 15% rated it as good.

In addition to assessing Good Governance in the preliminary study, the level of employee discipline was also measured. The results showed that only 16% rated it good or very good, 43% rated it fair, and 41% rated it poor. This illustrates that employee discipline remains an issue at Tengkayu I Port.

The findings that both Good Governance and employee discipline are rated as generally poor are believed by the researcher to influence other management variables at Tengkayu I Port. Theoretically, such governance conditions could causally correlate with work discipline, work motivation, and employee performance. This aligns with references from previous studies such as those by Watimena (2020), Arya et al. (2024), Wulandari & Zubaedah (2022), Mekonnen & Bayissa (2023), Mekoa et al. (2024), Dumbi et al. (2022), Aini (2019), Ariyanti et al. (2021), Salsius et al. (2025), Tanod et al. (2019), and Mahqfirah & Fadly (2022). Several of these studies found a significant positive relationship between governance, work discipline, work motivation, and employee performance.

2. LITERATURE REVIEW

Good Governance

According to Efendi (2021), good governance is a concept that refers to the decision-making process and its implementation that can be collectively accounted for. It is a consensus reached between the government, citizens, and the private sector for the administration of governance in a country. According to Nasrun (2019), good governance is good management in an enterprise based on professional ethics in working and a manifestation of the acceptance of the importance of a set of rules or good governance to regulate relationships, functions, and interests of various parties in business and public services. According to the National Institute of Public Administration, the principles of good governance are: public participation, transparency, and accountability (Dumbi et al., 2022). The indicators of good governance are as follows:

1. Participation
2. Rule of Law
3. Transparency
4. Consensus Orientation
5. Equity
6. Accountability
7. Strategic Vision (Mekoa et al., 2024).

Work Motivation

According to Hasibuan (2019), work motivation is the provision of driving force that creates enthusiasm for an individual to work so that they are willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction. According to Handoko (2020), motivation is a condition within a person that encourages the individual's desire to engage in

certain activities to achieve goals. High work motivation from each employee is essential for improving company productivity. People with high motivation are driven to work harder and with greater enthusiasm because they see work not only as a source of income but also as an opportunity for self-development and service to others. Therefore, motivation is important as a driving force for individuals to produce achievements, both for themselves and for the company. One of the most popular motivation theories is Abraham Maslow's hierarchy of needs as cited by Robbins & Judge (2019), which consists of: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. This theory is also used as a reference in this study, where the hierarchy of needs serves as research indicators.

Work Discipline

According to Hasibuan (2019), discipline is an operational function of human resource management that is very important. The higher the discipline of employees, the better their work performance. Without proper discipline, it is difficult for an organization to achieve maximum performance. Discipline begins with the level of personal awareness to comply with all rules or standard operating procedures set by the organization. Therefore, leaders within an organization must be able to encourage each team member's awareness to behave in a disciplined manner. Another expert, Hartatik (2019), defines work discipline as an instrument that can be used to encourage behavioral change to build awareness and willingness of individuals to comply with every rule or norm in the organization. In this study, the indicators of work discipline refer to Hasibuan (2019), namely: goals and capabilities, leadership role models, fairness, inherent supervision, sanctions, firmness, and human relations.

Performance

Performance is the result of work, in terms of quality and quantity, achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2020). According to Sedarmayanti (2016), performance is a translation of the term *performance*, meaning the work results of an employee, a management process, or an organization as a whole, where the results must be concretely demonstrated and measurable (compared to predetermined standards). In this study, performance indicators as stated by Mangkunegara (2020) are: quality, quantity, task execution, and responsibility.

At PT. Nirha Jaya Teknik Makassar

Conceptual Framework

The conceptual framework developed in this research is:

