



The Effect of Additional Income, Work Discipline, and Motivation on Employee Performance in Mimika Regency Office

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Abstract

Purpose: This study aims to analyze the effects of Additional Employee Income (*Tambahan Penghasilan Pegawai/TPP*) and Work Discipline on Employee Performance, with Work Motivation as a mediating variable, among civil servants and honorary staff at the Tourism, Culture, Youth, and Sports Office (*Dinas Pariwisata Kebudayaan Pemuda dan Olahraga*) of Mimika Regency, Central Papua Province.

Research Methodology: A quantitative census survey was conducted on 51 employees of the Mimika Tourism Office using questionnaires and supporting data collection methods. All instruments were valid and reliable, and classical assumptions were met. Data were analyzed using path analysis (SPSS 26.0) with Sobel test for mediation.

Results: Substructure 1 shows that TPP and work discipline significantly and positively affect work motivation ($R^2 = 0.436$). Substructure 2 indicates that TPP, work discipline, and work motivation significantly influence employee performance, with a high explanatory power ($R^2 = 0.923$). Work motivation is the strongest predictor of performance. The Sobel test confirms partial mediation of work motivation in both relationships.

Conclusions: TPP, work discipline, and work motivation significantly and positively affect employee performance at the Mimika Tourism Office, with work motivation as the strongest predictor and a partial mediator. The model explains 92.3% of performance variance, indicating strong explanatory power.

Limitations: The study is limited to 51 respondents in a single office, uses a cross-sectional design, and relies on self-reported data.

Contributions: This research provides empirical evidence of the mediation pathway and supports motivation theories in a local government context, with implications for improving TPP and employee motivation policies.

Keywords: *Additional Employee Income, Employee Performance, Path Analysis, Tourism Office, Work Discipline*

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1. Introduction

The development of regional governance in Indonesia is inseparable from the principles of regional autonomy, which mandate that local governments manage their own fiscal resources, including employee compensation, to achieve development goals and public welfare (“Undang-Undang Nomor 23 Tahun

2014 tentang Pemerintahan Daerah”, 2014). In this framework, the quality of human resources in local governments, as measured by employee performance, is a critical determinant of public service quality and regional economic development. In tourism-dependent regions, employee performance at the tourism office directly affects the region’s capacity to develop, manage, and promote tourism destinations, with measurable consequences for Local Original Revenue (PAD) generation.

The Mimika Regency government has implemented a specific performance-linked compensation policy—Additional Employee Income (*Tambahan Penghasilan Pegawai/TPP*)—regulated through Regent Regulation (Perbup) No. 7 of 2024 (“Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika”, 2024), which conditions TPP disbursement on employee attendance, performance evaluation, and disciplinary compliance. The regulation explicitly states: "If employees work well, TPP will not be deducted." Deductions of 1% for non-attendance at morning roll call and 3% for unexcused absence from work are applied. This policy reflects the regency’s commitment to using financial incentives as a lever for discipline and performance improvement.

However, the implementation has not been smooth. The phenomena motivating this research include: (1) persistently low employee discipline, evidenced by employees absent from their offices for months without explanation; (2) employee protests and road-blocking demonstrations at Puskesmas Atuka and Distrik Mimika Timur objecting to perceived unfair TPP deductions; (3) the strategic imperative to increase PAD from the tourism sector, which requires optimal employee performance not yet supported by adequate motivation levels; and (4) the absence of empirical evidence on TPP policy effectiveness specifically at the Mimika Tourism Office. While Adnan et al. (2024) demonstrated that TPP and work discipline significantly influence employee performance through work motivation as an intervening variable at the Inspectorate Office of Mappi Regency, Papua South, a contextually comparable location, no equivalent study exists for the Mimika Tourism Office context.

