

## The Role of Performance, Motivation, Work Discipline and Organizational Culture in the Indonesian Air Force

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**Abstract:** The purpose of this study was to analyze the description of motivation, work discipline, and organizational culture's effects on performance, analyze the significance level of motivation, work discipline, and organizational culture simultaneously on performance, analyze the significance level of motivation, work discipline, and organizational culture partially on performance, and analyze which variables of motivation, work discipline, and organizational culture have the most significant influence on performance. This study employs a quantitative approach, with research conducted at the Indonesian Air Force Halim Perdana Kusuma Dispers Base in Jakarta. The location of this research was chosen based on the field of Human Resources researchers who are interested in helping the community. It will be satisfied if members of the dispers of the Indonesian Air Force Base Halim Perdana Kusuma Jakarta are highly motivated and have an excellent organizational culture. This study's findings indicate that motivation and work discipline has a significant and positive influence on organizational culture, motivation and work discipline have a significant and positive influence on performance, and motivation and work discipline have a significant and positive influence on organizational culture.

**Keywords:** Performance, Motivation, Discipline, Organizational Culture.

### 1. INTRODUCTION

The Air Force is a component of the Indonesian National Army that is the core of the air defence force (principal component) and is required to be ready at all times to ensure the enforcement of the sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia and to safeguard the honour and safety of the nation, along with other core defence forces. As the primary component of state defence equipment in the air force field, the Indonesian Air Force always takes the lead in supporting the Indonesian National Army missions in War Military Operations and Military Operations other than War with a reserve and supporting components. Article 7 paragraph (2) point b.12 of Law no. 34 governing the Indonesian National Army stipulates that the Air Force must be prepared to support the Indonesian National Army obligations, one of which is implementing the OMSP to carry out natural disaster relief operations, evacuations, and humanitarian assistance. The Indonesian Aviation Force's role in natural disaster relief operations primarily supports air operations for evacuation and the distribution of humanitarian aid.

The Personnel Service is the auxiliary staff of Wingdikum's leadership and implementing staff for personnel and human development implementation. Coordinates, oversees and regulates personnel administration, including staff, ranks, educators, and pupils. Coordination, supervision, and control of personnel care implementation in food, panggon, Kaporlap, and mental and physical development. Each individual conducting operational operations requires a supporting component to attain high performance and productivity. Human resources are the most crucial thing to consider. With qualified human resources, it is anticipated that all activities can be conducted optimally. The human resource component determines the accomplishment or failure of a given endeavour. Humans contribute energy, talent, creativity, and effort to organizations, institutions, and agencies. Work motivation is another essential component that influences the performance of members. Motivation in work is a determinant of success. Work motivation is the human drive, exertion, and yearning that engages empowers, and inspires someone to work.

Discipline is conduct that demonstrates compliance with numerous laws and regulations.

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Without a consciousness of the need to adhere to preset rules, it is difficult for teaching to reach its maximum potential. Work discipline is another element that might impact the performance of members. Discipline is a management activity designed to implement operational standards as an attitude, conduct, and action in conformity with both statutory and unwritten agency requirements. Discipline incentivizes individuals to adhere to a defined guideline; work discipline will foster a favourable environment (Ikhsani, 2017). In addition to the discipline component, Sule & Saefullah (2005) define organizational culture as the values and norms chosen and implemented by an organization about the environment in which it conducts its activities. Organizational culture is a set of assumptions or norms formed within the organization and serves as behavioural guidance for its personnel to overcome external and internal adaptation challenges.

Performance inside the organization determines the success or failure of the organization's predetermined objectives. Performance is not an event but an action. The performance action consists of numerous components and does not produce an instantaneous result. Performance is an individual trait because each member has various skills in their duties (Rumengan & Mekel, 2015). Improving the performance of members is not a simple task. Frequently, it is difficult for the Dispers Management of Halim Perdana Kusuma Jakarta to determine the reasons for the low performance of its members.

Identifying and evaluating whether members' needs have been addressed thus far is one of the agency's straightforward and fundamental procedures. This is a pretty good topic to ask, given that one of the primary reasons people work is to meet their requirements and sustain their lifestyles. According to the state of the challenges in Halim Perdana Kusuma Jakarta's Dispers, the incentive provided thus far is already present. This is mainly from a financial standpoint.