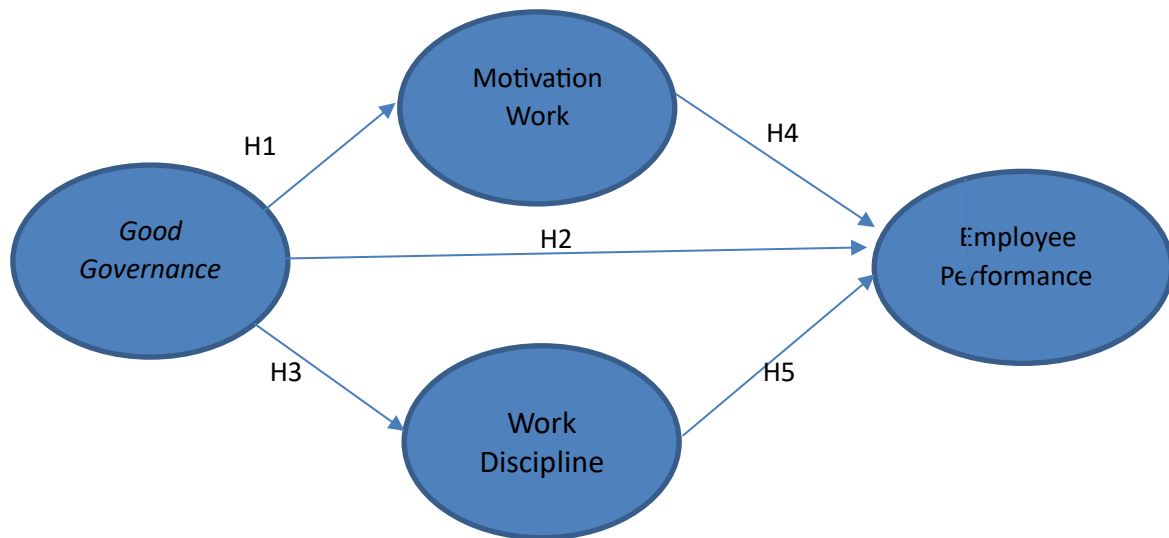


Figure 1. Conceptual Framework of the Study.

The hypotheses of this research are formulated as follows:

1. H1: The implementation of good governance has a significant effect on employee work motivation.
2. H2: The implementation of good governance has a significant effect on employee performance.
3. H3: The implementation of good corporate governance has a significant effect on employee work discipline.
4. H4: Work motivation has a significant effect on employee performance.
5. H5: Work discipline has a significant effect on employee performance.
6. H6: The implementation of good governance indirectly has a significant effect through work motivation.
7. H7: The implementation of good governance indirectly has a significant effect through work discipline.

3. RESEARCH METHOD

This study applies a quantitative approach to test the causal relationships between the independent variable (implementation of good governance), the intervening variables (work motivation and work discipline), and the dependent variable (employee performance at Tengkeyu I Port, Tarakan City) (Riyanto & Setyorini, 2024). The research was conducted at Tengkeyu I Port, Tarakan City. The sampling method used was Non-Probability Sampling, specifically Saturated Sampling, also referred to as a census. The sample of this study consisted of 67 employees of Tengkeyu I Port, Tarakan, in which all employees were included as respondents.

The instrument used in this quantitative research to collect data was a questionnaire. The questionnaire was developed based on variable indicators in the form of statements and distributed to respondents to measure their level of agreement or disagreement using a 5-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

This study used four variables: one independent variable (Good Governance), two mediating variables (work motivation and work discipline), and one dependent variable (employee performance at Tengkayu I Port, Tarakan City). The operational definitions of each variable are as follows:

1. **Implementation of Good Governance:** This variable explains the application of good governance in Tengkayu I Port, Tarakan City, referring to Efendi (2021). Indicators include: Participation, Rule of Law, Transparency, Consensus Orientation, Equity, Accountability, and Strategic Vision.
2. **Work Motivation:** This variable explains the work motivation of employees at Tengkayu I Port, Tarakan City, referring to Abraham Maslow (Robinson & Judge, 2019). Indicators include: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.
3. **Work Discipline:** This variable explains the work discipline applied to employees of Tengkayu I Port, Tarakan City, referring to Simamora (2019). Indicators include: self-discipline, group discipline, preventive discipline, corrective discipline, and progressive discipline.
4. **Employee Performance:** This variable explains the performance of employees at Tengkayu I Port, Tarakan City, referring to Mangkunegara (2020). Indicators include: quality, quantity, task execution, and responsibility.

The table below provides an explanation of the operational definitions of the research variables:

Table 1. Research Variables and Indicators.