Beyond administrative concerns, employee motivation in public organizations is also shaped by psychological and organizational factors such as perceived fairness of compensation, leadership style, and organizational climate. When employees perceive TPP distribution as inconsistent or unfair, it may reduce intrinsic motivation even if financial incentives are present. Conversely, clear and transparent incentive systems can strengthen discipline and encourage higher performance through increased motivation. Therefore, understanding whether TPP operates effectively as an extrinsic motivator in the Mimika Tourism Office context becomes essential for evaluating policy effectiveness.

In addition, tourism governance requires not only routine administrative performance but also proactive service innovation, stakeholder coordination, and responsiveness to dynamic tourism demands. These responsibilities require employees who are not only disciplined but also highly motivated and performance-oriented. Without adequate motivation, even well-designed compensation systems may fail to translate into improved service outcomes and regional tourism competitiveness. This makes the relationship between TPP, work discipline, work motivation, and employee performance a critical issue for empirical investigation in this study.

2. Literature Review & Hypothesis Development

2.1 Additional Employee Income (TPP)

TPP is a financial compensation beyond the base salary provided to Civil Servants (ASN) based on performance achievement, workload, and other objective conditions (“Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika”, 2024; “Peraturan Menteri Keuangan Nomor 102/PMK.02/2019 tentang

Pengelolaan Tambahan Penghasilan Bagi Aparatur Sipil Negara”, 2019). (Hasibuan, 2017) defines compensation as all forms of income—monetary, direct goods, or indirect benefits—received by employees in exchange for services rendered to an organization. (Armstrong, 2014) identified additional income as a component of compensation that enhances job satisfaction and individual performance in organizations. (Luthans, 2011) confirmed that financial incentives improve extrinsic motivation, which in turn improves performance, although an enabling organizational environment must accompany financial rewards. According to (Herzberg, 1959) Two-Factor Theory, TPP constitutes a hygiene factor: its absence or inadequacy causes dissatisfaction and motivational decline, but its presence must be combined with motivator factors (achievement, recognition, responsibility, and career development) to generate maximum performance improvement.

2.2 Work Discipline

Work discipline encompasses an employee’s awareness and willingness to comply with all organizational rules and social norms, including adherence to work schedules, attendance, procedures, and responsibility in executing duties 2017. In the Mimika Regency context, work discipline is operationalized primarily through attendance metrics, such as roll call participation and daily presence. (Adnan et al., 2024) demonstrated that work discipline directly and indirectly influences employee performance through work motivation in a Papua government office context. In Mimika, the disciplinary accountability system is institutionalized through the TPP deduction mechanism of “Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika” (2024), which creates measurable financial consequences for such violations.

Work discipline is an important determinant of employee performance that reflects the level of obedience, responsibility, punctuality, and compliance with organizational rules in carrying out job duties. Empirical studies consistently show that work discipline has a significant positive effect on employee performance across various sectors. (Adil et al., 2025) found that work discipline significantly improves employee performance in the banking sector, while (Ichdan, 2024) confirms its role in enhancing productivity in manufacturing organizations. In addition, (Kurbani et al., 2023) shows that work discipline significantly affects work effectiveness, and (Sanjaya et al., 2024) demonstrates that discipline not only directly influences performance but also works through work motivation as a mediating variable. Similarly, (Fernando & Surjandari, 2022) highlights that work discipline, along with organizational controls and incentives, contributes significantly to improving employee performance. Overall, these findings indicate that work discipline is a key factor in achieving effective and efficient employee performance in organizations.

2.3 Work Motivation

Three theoretical frameworks were applied to understand work motivation in this study. First, (Maslow, 2000) Hierarchy of Needs Theory posits that human needs are organized into five hierarchical levels: physiological, safety, social, esteem, and self-actualization. TPP fulfills physiological and safety needs, while recognition from discipline and performance outcomes fulfills esteem needs. Second, (Herzberg, 1959) Two-Factor Theory distinguishes hygiene factors (including pay and working conditions, which prevent dissatisfaction when adequate) from motivators (achievement, recognition, responsibility, and advancement) that genuinely drive motivation. TPP addresses the hygiene dimension; effective management must also cultivate motivators to achieve optimal performance in the workplace. Third, (Vroom, 1964) Expectancy Theory predicts that employees will be motivated when they believe that effort leads to good performance (expectancy), good performance leads to rewards (instrumentality), and those rewards are valued (valence) (Satria, 2021; Solihin, 2021). The direct linkage between TPP and performance ratings in “Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika” (2024) operationalizes Vroom

(1964) instrumentality mechanism.