## 2. CONCEPTUAL FRAMEWORK

### 2.1 Performance

According to Sinambela *et al.*, (2018), member performance is the capacity of members to execute particular abilities. Casio, in Sinambela (2018), defines performance as the accomplishment of members' given goals. Stephen Robdispers writes in Sinambela (2018) that performance is defined as the outcome of an appraisal of the job performed by persons compared to jointly established criteria. According to Mathis and Jackson (2012) (Prensa, 2017), the factors that can influence member performance are individual ability, effort expended, and organizational environment. However, according to Sutrisno (2016), only two factors influence performance: individual ability and environmental factors.

According to Priansa (2017), organizational objectives can be attained if the organization's work units provide support. The actions that can be taken to enhance data performance are detailed in Table 1.

**Table 1: Improvements to Member Performance**

No	Effort	Explanation
1	Gives hope	Generally, members with outstanding performance expect many forms of appreciation from agencies, including material, social, internal, and professional advancement opportunities.
2	Development	Effort increase Member performance can also be designed according to member performance in a member development plan. According to the requirements of the post, members with outstanding performance can be promoted.
3	Communication	Bosses are responsible for evaluating the performance of their employees, and accurate assessment is being conducted.

Anwar Prabu Mangkunegara, as cited by Sinambela (2018); Nafi, Supriadi & Roedjinandari (2018), indicated that performance indicators include the following: work quality, work quantity, responsibility, cooperation, and initiative. According to Hasibuan (2016), performance evaluation is an activity in which management evaluates a team member's work performance and determines additional policies. An employee's performance must be evaluated to determine the extent to which he completed his given tasks. Assessment is also conducted to determine the organization's direction, its members' performance, and the achievement of organizational or agency goals during productivity.

### 2.2 Work Inspiration

According to Hasibuan (in Sutrisno, 2016), work motivation is a stimulant of desire and a driving

force of one's willingness to work because each incentive has a distinct objective. In addition, Siagian (as cited in Sutrisno, 2016) indicates that work motivation is a psychological state that stimulates, activates, or channels one's behaviour, attitudes, and actions toward achieving goals. There are a variety of principles for inspiring members' work. According to Astuti, Supanto & Supriadi (2019); (Mangkunegara, 2017), these include the principle of participation, the principle of communication, the principle of delegating authority, and the principle of paying attention. According to Sutrisno (2016), the motivational variables are as follows: work environment, compensation, good supervision, the desire to be able to live, and respect for another person. These reasons include enhancing the morale and job happiness of members, the productivity of members, the stability of agency members, the discipline of members, the

loyalty, inventiveness, and participation of members, the degree of member welfare, and the streamlining of member procurement.

**2.3 Work Habitually**

Work discipline is comprised of two words with distinct meanings. Therefore, if you wish to investigate it in depth, you must pay great attention to the meaning of the two words. According to Handoko (2001) (quoted in Sinambela, 2017), discipline is the willingness of a self-aware individual to adhere to the organization's regulations. According to Taliziduhu Ndraha (1999) (quoted in Sinambela, 2017), work is an action performed by a person who derives benefit from it. Work is the process of developing or forming new value in a unit of the source of work, altering or transforming the value of a unit of tools to fulfil current demands. According to Hanry Simamora in Sinambela (2018), the objective of discipline is to guarantee that the behaviour of members conforms to the organization's norms. According to Mangkunegara and Sinambela (2018), there are two types of work discipline: preventive and corrective.

Mangkunegara (2001) identifies three types of disciplinary approaches: modern disciplines, disciplines with traditions, and disciplines directed at (Sinambela, 2017). Numerous factors determine the level of discipline of an organization's or agency's members; consequently, it is necessary to examine the dimensions

and indicators. Bejo Siswanto describes the aspects and indications of discipline in Sinambela (2018), namely the frequency of attendance, the level of attentiveness of members, adherence to work standards, adherence to work norms, and work ethics. Several factors influence the discipline of members, causing them to engage in disciplinary activities that are detrimental to the agency. According to Singodimedjo and Edy Sutrisno (2016), the factors that influence work discipline are the size of the compensation, the presence or absence of exemplary leadership, the presence or absence of clear rules, the leadership's courage in taking action, the presence or absence of supervisory leaders, and the presence or absence of members' attention.