Variable	Indicator	Source Reference
Implementation of Good Governance (X1)	X1.1 Participation	Mardiasmo (in Efendi, 2021)
X1.2 Rule of Law		
X1.3 Transparency		
X1.4 Consensus Orientation		
X1.5 Equity		
X1.6 Accountability		
X1.7 Strategic Vision		
Work Motivation (Y1)	Y1.1 Physiological needs	Abraham Maslow (in Robbins, 2016)
Y1.2 Safety needs		
Y1.3 Social needs		
Y1.4 Esteem needs		
Y1.5 Self-actualization needs		

Work Discipline (Y2)	Y2.1 Self-discipline
Y2.2 Group discipline	
Y2.3 Preventive discipline	
Y2.4 Corrective discipline	
Y2.5 Progressive discipline	Hartatik (2014)
Employee Performance (Y3)	Y3.1 Quality
Y3.2 Quantity	
Y3.3 Task execution	
Y3.4 Responsibility	Mangkunegara (2019)

Companies that have competence in the fields of marketing, manufacturing and innovation can make its as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis (Kumala Dewi, Indri et al., 2022 : 29).

4. RESEARCH RESULTS AND DISCUSSION

Path Analysis Results

Path analysis was carried out using SPSS-AMOS 20 software. The results are presented in the following output of the path analysis as shown in the figure:

1. Dependent Variable: performance

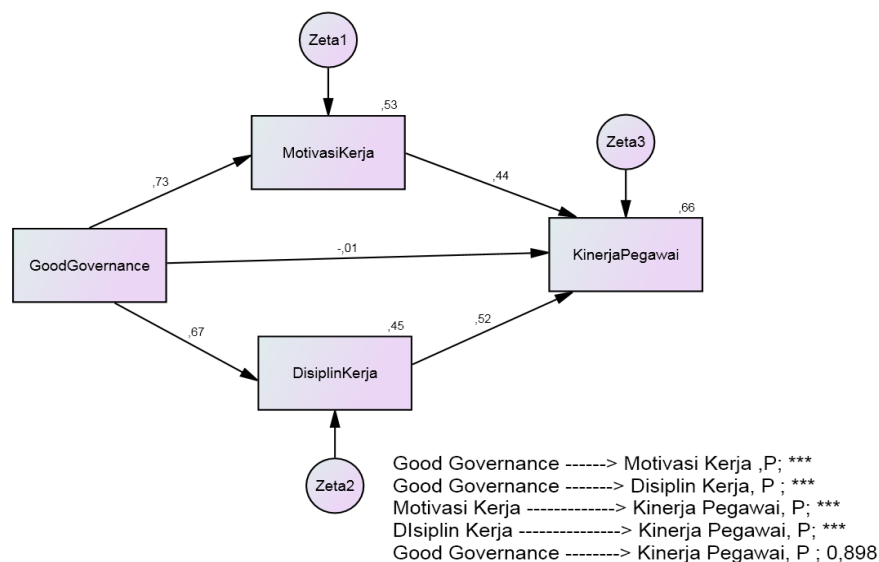


Figure 2. Path Analysis.

The results of testing the model of relationships between variables (structural relationships) can also be presented as shown in Table 2 below:

Table 2. Path Analysis Results: Direct Effects.

No.	Relationship Between Variables	Coefficient	P-value	Description
1.	Good Governance (X1) → Work Motivation (Y1)	0.73	0.000	Significant
2.	Good Governance (X1) → Work Discipline (Y2)	0.67	0.000	Significant
3.	Good Governance (X2) → Employee Performance (Y3)	-0.01	0.898	Not Significant
4.	Work Motivation (Y1) → Employee Performance (Y3)	0.44	0.000	Significant
5.	Work Discipline (Y2) → Employee Performance (Y3)	0.52	0.000	Significant

Based on the path analysis results presented in the figure and table above, the explanation is as follows:

Good Governance has a significant effect on work motivation with a coefficient value of 0.73. This can be seen from the p-value of $0.000 < \alpha (0.05)$. Since the coefficient is positive, it indicates that the relationship is unidirectional. This means that the higher the value of Good Governance, the higher the work motivation.

Good Governance has a significant effect on work discipline with a coefficient value of 0.67. This can be seen from the p-value of $0.000 < \alpha (0.05)$. Since the coefficient is positive, it indicates that the relationship is unidirectional. This means that the higher the value of Good Governance, the higher the employee discipline.