Work motivation is a key determinant of employee behavior and performance in organizations, particularly in the public sector where administrative systems and compensation structures strongly influence employee attitudes. Empirical studies show that motivation is significantly shaped by organizational mechanisms and individual psychological factors (Nuraeni et al., 2022). (Eladira et al., 2024) found that e-assessment systems improve civil servant performance through enhanced motivation, while (Hairul et al., 2024) demonstrated that performance appraisal systems influence performance via spiritual motivation as an intervening variable. In addition, (Syafri et al., 2024) shows that digital transformation, self-efficacy, and innovative behavior improve employee effectiveness through work motivation, and (Konjala & Wulansari, 2025) confirms that compensation and motivation significantly affect civil servant performance. Overall, these studies consistently highlight that work motivation functions as a critical mediating mechanism that links organizational systems and employee performance outcomes.

2.4 Employee Performance

Employee performance refers to the work results achieved by individuals in executing assigned duties based on established criteria, reflecting effectiveness and efficiency in role execution (Mangkunegara, 2017; Winarko & Purnomo, 2023). The key performance dimensions include work quantity, quality, timeliness, initiative, and teamwork. Research specifically in tourism office contexts confirms the positive effects of TPP on performance: (Akbar et al., 2022) demonstrated a significant TPP effect on employee performance at Binjai City Tourism Office (T-Statistic 3.701 > 1.96), and a study at Ogan Komering Ulu Tourism Office found that TPP and competence jointly explained 87.4% of performance variance.

Employee performance refers to the extent to which employees are able to achieve work targets effectively and efficiently in accordance with organizational standards, including aspects of quality, quantity, timeliness, and responsibility (Lumi & Yosef, 2022; Perwitasari et al., 2025; Widodo, 2025). Recent studies consistently show that employee performance is influenced by a combination of individual, organizational, and contextual factors (Hanafiah et al., 2025; Maulana et al., 2025). (Karim et al., 2025) emphasize that motivation, discipline, and competence significantly improve employee performance in public sector settings, while (Riskarini et al., 2025) demonstrate that discipline and motivation also enhance performance through professional commitment as a mediating variable.

In addition, organizational systems and human resource practices play an important role in shaping employee performance outcomes. (Haryanto et al., 2025; Parmenas, 2022) finds that education, training, and promotion improve performance through job satisfaction, whereas (Lani et al., 2025; Wijayanto & Purnomo, 2023) highlights that human resource development significantly contributes to productivity improvement. Furthermore, (Faeni et al., 2025) and (Hendrarso et al., 2025) show that organizational factors such as green HRM practices and inclusive leadership positively affect employee performance through psychological and well-being mechanisms. Overall, these studies indicate that employee performance is a multidimensional construct shaped by both motivational and structural organizational factors (Riskarini et al., 2025; Sinta & Purnomo, 2023).

2.5 Mediation Theory and Prior Research

(Baron & Kenny, 1986) mediation framework specifies that a variable functions as a mediator when: (1) the independent variable significantly affects the mediator, (2) the mediator significantly affects the dependent variable, and (3) the independent variable's effect on the dependent variable becomes non-significant (full mediation) or reduced in significance (partial mediation) when the mediator is controlled. (Adnan et al., 2024) confirmed that work motivation mediates the TPP–performance and discipline–performance relationships in the Mappi Inspectorate context. (Udodiugwu et al., 2024) found that motivation mediates the effect of instructional leadership on employee performance. (Gustina et al.,

2025) found TPP to be the most dominant performance predictor in a West Papua study, while (Sudomo, 2023) found that motivation—not TPP—was the dominant driver at BAPENDA Jeneponto, highlighting the context-dependence of these relationships.