In the magazine Enno Aldea Amanda, Satrijo Budiwibowo, and Nik Amah are cited as saying: (2017). Organizational culture can be defined as a system of long-standing values (Values), beliefs, assumptions, or norms that members of an organization follow as behavioural guides and for solving organizational challenges (Darodjat, 2015, p.236). Individual initiative, tolerance for risk behaviours, direction, integration, management support, control, identity, incentive system, tolerance, and communication patterns are features of organizational culture as a means of unifying the activities of organizational members (Tika, 2006). An organization's culture can have tiers, notably solid and weak cultures.

**Table 2: Robust Organizational Culture VS Weak Culture**

No.	Solid Culture	Weak Culture
1.	All members broadly embrace values Organization.	Typically, values are held by a small subset of the organization's members. Top management circles.
2.	Culture provides individuals with a unified message regarding what is observed. Valuable and vital.	Contradictory messages exist between cultures regarding what is seen as valued and significant.
3.	The members are pretty identifiable. Those with corporate culture.	Less emphasis is placed on members' identification with their organization's culture.
4.	There is a direct connection between value acceptance and organizational members' ideals and conduct	There is no close relationship between the acceptance of values and behavior of members of the organization.

Sources: Robdisperss and Coutler (2010, p.65)

**3. RESEARCH METHODS**

**3.1 Research Techniques**

The research design is quantitative research, i.e., research with a hypothesis that requires statistical techniques to prove. This is a causal-comparative study that employs three independent variables and one dependent variable. Therefore, this type of research is explanatory/explanatory, as the results of the researched influence between variables will be elaborated upon. According to Sugiyono (2009), research explanatory/explanation is a study that seeks to determine and explain the link between two or more variables, searching for the influence of a causal relationship between the independent variable (the

variable that causes) and the dependent variable (the variable that is affected).

**3.2 Investigate Sites**

This study was conducted at the Dispers the Indonesian Air ForceBase - Air Force Halim Perdana Kusuma in Jakarta. It is satisfactory if members of the Dispers of the Indonesian Air ForceBase Halim Perdana Kusuma Jakarta have high motivation and discipline with an excellent organizational culture and high-performance accountability for the programs and policies of the Head of Dispersal the Indonesian Air ForceBase Halim Perdana Kusuma Jakarta.

**3.3 Demography and Sampling Methods**

In this study, the population consists of all first-ranking members of the Indonesian Air Force stationed in the Dispers of the Indonesian Air Force Base Halim Perdana Kusuma in Jakarta, with the following characteristics:

- Second lieutenant = 20 people
- First lieutenant = 20 people
- Captain = 20 individuals
- Total Quantity = 60 individuals

In this study, because the population is very small, a census method is employed; specifically, all members of the Dispers who hold the rank of the first officer at Halim Perdana Kusuma Jakarta, a total of sixty members, will be studied as respondents. Consequently, this is census research.

**3.4 Data Collecting Technique**

Systematic data collection is the usual means of acquiring the information required for analysis. In this study, the writers selected several good research techniques by design (Sugiyono, 2009). Data collection is done by using an instrument questionnaire. A questionnaire is a collection of questions designed to be asked to respondents. The purpose of this questionnaire

is to collect written information from respondents regarding study variables. The primary objective of this questionnaire is to collect information pertinent to the purpose of the survey with the maximum possible degree of reliability and validity.

**3.5 Data analysis**

This study's data were analyzed using analytical methodologies, including descriptive and multiple linear regression analysis. Descriptive analysis is utilized to give a descriptive analysis of the variables investigated based on the distributed questionnaires' scores and the respondents' responses. In this instance, the mode value (mode) and the mean score are utilized to determine the category of each variable. Using multiple linear regression, the influence of the dependent variable (X) on the independent variable (Y) was determined (Y). Ghozali is the multiple linear regression model utilized in this investigation (2007).

$$Y = + 1X_1 + 2X_2 + 3X_3 + e$$

**4. RESULTS AND DISCUSSION**

**4.1 Results of Descriptive Analysis**

Table 3 displays the frequency distribution of each indicator of the Motivation variable (X1).

