

The Influence of Good Governance Implementation on the Level of Discipline, Motivation and Employee Performance at Tengkeyu 1 Port, Tarakan City

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Abstract: *This study aims to determine the influence of the implementation of Good Governance on motivation and work discipline as well as employee performance at the port of Tengkeyu I, Tarakan City. The method used is quantitative. This study is a census/population study, all employees totaling 67 people are respondents. The analysis tool used by path analysis is added with single factor analysis. This combination of analysis tools is used to determine the relationship between the structure and the measurement model. The results of the analysis show that the influence of the implementation of Good Governance on work motivation and work discipline is significantly positive. The effect of work motivation and work discipline on employee performance is significantly positive. Meanwhile, the effect of the implementation of Good Governance on negative employee performance is not significant. Indirectly, the effect of the implementation of Good Governance on employee performance through motivational variables and work discipline has a positive effect Significant. The effect of the Implementation of Good Governance on data variation on work motivation variables was 53%, the remaining 47% was influenced by other factors outside this study. The effect of the implementation of Good Governance on data variation in work discipline variables was 45%, the remaining 55% was influenced by other variables outside this study. The effect of the implementation of Good Governance, work motivation and work discipline on the variation of employee work variable data was 66%, the remaining 34% was influenced by other variables outside this study.*

Keywords: *Good Governance Implementation, Work Motivation, Work Discipline and Employee Performance*

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I. Introduction

This research is based on the results of initial observations conducted by researchers at Tengkeyu 1 Port, 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 a structural part of the North Kalimantan Provincial Transportation Service organization. Future demands for this port to develop optimally must be led by a Head of Unit as a Technical Implementer who is autonomously independent of its parent agency, namely the North Kalimantan Provincial Transportation Service in the field of Port services.

The current condition of this unit is facing several problems related to the institution (organization) and human resources (HR). Organizationally, the candidate UPTD under the North Kalimantan Provincial Transportation Agency, when the observation was conducted, did not have a definitive unit head. From the results of observations and interviews with several employees, several problems were revealed, such as the policy of levies with ship owners, parking, and traders had not reached a final opportunity between the management and them. Decisions also could not be taken because there was no unit head who had the authority to make policies. Actually, there was already an appointed implementing official. However, because its status was not definitive, it did not have full authority to make decisions regarding these problems.

With the absence of a definitive head of the UPTD Tengkeyu I Port candidate institution, it can be felt that Good Governance has not been able to run optimally. Several policies cannot be made. Several strategic decisions related to port management have also not been taken. Several internal personnel issues have also not been able to be enforced optimally.

The implications of other problems felt related to HR are, work motivation, work discipline and performance. Because there is no leader who is always on standby in the office, it results in the management supervision and control function becoming much loose and weak. For example, employee work motivation that seems less serious throughout working hours. Often looks more relaxed and not serious.

Discipline also seems to be suboptimal. Working hours, break times, and going home from work are often not in accordance with the provisions or are often violated. Because there is no leader figure who always supervises and controls, it creates many loopholes for employees to commit violations. Discipline like this is believed to have an impact on employee performance achievements.

From the observation results that are subjective assessments of the researcher, the researcher then tries to conduct a more objective analysis by conducting preliminary research related to the emergence of various problems. This is done by distributing questionnaires to all employees.

The closed questionnaire was designed by submitting two statements related to Good Governance and the level of employee discipline that must be assessed by respondents who are all employees at Tengkeyu 1 Port, Tarakan City, totaling 67 people. Respondents were asked to choose the answer that is considered most appropriate to the reality they see and feel. The answer choices are given using a Likert scale answer ranging from 1 to 5. Answer 1 means strongly disagree. Answer 2 means disagree. Answer 3 means neutral or quite agree. Answer 4 means agree. And answer 5 means strongly agree.

Based on the results of the initial research, it shows that, employees in the Tengkeyu I Tarakan Port environment on average gave an assessment of the implementation of governance (Good Governance) as not good as much as 85%. In fact, the majority of employees who were respondents, namely as many as 56%, stated that it was not good and very bad. Only as many as 15% stated that it was good.