2.6 Hypothesis Development

Based on the literature reviewed above, the following hypotheses are proposed:

- H_1 : TPP and Work Discipline simultaneously and partially have a significant positive effect on Work Motivation at the Mimika Tourism Office.
- H_2 : TPP, Work Discipline, and Work Motivation have a significant positive effect on Employee Performance at the Mimika Tourism Office, both simultaneously and partially.
- H_3 : Work Motivation significantly mediates the effect of TPP on Employee Performance.
- H_4 : Work Motivation significantly mediates the effect of Work Discipline on Employee Performance.

3. Methodology

3.1 Research Design and Location

This study employed a quantitative survey research design using path analysis to examine the direct and indirect (mediated) relationships among TPP, work discipline, work motivation, and employee performance. The research was conducted at the Tourism, Culture, Youth, and Sports Office (Dinas Pariwisata Kebudayaan Pemuda dan Olahraga) of Mimika Regency, Central Papua Province, from November 2025 to February 2026. Supplementary data were obtained from official documents, including Perbup Mimika No. 7/2024, attendance records, and performance reports, and from semi-structured interviews with key informants (Head of Office, Secretary, and Heads of Divisions).

3.2 Population and Sample

The study population comprised all 51 active employees of the Mimika Tourism Office, including 39 civil servants (PNS) and 12 honorary staff. A census (total sampling/saturated sample) method was applied, incorporating all 51 employees as the respondents. This approach is appropriate given that the population is below 100 persons, eliminating sampling error; mediation analysis requires a minimum of 50 respondents (Hair et al., 2014); and the study aims to generalize findings to this bounded institutional population.

3.3 Measurement Instruments

All four constructs were measured using structured five-point Likert scale questionnaires (1 = Strongly Disagree to 5 = Strongly Agree), each containing eight items (32 items total). TPP (X_1) items covered the adequacy of TPP relative to workload, economic need fulfillment, motivation to work harder, equity and transparency of TPP disbursement, timeliness of receipt, consistency of deduction policy, correspondence with job responsibility, and overall satisfaction with the TPP system. Work Discipline (X_2) items included punctual arrival, roll call attendance, not leaving the workplace without permission, adherence to regulations, timely task completion, responsibility for work outcomes, compliance with the dress code, and not using work time for personal purposes. Work Motivation (M) items were derived from Maslow's hierarchy, covering work enthusiasm, institutional pride, TPP-driven motivation, sanction-driven motivation, career development desire, recognition from superiors, conducive work environment, and motivation to achieve work targets. Employee Performance (Y) items covered task completion relative to targets, work quality, efficiency, carefulness, teamwork, initiative, public service quality, and overall performance alignment with institutional expectations.

3.4 Validity and Reliability

Instrument validity was assessed using Pearson's product-moment correlation. The r-table value at $df = 49$ ($n - 2 = 51 - 2$), $\alpha = 5\%$, is 0.276. All 32 items recorded r-count values above this threshold (range: 0.542–0.756), confirming the construct validity. Reliability was assessed using Cronbach's alpha: TPP ($\alpha = 0.842$), Work Discipline ($\alpha = 0.876$), Work Motivation ($\alpha = 0.859$), and Employee Performance ($\alpha = 0.881$)—all substantially exceeding the 0.70 minimum threshold, confirming high internal consistency. No items were removed from the instrument.

3.5 Classical Assumption Tests

Classical assumption tests were conducted on both structural sub-models before hypothesis testing. Normality: The Kolmogorov-Smirnov test yielded asymptomatic normality. Sig. = 0.200 for both sub-models (> 0.05), confirming a normal residual distribution. Linearity: The deviation from linearity was non-significant for all three bivariate relationships tested (Discipline–Performance: $p = 0.176$; TPP–Performance: $p = 0.187$; Motivation–Performance: $p = 0.272$), confirming linear relationships. Heteroscedasticity: A scatterplot analysis of the standardized residuals revealed no systematic patterns, confirming homoscedasticity. Multicollinearity: Tolerance and VIF values confirmed no multicollinearity (all tolerance > 0.10 ; all VIF < 10).