**Table 3: Results of the frequency distribution for the Motivation variable (X1)**

Indicator	SS		S		N		TS		STS	
	F	%	F	%	F	%	F	%	F	%
X1.1	43	51.8	40	48.2	-	-	-	-	-	-
X1.2	48	57.8	35	41.2	-	-	-	-	-	-

Source: Data of first creation in 2022

Regarding Item XI.1, the number of respondents who strongly agreed with the statement "Basic Salary received is sufficient to support themselves, and their family" was determined to be 43 or 51.8%; 40 or 48.2%; those who answered neutrally; those who answered disagreed; and those who strongly disagreed amounted to 0 or 0%. Thus, the majority of this study's respondents concurred that "the basic pay they earn is sufficient to support themselves and their families."

is governed by regulations, work equipment, and safety allowances" was 48 people or 57.8%; 35 people, or 41.2%; those who answered neutrally; those who answered disagreed; and those who strongly disagreed amounted to 0 people or 0%. Consequently, the majority of respondents to this study agreed with the statement, "Protection at work is governed by legislation, work equipment, and safety advantages."

For Item XI.2, the number of respondents who strongly agreed with the statement "Protection at work

Table 4 depicts the frequency distribution of each indication of the work discipline variable (X2).

**Table 4: Frequency Distribution for the variable Work Discipline (X2)**

Indicator	SS		S		N		TS		STS	
	F	%	F	%	F	%	F	%	F	%
X2.1	43	51.8	20	24.1	20	24.1	-	-	-	-
X2.2	47	56.6	18	21.7	18	21.7	-	-	-	-
X2.3	49	58.8	34	41.2	-	-	-	-	-	-

Source: Data of first creation in 2022

For Item X2.1, the number of respondents who strongly agreed with the statement "Members arrive on time and rarely use working hours for personal purposes" was determined to be 43 people or 51.8%; 20

people, or 24.1%; 20 people, or 24.1%; and 0 people, or 0%, who disagreed and strongly disagreed, respectively. Thus, the majority of respondents in this study agree wholeheartedly with the statement, "Members are

punctual and rarely spend work time for personal reasons."

Regarding Item X2.2, the number of respondents who highly agreed with the statement "Work conditions can be rather harmonic" was 47 people or 56.6%; 18 people replied agree, or 21.7%; 18 people answered neutral, or 21.7%; and 0 people, or 0%, answered disagree and strongly disagree. Thus, the majority of respondents in this study agree wholeheartedly with the statement, "Work conditions can be quite harmonious."

Regarding Item X2.3, the number of respondents who strongly agreed with the statement "There has never been a very major disagreement between members" was 49 individuals or 58.8%; 34 individuals, or 41.2%; and 0 individuals, or 0%. Therefore, the majority of respondents in this survey highly agreed with the statement, "There has never been a huge quarrel between members."

Table 5 displays the frequency distribution of each Organizational Culture variable (Z) indication.

**Table 5: Results of the frequency distribution for the variable Organizational Culture (Z)**

Indicator	SS		S		N		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Z1.1	43	51.8	20	24.1	20	24.1	-	-	-	-
Z1.2	47	56.6	18	21.7	18	21.7	-	-	-	-
Z1.3	49	58.8	34	41.2	-	-	-	-	-	-
Z1.4	47	56.6	18	21.7	18	21.7	-	-	-	-

Source: Data of first creation in 2022

Regarding Item Z1.1, the number of respondents who strongly agreed with the statement "Always adhere to agency standards" was determined to be 43 individuals or 51.8%; 20 individuals or 24.1%; 20 individuals or 24.1%; and 0 individuals or 0%. Thus, the majority of respondents in this poll highly agree with the statement "Always adhere to the agency's rules."