Work motivation has a significant effect on employee performance with a coefficient value of 0.44. This can be seen from the p-value of $0.000 < \alpha (0.05)$. Since the coefficient is positive, it indicates that the relationship is unidirectional. This means that the higher the value of work motivation, the higher the employee performance.

Work discipline has a significant effect on employee performance with a coefficient value of 0.52. This can be seen from the p-value of $0.000 < \alpha (0.05)$. Since the coefficient is positive, it indicates that the relationship is unidirectional. This means that the higher the value of work discipline, the higher the employee performance.

Good Governance has a negative and insignificant effect on employee performance with a coefficient value of -0.01. This can be seen from the p-value of $0.898 > \alpha (0.05)$. Since the coefficient is negative, it indicates that the relationship is not unidirectional. This means that the higher the value of Good Governance does not necessarily improve employee performance.

In addition to producing coefficients of direct relationships between variables, the path analysis also provides determination coefficients. The results show that the influence of Good Governance, work motivation, and work discipline on variations in employee performance data

is 66%, while the remaining 34% is influenced by other factors outside this study. Furthermore, the effect of Good Governance on variations in work motivation is 53%, with the remaining 47% influenced by other variables outside this study. Meanwhile, the effect of Good Governance on variations in work discipline is 45%, with the remaining 55% influenced by other variables outside this study.

In addition to direct effects, Path Analysis testing also recognizes indirect effects. Indirect effects are the result of multiplying two direct effects. Indirect effects are considered significant if both direct effects forming them are significant. The results of indirect effects are presented in Table 3 below:

Table 3. Path Analysis Results: Indirect Effects.

Indirect Effect	Direct Coefficient	Effect	Direct Coefficient	Effect	Indirect Coefficient	Effect	Description
X1 → Y1 → Y3	X1 → Y1 = 0.73		Y1 → Y3 = 0.44		0.321		Significant
X1 → Y2 → Y3	X1 → Y2 = 0.67		Y2 → Y3 = 0.52		0.348		Significant

Based on the table above, the results of the indirect effect path analysis can be explained as follows:

The indirect effect of Good Governance (X1) on Employee Performance (Y3) through Work Motivation (Y1) produces an indirect coefficient of 0.321. Since the direct effect of Good Governance on work motivation is significant, and work motivation on employee performance is also significant, it can be concluded that there is a significant indirect effect of Good Governance on employee performance through work motivation. Higher Good Governance increases employee performance through improved work motivation.

The indirect effect of Good Governance (X1) on Employee Performance (Y3) through Work Discipline (Y2) produces an indirect coefficient of 0.348. Since the direct effect of Good Governance on work discipline is significant, and work discipline on employee performance is also significant, it can be concluded that there is a significant indirect effect of Good Governance on employee performance through work discipline. Higher Good Governance increases employee performance through improved work discipline.

The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150) This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023 ; 970) Melalui proses tersebut,

karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

Discussion

The Effect of Good Governance on Work Motivation

The analysis results show that Good Governance has a positive and significant effect on employee work motivation at Tengkayu I Port in Tarakan City. This explains that if the value of Good Governance increases, work motivation will also significantly increase. Based on descriptive analysis results, the practice of Good Governance at Tengkayu I Port Tarakan is already good, as is employee motivation according to the descriptive analysis. This shows a different result compared to the initial observation, which found that Good Governance was not yet good. This difference is due to the relatively long time gap of about one year between the initial observation and the field research. During this period, many improvements were made by the local government. For example, the Head of Tengkayu I Port was officially appointed. The appointed Head made several improvements such as improving facilities, operational systems, employee guidance, and others.

Based on the Single Factor analysis, Good Governance is measured by seven aspects: participation, rule of law, transparency, consensus orientation, equity, accountability, and strategic vision. The third aspect, transparency, is the most important indicator of Good Governance. This indicates that high values of Good Governance are mainly reflected in transparency. It also shows that transparency, according to respondents, is the most important aspect to be considered in implementing Good Governance. This is consistent with the responses of stakeholders interviewed, who explained that in the implementation of Good Governance at Tengkayu I Port Tarakan, greater transparency was needed because, prior to the appointment of a definitive head, port management often made policies with poor communication with stakeholders. This created the impression that many things were unclear or that the reasons behind certain policies at the port were not known. Therefore, the

management of Tenggayu I Port needs to be more active in involving related parties in decision-making for implementing policies such as docking fees, parking, stall/land rental, passenger comfort, and others.