3.6 Path Analysis and Sobel Test

Path analysis was conducted in two stages using SPSS version 26.0. Sub-structure 1 estimated the effects of TPP and Work Discipline on Work Motivation. Substructure 2 estimated the effects of TPP, Work Discipline, and Work Motivation on Employee Performance. Hypothesis significance was assessed using the t-test (partial effects, $\alpha = 0.05$), F-test (simultaneous effects), R^2 (coefficient of determination), and Sobel Test for mediation significance (critical z-value = 1.96 at $\alpha = 0.05$; $z > 2.58$ indicates very strong mediation at $\alpha = 0.01$).

4. Results and Discussion

4.1 Results

4.1.1 Respondent Profile

Table 1. Respondent Demographic Profile Summary (N = 51)

Variable	Category	N / %
Gender	Female / Male	31 / 20 (61% / 39%)
Dominant Age Group	45–49 years	13 (25%)
Education	S1 (Bachelor's)	30 (59%)
Civil Rank	Grade II (dominant)	24 (47%)
Dominant Tenure	16–20 years	19 (37%)

Source: Primary Data, 2026

Based on Table 1, the 51 respondents comprised 31 female (61%) and 20 male (39%) employees, reflecting gender equity in the Mimika Regional Government Service. The dominant age group was 45–49 years (25%), followed by 50–54 years (20%) and 40–44 years (18%), with a mean age of approximately 47 years, indicating a mature workforce with extensive institutional experience. Regarding education, 75% held university degrees (S1: 59%; S2: 16%), indicating high academic capacity. Regarding civil service rank, 47% were in Grade II (technical-level staff), 35% in Grade III (functional and section-level), and 18% in Grade IV (senior structural officials). The mean tenure was approximately 18 years, with 37% having 16–20 years of service—a profile of experienced, senior employees with deep familiarity

with TPP policy dynamics.

4.1.2 Instrument Quality: All Items Valid and Reliable

Table 2. Instrument Validity and Reliability Summary

Variable	Items	r-count Range	Cronbach's Alpha	Status
TPP (X_1)	8	0.542 – 0.734	0.842	✓ Valid & Reliable
Work Discipline (X_2)	8	0.592 – 0.756	0.876	✓ Valid & Reliable
Work Motivation (M)	8	0.667 – 0.745	0.859	✓ Valid & Reliable
Employee Performance (Y)	8	0.667 – 0.756	0.881	✓ Valid & Reliable

r -table = 0.276 ($df = 49$, $\alpha = 5\%$). All items valid.
Source: SPSS 26.0, 2026.

Based on Table 2, all research instruments met the validity and reliability requirements. The r-count values for all items exceeded the r-table value of 0.276, confirming construct validity. In addition, all variables demonstrated high internal consistency, with Cronbach's alpha values ranging from 0.842 to 0.881, well above the minimum threshold of 0.70. These results indicate that all measurement instruments are both valid and reliable for further statistical analysis.

4.1.3 Sub-Structure 1: Effects of TPP and Work Discipline on Work Motivation

Table 3. Sub-Structure 1: TPP and Work Discipline → Work Motivation

Variable	β (Unstd.)	Std. β	t-value	Sig.	Result
TPP (X_1)	0.248	0.394	3.06	0.004	✓ Sig.
Work Discipline (X_2)	0.183	0.271	2.10	0.040	✓ Sig.
Constant	0.332	–	–	–	–
$F = 18.55 \mid p = 0.000 \mid R^2 = 0.436$	-	-	-	-	H1 ✓

Source: SPSS 26.0, 2026.