In addition, it was also conducted to determine the level of employee discipline. With the same method, data was obtained showing that only 16% stated good and very good, the remaining 43% stated quite good, and the remaining 41% were not good. This illustrates that the level of employee discipline is not good and is still a problem at Tengkeyu Port 1, Tarakan City.

The results of the Good Governance assessment and the average level of discipline are believed by researchers to have an influence on several other variables in the management of Tengkeyu 1 Port, Tarakan City. Theoretically, Good Governance conditions like this can be correlated causally with work discipline, work motivation and employee performance. This is in accordance with references to research results conducted by previous researchers such as those conducted by Burak (2017), Ayer (2016), Steven Chandrio (2015), Ma'ruf and Chair (2020), Noer, et al. (2020), Claraini, et al. (2017), Indriana and Nasrun (2019), Zamzam (2016), Syarkani (2017), Aromega, et al. (2019) and Sarwani (2016). In several of these research results, it is stated that there is a significant positive relationship between Governance and work discipline, work motivation and employee performance.

II. Objectives

1. To determine whether there is an influence of the Implementation of Good Governance on Employee Work Discipline at Tengkeyu I Port, Tarakan City.
2. To find out whether there is an influence of Good Governance implementation on Employee Performance at Tengkeyu I Port, Tarakan City
3. To find out whether there is an influence of Good Governance implementation on Employee Work Motivation at Tengkeyu I Port, Tarakan City
4. To find out whether there is an influence of Work Discipline on Employee Performance at Tengkeyu I Port, Tarakan City.
5. To find out whether there is an influence of Work Motivation on Employee Performance at Tengkeyu I Port, Tarakan City
6. To find out the indirect influence of Good Governance implementation through the Work Motivation variable on Employee Performance at Tengkeyu I Port, Tarakan City
7. To find out the indirect influence of Good Governance implementation through the work discipline variable on Employee Performance at Tengkeyu I Port, Tarakan City.

III. Literature Review

3.1 Good Government

The term Good Governance was originally a discourse that emerged in the early 1990s. Where in general the term Good Governance has the meaning of everything related to actions or behavior that are directive, controlling or influencing public affairs to realize these values in everyday life. In this context, the understanding of Good Governance is not limited to the management of government institutions alone, but concerns all institutions, both government and non-government (society and business world/market).

The definition of Good Governance according to Efendi (2021: 12) is a concept that refers to the decision-making process and its implementation that can be jointly accounted for. As a consensus reached by the government, citizens, and the private sector for the implementation of governance in a country.

Meanwhile, the definition of Good Governance according to Andriana and Nasrun (2019: 20) is good governance in a business that is based on professional ethics in business/work and a form of acceptance of the importance of a set of regulations or good governance to regulate the relationships, functions and interests of various parties in business and service matters.

Based on the definition above, it can be concluded that Good Governance is a good governance in an implementation or decision-making process so that it can be jointly accounted for. Good governance in this study

is measured by indicators; Participation, Rule Of Law, Transparency, Consensus Orientation, Equity, Accountability and Strategic Vision (Mardiasmo in Efendi 2021).

3.2 Work Motivation

According to Hasibuan (in Noer, et al. 2020:325) Work motivation is the provision of driving force that creates a person's passion for work, so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction.

According to Handoko in Dahlan (2018:36) motivation is a state within a person that drives an individual's desire to carry out certain activities in order to achieve goals. High work motivation from each employee is very necessary to increase company productivity. People who have high motivation will be motivated to work harder and more enthusiastically because they see work not just as a source of income but to develop themselves and serve others. Therefore, motivation is important as a person's motivation to produce good work for themselves and for the company. Thus, motivation refers to a good drive from within or from outside a person that drives an individual's desire to carry out activities to achieve goals (Daft, 2018:91). Work motivation in this study was measured by the indicators; physiological needs, safety needs, social needs, esteem needs, and self-actualization needs (Abraham Maslow in Robin, 2016).