Based on the Single Factor analysis, work motivation is measured by five aspects: physiological needs, safety needs, social needs, esteem needs, and self-actualization. The second aspect, safety needs, is the most important indicator of work motivation. This indicates that high values of work motivation are mainly reflected in safety needs. Safety in this study refers to the concerns felt by employees at Tenggayu I Port Tarakan, where most of them (56 people) are non-permanent contract employees (PTT) who often show unease or worry about their job continuity at Tenggayu I Port Tarakan. This contrasts with employees who are civil servants (ASN/PNS), whose permanent status provides greater security and job continuity assurance. Another concern faced by PTT employees is the difference in income compared to ASN/PNS employees.

Field observations show that strong employee work motivation is more dominantly influenced by external (extrinsic) factors than internal (intrinsic) factors. Extrinsically, strong motivation is often due to rewards and punishments. Employees are motivated to work if they receive rewards or recognition, or if punishments exist. Thus, it is difficult to find employees who carry out their duties purely based on intrinsic awareness to perform as best as possible. The analysis shows that the higher the Good Governance value, the higher the work motivation. This indicates that improvements in Good Governance, especially transparency, will result in higher work motivation, which is mainly reflected in employees' safety needs.

Considering the results of the descriptive analysis and Single Factor analysis, priority scales for improving Good Governance and motivation variables can be developed. For Good Governance, of the seven indicators analyzed, the first priority for intervention is transparency. For motivation, of the five indicators analyzed, the first priority for intervention is employees' safety needs at Tenggayu I Port Tarakan. The analysis shows that the higher the Good Governance value, the higher the work motivation. This indicates that improvements in Good Governance, especially transparency, will increase work motivation, which is mainly reflected in the safety needs of port employees.

This is consistent with field confirmation results that employees at Tenggayu I Port expect improvements in governance under the leadership of the new head of the port to provide assurance of safety in their work. Moreover, this study also shows that, aside from confirming the hypotheses proposed, the results also support previous studies used as references in this research, such as Zamzam (2016), which found that Good Governance has a positive and

significant effect on work motivation—the better the Good Governance, the higher the employee motivation.

The Influence of Good Governance on Work Discipline

The analysis results show that Good Governance has a significant positive effect on the work discipline of employees at Tengkayu I Tarakan Port. This indicates that the better the practice of Good Governance, the higher the employees' work discipline will be. The descriptive analysis shows that both the Good Governance variable and the employee discipline variable fall into the “good” category. This finding differs from the initial observation, in which Good Governance and work discipline were found to be lacking. However, about a year after the initial observation and following the appointment of a definitive head of the port, various improvements in governance were made, which positively affected the increase in employee discipline.

The Single Factor analysis shows that Good Governance is measured by seven aspects: participation, rule of law, transparency, consensus orientation, equity, accountability, and strategic vision. Among these, the third aspect—transparency—is the most dominant indicator of Good Governance. Meanwhile, work discipline is measured by five aspects: self-discipline, group discipline, preventive discipline, corrective discipline, and progressive discipline. Among these, the second aspect—group discipline—is the most dominant indicator of work discipline. The analysis shows that the higher the Good Governance, the higher the work discipline. This suggests that improvements in Good Governance, particularly in transparency, will result in higher levels of work discipline, especially in group discipline. Based on descriptive and single factor analyses of the five work discipline indicators, a priority scale for improvement can be established, with group discipline as the top priority.

This research also shows that, in addition to proving the proposed hypothesis to be accepted, it also supports the findings of previous studies that served as references, such as Chandrio (2015), who stated that the higher the Good Governance, the higher the employees' work discipline.

The Influence of Good Governance on Employee Performance

The analysis shows that the influence of Good Governance on employee performance is positive but not significant. This means that improvements in Good Governance have a relatively small effect on improving employee performance. To achieve significant improvements in performance, the mediating variables must be strengthened. In this study, the mediating variables are work motivation and work discipline. If Good Governance significantly and positively influences motivation and discipline, and in turn, motivation and

discipline significantly and positively influence performance, then Good Governance will have an indirect but significant positive effect on performance through these mediating variables.