Table 3 presents the path analysis results for Substructure 1. The regression equation is as follows: Work Motivation = 0.332 + 0.248(TPP) + 0.183(Work Discipline). The simultaneous test confirms H1 ($F = 18.55$; $p = 0.000$; $R^2 = 0.436$): TPP and Work Discipline together explain 43.6% of the variance in Work Motivation. Partially, TPP significantly and positively influenced Work Motivation ($\beta = 0.248$; standardized $\beta = 0.394$; $p = 0.004$), and Work Discipline significantly and positively influenced Work Motivation ($\beta = 0.183$; standardized $\beta = 0.271$; $p = 0.040$).

4.1.4 Sub-Structure 2: Effects of TPP, Work Discipline, and Work Motivation on Employee Performance

Table 4. Sub-Structure 2: TPP, Work Discipline, Work Motivation → Employee Performance

Variable	β (Unstd.)	Std. β	t-value	Sig.	Result
TPP (X_1)	0.332	0.439	4.xx	< 0.05	✓ Sig.
Work Discipline (X_2)	0.201	0.246	3.xx	< 0.05	✓ Sig.
Work Motivation (M)	0.383	0.440	4.xx	< 0.05	✓ Sig. (Dominant)
Constant	0.183	–	2.33	0.023	✓ Sig.
$F = 188.528 \mid p = 0.000 \mid R^2 = 0.923$	-	-	-	-	H2 ✓

Source: SPSS 26.0, 2026.

4.1.5 Mediation Analysis: Sobel Test Results

Table 5. Sobel Test Results — Mediating Role of Work Motivation

Hyp.	Mediation Path	Indirect β	z-Sobel	p-value	Mediation Type	Decision
H3	TPP → Work Motivation → Performance	22.25%	2.820	0.0048	Partial	✓ Accepted
H4	Discipline → Work Motivation → Performance	25.83%	2.032	0.0422	Partial	✓ Accepted

Mediation criterion: $z > 1.96$ ($\alpha = 0.05$). Partial mediation: Direct effects remain significant with the mediator included.

Source: Sobel Test, 2026.

Based on Table 5, both H3 and H4 were accepted. Work Motivation significantly partially mediated the TPP → Performance path ($z = 2.820$; $p = 0.0048$; mediation contribution = 22.25%) and the Work Discipline → Performance path ($z = 2.032$; $p = 0.0422$; mediation contribution = 25.83%). The partial mediation pattern, where the direct effects of TPP and Work Discipline on performance remain significant even after including Work Motivation, confirms that both variables improve employee performance through two simultaneous mechanisms: a direct behavioral pathway and an indirect motivational pathway. TPP directly rewards performance-aligned behavior (direct effect) while simultaneously signaling to employees that effort is valued and rewarded, thereby elevating motivational states that enhance performance (indirect path through motivation).

4.2 Discussion

4.2.1 TPP and Work Motivation (H1, Partial: Supported)

TPP positively and significantly influenced Work Motivation ($\beta = 0.248$; $p = 0.004$). This finding is consistent with Maslow (2000) hierarchy: adequate TPP fulfills physiological and safety needs, enabling motivational attention to shift to higher-order needs. This is consistent with Herzberg (1959) two-factor framework: TPP as a hygiene factor—while insufficient alone—prevents the dissatisfaction that depresses motivation when absent. It is directly predicted by Vroom (1964) instrumentality mechanism: the clear, rule-based link between performance and TPP in “Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika” (2024) creates a performance-to-reward expectation that activates motivation. The finding that 56.4% of motivation variance remains unexplained by TPP and discipline alone confirms that additional motivation drivers—leadership style, organizational culture, career development, and peer recognition—operate independently and should be addressed in a comprehensive motivational-management strategy.

4.2.2 Work Discipline and Work Motivation (H1, Partial: Supported)

Work Discipline significantly and positively influences Work Motivation ($\beta = 0.183$; $p = 0.040$), though with a smaller effect than TPP. This finding aligns with Herzberg (1959) motivator dimension: disciplined employees who consistently fulfill their responsibilities develop a sense of achievement and receive recognition from supervisors and peers—both intrinsic motivator factors that sustain motivation. It also reflects Maslow’s esteem needs level: discipline generates professional recognition that fulfills the need for respect and acknowledgment. The specific disciplinary framework of “Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika” (2024), which ties TPP deductions directly to attendance violations, creates a financial consequence structure that motivates disciplinary compliance, confirming the regulatory mechanism’s theoretical foundation in Vroom (1964) expectancy framework.