3.3 Work Discipline

Good discipline reflects a person's great sense of responsibility for the tasks given to him. This encourages passion for performance, work spirit, and the realization of the goals of the agency, employees, and society. Therefore, every manager always tries to ensure that his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are well disciplined. Maintaining and improving good discipline is difficult because many factors influence it.

According to Hasibuan (2016: 193) discipline is the most important HR operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. Discipline is the awareness and willingness of a person to obey all agency regulations made by management that remind members of the agency so that all employees can carry it out either with their own awareness or by coercion.

According to Indah Puji Hartatik (2014: 183), work discipline is a tool used by managers to change behavior and as an effort to increase awareness and willingness of a person to obey all agency regulations and applicable social norms. Work discipline in this study is measured by indicators; self-discipline, group discipline, preventive discipline, corrective discipline, and progressive discipline.

3.4 Performance

Performance in Indonesian is actually a free translation of the word "performance". Performance in a somewhat limited sense is often used to measure a person's work achievements such as tasks given to someone in an organization. In this case, there is actually a close relationship between individual performance and corporate performance. In other words, if employee performance is good, then the company's performance is likely to be good too.

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Anwar Prabu (2019:67).

Meanwhile, according to Sedarmayanti (2016:260) stated that performance is a translation of Performance which means the work results of a worker, a management process or an organization as a whole, where the results of the work must be shown in concrete evidence and can be measured (compared to predetermined standards).

From the several opinions above, it can be concluded that Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities given to him. Performance in this study was measured by indicators; quality, quantity, implementation of tasks, and responsibility.

IV. Methodology

The research approach used in this study is quantitative. There are stages that must be passed in compiling this research. The first stage, digging up problems on the object to be studied. Furthermore, a literature study to map the results of previous research data collection and several theoretical foundations for the basis of research in creating a research model and empirical review of the research. Furthermore, observation or interview with the object to be studied using a questionnaire. The last stage is, the data from the observation or interview is analyzed and then conclusions are drawn. This research was conducted by collecting data from samples on previously determined research objects. The sampling method uses the Non-Probability Sampling method, Saturated Sampling and is also called a census. The sample in this study was 67 people who were employees at the Tengkeyu

1 port in Tarakan City, where all employees at the Tengku I Port in Tarakan were samples. The kind of analysis employed in the study was the inferential statistical analysis. The analysis of data from the respondents used the Structural Equation Modeling (SEM) with the assist of AMOS 20 and SPSS 20 programs. Formulating the structural equation model in the study referred to the steps once developed by Hair (2006) which consist of: (1) Theoretical-based Model Development, (2) Path Diagram Development, (3) Evaluation on Goodness of Fit Criteria, (4) Assumption Assessment of the SEM, and (5) Structural Model Testing: Testing the Research Hypothesis.

V. Findings And Discussion

5.1 Research Instrument Testing

Table 1 shows the result of the research instrument testing (in terms of validity and reliability).

Table 1. Validity and Reliability Testing

Good Governance (X1)		Work Motivation (Y1)		Work Discipline (Y2)		Performance (Y3)	
Indicator	Correlation	Indicator	Correlation	Indicator	Correlation	Indicator	Correlation
Participation	0.615	Physiological Needs	0.575	Self-Discipline	0.765	Quality	0.805
Rule Of Law	0.856	Safety Needs	0.635	Group Discipline	0.790	Quantity	0.648
Transparency	0.873	Social Needs	0.675	Preventive Discipline	0.749	Implementation Of Tasks	0.793
Consensus Orientation	0.757	Esteem Needs	0.514	Corrective Discipline	0.560	Responsibility	0.770
Equity	0.649	Self-Actualization Needs	0.503	Progressive Discipline	0.709	-	-
Accountability	0.807	-	-	-	-	-	-
Strategic Vision	0.582	-	-	-	-	-	-
Alpha Cronbach = 0.908		Alpha Cronbach = 0.789		Alpha Cronbach = 0.879		Alpha Cronbach = 0.884	

Source: Data analysis, 2022

5.2 The SEM Analysis

5.2.1 Normality

The multivariate normality assumption was tested with the help of AMOS 21 software in Appendix 4. The test results obtained a critical ratio value of 27.903 with a critical value of Z-calculated for α 5% of 47.235. Because the absolute value of CR for multivariate is $27.903 < 47.235$, the multivariate normality assumption is met.