The Single Factor analysis shows that Good Governance is measured by seven aspects, with transparency being the most dominant. Employee performance is measured by four aspects: quality, quantity, task implementation, and responsibility. Among these, the first and fourth aspects—quality and responsibility—are the most dominant indicators of performance.

The analysis concludes that higher Good Governance does not directly affect employee performance. Improvements in Good Governance, particularly in transparency, do not necessarily improve employee performance, which is mainly reflected in quality and responsibility. Based on descriptive and single factor analyses of performance indicators, the top priorities for improvement are quality and responsibility.

This study also shows that the proposed hypothesis is rejected, and the findings do not support prior studies, such as Nasrun (2019), which reported a significant positive effect of Good Governance on performance.

The Influence of Work Motivation on Employee Performance

The analysis reveals that work motivation has a significant positive effect on employee performance. This means that increasing employees' work motivation will significantly improve their performance. The descriptive analysis shows that both the work motivation and performance variables are already at a good level.

The Single Factor analysis shows that motivation is measured by five aspects: physiological needs, safety needs, social needs, esteem needs, and self-actualization. Among these, safety needs are the most dominant indicator of motivation. Employee performance is measured by four aspects, with quality and responsibility being the most dominant indicators.

The analysis concludes that the higher the motivation, the better the performance. Improvements in motivation, especially in terms of safety needs, will enhance performance, particularly in quality and responsibility. This finding supports prior studies (Salsius et al., 2025; Tanod et al., 2019; Sasmito, 2024; Mahqfirah & Fadly, 2022), all of which state that work motivation has a significant positive effect on performance.

The Influence of Work Discipline on Employee Performance

The analysis reveals that work discipline significantly influences employee performance. This means that improvements in work discipline will significantly enhance performance. The descriptive analysis shows that the average value of work discipline is 3.85 (good category), while employee performance averages 3.89 (also good). Thus, increasing discipline will improve performance.

The Single Factor analysis shows that discipline is measured by five aspects, with group discipline being the most dominant. Performance is measured by four aspects, with quality and responsibility as the most dominant. The analysis concludes that higher group discipline leads to better employee performance, particularly in quality and responsibility. This finding supports previous studies (Sasmito, 2024; Mahqfirah & Fadly, 2022), which found that work discipline has a significant positive effect on performance.

The Indirect Effect of Good Governance on Employee Performance Through Work Motivation and Work Discipline

The study findings show that Good Governance has a significant positive direct effect on motivation and discipline. Motivation and discipline, in turn, significantly and positively influence performance. Because both direct effects are significant, the indirect effect of Good Governance on performance through motivation and discipline is also significant. This means that to achieve significant improvements in performance through Good Governance, efforts must be directed toward enhancing work motivation and work discipline.

5. CONCLUSION

The results of this study can be summarized as follows: 1) The implementation of Good Governance at Tengkayu I Tarakan Port has a significant positive effect on work motivation; 2) The implementation of Good Governance at Tengkayu I Tarakan Port has a significant positive effect on work discipline; 3) Employee motivation at Tengkayu I Tarakan Port significantly and positively influences employee performance; 4) Work discipline at Tengkayu I Tarakan Port significantly and positively influences employee performance; 5) The implementation of Good Governance at Tengkayu I Tarakan Port does not have a significant direct effect on employee performance; 6) Indirectly, Good Governance significantly influences employee performance through work motivation; 7) Indirectly, Good Governance significantly influences employee performance through work discipline.

Overall, the implementation of Good Governance, work motivation, and work discipline explain 66% of employee performance, with 53% of motivation explained by Good Governance and 45% of discipline explained by Good Governance.

RECOMMENDATIONS

The leadership of Tengkayu I Tarakan Port is advised to improve Good Governance, particularly in transparency, to positively influence employee performance, especially in terms of quality and cooperation. The findings highlight that motivation and discipline are key

determinants of performance, both directly and indirectly. Therefore, the Regional Government Organization (OPD) of Tengayu I Tarakan Port should pay more attention to enhancing employee motivation and discipline to improve performance. For future research, this study can serve as a basis for further development by including other variables such as job appraisal, competence, compensation, incentives, and career development.

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