4.2.3 TPP and Employee Performance (H2, Partial: Supported)

TPP has a strong direct positive effect on Employee Performance ($\beta = 0.332$; standardized $\beta = 0.439$), nearly equal to Work Motivation’s effect (0.440). This finding confirms prior research at comparable

tourism government offices Akbar et al. (2022) and extends it to the context of Mimika. The near-parity between TPP and Motivation's standardized betas distinguishes Mimika from other contexts where either variable is more clearly dominant, suggesting that the "Peraturan Bupati Mimika Nomor 7 Tahun 2024 tentang Tunjangan Tambahan Penghasilan bagi Aparatur Sipil Negara di Lingkungan Pemerintah Kabupaten Mimika" (2024) performance-TPP linkage has been effectively internalized by employees as a direct behavioral performance incentive.

4.2.4 Work Discipline and Employee Performance (H2, Partial: Supported)

Work Discipline has the smallest but still significant direct effect on Employee Performance ($\beta = 0.201$; standardized $\beta = 0.246$). Despite being the weakest individual predictor, the statistical significance confirms that disciplinary compliance—attendance, punctuality, rule adherence, and task responsibility—generates measurable performance improvements. The documented gap between policy intent and field reality (employees absent for months; protests against deductions) suggests that the current disciplinary mechanism has partial effectiveness, and that the 0.246 standardized beta would likely increase if disciplinary implementation were more consistent and accompanied by supportive behavioral interventions.

4.2.5 Work Motivation as Dominant Predictor and Partial Mediator

Work Motivation is the most dominant direct predictor of Employee Performance (standardized $\beta = 0.440$, highest among the three predictors) and significantly partially mediates both the TPP → Performance ($z = 2.820$; $p = 0.0048$) and Discipline → Performance ($z = 2.032$; $p = 0.0422$) pathways. Together, these findings establish a critical HR management insight: while TPP and discipline directly improve performance through behavioral mechanisms (direct paths), their most powerful performance effects operate through the motivational states they generate. The exceptionally high $R^2 = 0.923$ confirms that this three-variable model—TPP, Work Discipline, Work Motivation—is a near-comprehensive explanation of employee performance variation at the Mimika Tourism Office, leaving only 7.7% unexplained.

5. Conclusions

This study examined the effects of Additional Employee Income (TPP) and Work Discipline on Employee Performance through Work Motivation among 51 employees of the Tourism Office of Mimika Regency using path analysis and the Sobel test. The results show that TPP and Work Discipline significantly enhance Work Motivation ($R^2 = 0.436$), with TPP as the stronger predictor. Furthermore, TPP, Work Discipline, and Work Motivation jointly and individually have significant positive effects on Employee Performance ($R^2 = 0.923$), with Work Motivation as the most dominant predictor. Mediation analysis confirms that Work Motivation partially mediates both the TPP → Performance and Work Discipline → Performance relationships. Overall, the model demonstrates strong explanatory power, indicating that employee performance is shaped both directly by TPP and discipline and indirectly through motivational mechanisms.

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Author Contributions

KY contributed to conceptualization, data collection, data analysis, manuscript drafting, and final approval. HBU was responsible for research design, theoretical framework, methodology, manuscript revision, and final approval. RNN handled supervision, methodology, manuscript revision, and final approval.

Conflicts of Interest

The authors declare that there are no conflicts of interest that could have influenced, or be perceived to have influenced, the research presented in this article. This study was conducted in an objective and independent manner, and no financial, commercial, or personal relationships exist that may constitute a potential conflict of interest in relation to the design, implementation, analysis, interpretation, or publication of the findings.

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