5.2.2 Outlier

To test for outliers, it can be seen using Mahalanobis distance (Md). Mahalanobis distance is a distance that measures the distance between the "average" data center point and each observation point. In this case, the observation point is the questionnaire number from the respondent. Examination of multivariate outliers is carried out using the Mahalanobis criterion at the $p < 0.000$ level.

Mahalanobis distance is evaluated using degrees of freedom as many as the number of parameters in the model used, namely = 67 where from the statistical table it is obtained $67 = 19.532$. Decision-making rules, if Md from the observation point > 19.532 then it is said that the observation point is an outlier, while if Md from the observation point < 19.532 then it is said that the observation point is not an outlier.

From the Mahalanobis distance table, it can be seen that the furthest observation point is the 51st respondent with an Md value = 45.056. When compared with the value of $\chi^2_{67} = 381.499$, the Md value of the 51st point < 381.499 , so it is concluded that all observation points are not outliers.

5.2.3 Linearity

Table 2. Result of Testing on Linearity Assumption

Relationship between Variables		Result	Signification
Good Governance (X1)	Work Motivation (Y1)	Sig for all models < 0.05	Linier
Good Governance (X1)	Work Discipline (Y2)	Sig for all models < 0.05	Linier
Good Governance (X1)	Performance (Y3)	Sig for all models < 0.05	Linier
Work Motivation (Y1)	Performance (Y3)	Sig for all models < 0.05	Linier
Work Discipline (Y2)	Performance (Y3)	Sig for all models < 0.05	Linier

Source: Data analysis, 2022

5.4. Measurement Model (CFA)

Table 4. Result of Testing on Measurement Model

Good Governance (X1)			
Indicator	Standardized	P-value	Meaning
X 1 = <i>Participation</i>	0.70	0.000	Significant
X 2 = <i>Rule Of Law</i>	0.92	0.000	Significant
X 3 = <i>Transparency</i>	0.94	0.000	Significant
X 4 = <i>Consensus Orientation</i>	0.83	0.000	Significant
X 5 = <i>Equity</i>	0.62	0.000	Significant
X 6 = <i>Accountability</i>	0.81	0.000	Significant
X 7 = <i>Strategic Vision</i>	0.57	0.000	Significant
Motivasi Kerja (Y1)			
Indicator	Standardized	P-value	Meaning
Y1.1 = Physiological Needs	0.71	0.000	Significant
Y1.2 = Safety Needs	0.79	0.000	Significant
Y1.3 = Social Needs	0.76	0.000	Significant
Y1.4 = Esteem Needs	0.55	0.000	Significant
Y1.5 = Self-Actualization Needs	0.54	0.000	Significant
Disiplin Kerja (Y2)			
Indicator	Standardized	P-value	Meaning
Y2.1 = Self-Discipline	0.87	0.000	Significant
Y2.2 = Group Discipline	0.90	0.000	Significant
Y2.3 = Preventive Discipline	0.74	0.000	Significant
Y2.4 = Corrective Discipline	0.57	0.000	Significant
Y2.5 = Progressive Discipline.	0.71	0.000	Significant
Kinerja Pegawai (Y3)			
Indicator	Standardized	P-value	Meaning
Y3.1 = Quality	0.86	0.000	Significant
Y3.2 = Quantity	0.68	0.000	Significant
Y3.3 = Implementation Of Tasks	0.85	0.000	Significant
Y3.4 = Responsibility	0.86	0.000	Significant

Source: Primary data analysis, 2023

5.5. Result of Hypothesis Testing

Table 5 and 6 show the result of the hypothesis testing on the existence of direct and indirect impact of CSR strategy.

Table 5. SEM Result of Structural Model: Direct Impact

Relationship between Variables	Coeffisien	P-value	Meaning
<i>Good Governance (X1) → Work Motivation (Y1)</i>	0.73	***	Significant
<i>Good Governance (X1) → Work Discipline (Y2)</i>	0.67	***	Significant
<i>Good Governance (X2) → Performance (Y3)</i>	-0.01	0,898	Non Significant
Work Motivation (Y1) → Performance (Y3)	0.44	***	Significant
Work Discipline (Y2) → Performance (Y3)	0.52	***	Significant

Source: Primary data analysis, 2023

Legend : Marker * states significancy with margin of error 5%

Table 6. SEM Result of Structural Model: Indirect Impact

Indirect Impact	Direct Impact Coefficient	Direct Impact Coefficient	Indirect Impact Coefficient	Meaning
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

Source: Primary data analysis, 2023

Legend: Marker * states significancy with margin or error 5%

5.6. Discussion

5.6.1. The Influence of Good Governance (X1) on Work Motivation (Y1)

Based on the analysis results, the coefficient of the relationship between Good Governance (X1) and work motivation (Y1) is 0.73 with a p-value of ***. Because the p-value < 0.05 indicates that Good Governance has a significant effect on work motivation. Because the coefficient is positive indicating a unidirectional relationship. This means that the higher the value of Good Governance will result in a higher value of work motivation. Based on the description above, the hypothesis proposed by the researcher, namely that Good Governance has a significant effect on work motivation, is proven (accepted). With the acceptance (proven) of the hypothesis proposed by the researcher, this explains that if Good Governance at Tengayu I Port, Tarakan City can be improved, it will significantly affect the increase in employee work motivation.

5.6.2. The Influence between Good Governance and Work Discipline

Based on the analysis results, the coefficient of the relationship between Good Governance (X1) and work discipline (Y2) is 0.67 with a p-value of ***. Because the p-value < 0.05 indicates that Good Governance has a significant effect on work discipline. Because the coefficient is positive indicating a unidirectional relationship. This means that the higher the value of Good Governance will result in a higher value of work discipline. Based on the description above, the hypothesis proposed by the researcher, namely that Good Governance has a significant effect on work discipline, is proven (accepted). With the acceptance (proven) of the hypothesis proposed by the researcher, this explains that if Good Governance at Tengayu I Port, Tarakan City can be improved, it will significantly affect the increase in employee work discipline.

5.6.3. The Influence Between Good Governance and Employee Performance

Based on the analysis results, the coefficient of the relationship between Good Governance (X1) and employee performance (Y3) is -0.01 with a p-value of 0.898. Because the p-value > 0.05 indicates that Good Governance has no significant effect on employee performance. Because the coefficient is negative indicates a non-unidirectional relationship. This means that the higher the value of Good Governance does not result in a higher value of employee performance. Based on the description above, the hypothesis proposed by the researcher, namely that Good Governance has a significant effect on employee performance, is not proven (rejected). By not accepting (not proven) the hypothesis proposed by the researcher, this explains that although Good Governance at Tengayu I Port, Tarakan City has increased relatively, it does not affect the increase in employee performance.

5.6.4. The Influence Between Work Motivation and Employee Performance

Based on the analysis results, the coefficient of the relationship between work motivation (Y1) and employee performance (Y3) is 0.44 with a p-value of ***. Because the p-value < 0.05 indicates that work motivation has a significant effect on employee performance. Because the coefficient is positive indicating a unidirectional relationship. This means that the higher the value of work motivation will result in a higher value of employee performance. Based on the description above, the hypothesis proposed by the researcher, namely that work motivation has a significant effect on employee performance, is proven (accepted). With the acceptance (proven) of the hypothesis proposed by the researcher, this explains that if employee work motivation at Tengayu I Port, Tarakan City can be increased, it will significantly affect the increase in employee performance achievements..

5.6.5. The Influence Between Work Discipline and Employee Performance

Based on the results of the analysis, the coefficient of influence of the relationship between work discipline (Y2) and employee performance (Y3) is 0.52 with a p-value of ***. Because the p-value < 0.05 indicates that work discipline has a significant effect on employee performance. Because the coefficient is positive indicating a unidirectional relationship. This means that the higher the value of work discipline will result in a higher value of employee performance. Based on the description above, the hypothesis proposed by the researcher, namely that work discipline has a significant effect on employee performance, is proven (accepted). With the acceptance (proven) of the hypothesis proposed by the researcher, this explains that if employee work discipline at Tengayu I Port, Tarakan City can be improved, it will significantly affect the increase in employee performance achievements.

5.6.6. The Influence of Good Governance on Employee Performance through Work Motivation

Based on the results of the analysis, it shows that there is a significant positive direct influence between the variable Good Governance and work motivation with a coefficient value of 0.73 and a p-value of *** and motivation with performance with a coefficient of 0.44. Because the direct relationship between the two variables has an equally significant influence, the indirect influence between Good Governance and employee performance through motivation is also stated to be significantly positive with a coefficient value of 0.321 (the result of multiplying the direct influence). Thus, the hypothesis of the indirect influence of Good Governance on employee performance through work motivation is accepted or proven.

5.6.7. The Influence of Good Governance on Employee Performance through Work Discipline

Based on the results of the analysis, it shows that there is a significant positive direct influence between the variable Good Governance and work discipline with an influence coefficient value of 0.67 and a p-value of *** and work discipline with employee performance with an influence coefficient of 0.52 and a p-value of *** because the direct relationship between the two variables has an equally significant influence, the indirect influence between Good Governance and employee performance through work discipline is also stated to be significantly positive with an influence coefficient value of 0.348 (the result of multiplying the direct influence). Thus, the hypothesis of the indirect influence of Good Governance on employee performance through work discipline is accepted or proven.

5.7. Research Implications

Theoretically, based on the findings in this study, it is possible that there will be theoretical implications, namely that the Implementation of Good Governance is believed to be an effective instrument in improving employee work discipline and work motivation.

However, Good Governance, work discipline and work motivation cannot necessarily be instruments to improve employee performance. Furthermore, practically, the results of the study can be used as evaluation material, especially related to Good Governance which has not been able to contribute to improving employee performance at Tengayu I Tarakan Port. However, this research model is an effective instrument to improve work discipline and motivation.

VI. Conclusion

Based on the overall previous discussion, the results of this study can be concluded as follows:

1. Implementation of Good Governance at Tengayu I Tarakan Port has a significant positive effect on work motivation.
2. Implementation of Good Governance at Tengayu I Tarakan Port has a significant positive effect on work discipline.
3. Employee work motivation at Tengayu I Tarakan Port has a significant positive effect on employee performance.
4. Work discipline at Tengayu I Tarakan Port has a significant positive effect on employee performance.
5. Implementation of Good Governance at Tengayu I Tarakan Port does not have a significant effect on employee performance.
6. Indirectly, the Good Governance variable through the intervening variable, namely work motivation, has a significant effect on employee performance at Tengayu I Tarakan Port.
7. Indirectly, the Good Governance variable through the intervening variable, namely work discipline, has a significant effect on employee performance at Tengayu I Tarakan Port.
8. Implementation of Good Governance, Work motivation and work discipline are able to explain employee performance by 66%, 53% of work motivation is explained by Good Governance and 45% of work discipline is explained by Good Governance.

VII. Suggestions

Based on the findings in this study, the researcher makes the following suggestions:

1. To the Head of Tengayu I Port, Tarakan City, it is suggested to improve Good Governance, especially related to Transparency, so that it has a positive influence on improving employee performance, especially on quality and cooperation.
2. The results of this study explain that the variables of work motivation and work discipline greatly affect the high and low performance of employees, both directly and indirectly. Thus, for the Regional Apparatus Organization (OPD) of Tengayu I Port, Tarakan, to pay more attention to and improve work motivation and work discipline/cooperation in order to improve employee performance.

3. For future research, this study can be used as a source of ideas for developing further research by adding several other variables or factors that have a major influence on employee performance such as work assessment, competence, compensation, incentives and career development.

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