For Item Z1.2, the number of respondents who strongly agreed with the statement "Agencies provide sanctions for members who violate the norms" was 47 people or 56.6%; 18 people answered agree, or 21.7%; 18 people answered neutral, or 21.7%; and 0 people, or 0%, answered disagree and strongly disagree. Therefore, the majority of respondents in this survey strongly agree with the statement, "Agencies impose consequences on members who breach norms."

For Item Z1.3, the number of respondents who strongly agreed with the statement "Can discern

between good and bad things at work" was 49 individuals, or 58.8%; 34 individuals, or 41.2%; and 0 individuals, or 0%, who answered indifferently, disagreed, or severely disagreed. Thus, the majority of respondents in this research highly agree with the statement, "Can discriminate between positive and negative workplace events."

Regarding Item Z1.4, the number of respondents who highly agreed with the statement "Always honest in performing work" was 47 people or 56.6%; 18 people replied agree, or 21.7%; 18 people answered neutral, or 21.7%; and 0 people, or 0%, answered disagree and strongly disagree. Consequently, the majority of respondents in this research highly agree with the statement, "Always be honest when performing work."

Table 6 displays the frequency distribution of each indicator for the Performance (Y) variable.

**Table 6: Results of the frequency distribution for the Performance variable (Y)**

Indicator	SS		S		N		TS		STS	
	F	%	F	%	F	%	F	%	F	%
Z1.1	43	51.8	40	48.2	-	-	-	-	-	-
Z1.2	48	57.8	35	41.2	-	-	-	-	-	-
Z1.3	43	51.8	20	24.1	20	24.1	-	-	-	-
Z1.4	47	56.6	18	21.7	18	21.7	-	-	-	-

Sources: Primary data processed in 2022 (appendix 7, page 111)

Regarding Item Y1.1, namely the statement "Accuracy and accuracy in completing the work," 43 respondents highly agreed, or 51.8%; 40 respondents agreed, or 48.2%; those who answered neutrally; those who answered disagreed; and those who severely disagreed amounted to 0 individuals or 0%. Consequently, the majority of respondents in this study

concurred with the statement, "Accuracy and precision in accomplishing tasks."

Regarding Item Y1.2, the number of respondents who strongly agreed with the statement "Amount of work accomplished" was 48 people, or 57.8%; 35 people, or 41.2%; those who answered

neutrally; those who answered disagreed; and those who highly disagreed amounted to 0 people or 0%. Consequently, the majority of respondents to this study agreed with the statement "The amount of work accomplished."

Regarding Item Y1.3, which is about the statement "Work results according to target," it was determined that 43 respondents strongly agreed, or 51.8%; 20 respondents agreed, or 24.1%; 20 respondents answered neutrally, or 24.1%; and 0 respondents disagreed or strongly disagreed, or 0%. Thus, the majority of respondents in this survey agree wholeheartedly with the statement "The work is on target."

For Item Y1.4, the number of respondents who strongly agreed with the statement "Cohesiveness and good relations with work members and superiors" was 47 people or 56.6%; 18 people answered agree, or 21.7%; 18 people answered neutral, or 21.7%; and 0 people, or 0%, answered disagree and strongly disagree. Consequently, the majority of respondents in this survey highly agreed with the statement, "Cohesion and positive relationships with coworkers and superiors."

#### **4.2 The Impact of Human Resources on Organizational Culture (Work Motivation and Discipline).**

Human resources (motivation and work discipline) have a significant and good effect on the Organizational Culture of Dispers the Indonesian Air Force Halim Perdana Kusuma Jakarta, according to the findings of this study. Motivation, whose indicators include direct and indirect motivation, has a natural effect on enhancing the organizational culture at The Indonesian Air Force Base Dispers Halim Perdana Jaya Jakarta. The findings of this study are supported by the findings of Fernanda MB Tuhumena *et al.* (2017), Hendri and Roy Setiawan (2017), and Rachmawati Husnul Insanity (2016), which indicate that motivational variables have a marginally significant effect on the organizational culture of Dispers the Indonesian Air Force Base Halim Perdana Kusuma Jakarta.

Work discipline, whose indicators include relations with colleagues at the same level, relations between superiors and members, and cooperation between members, was found to positively affect the Organizational Culture of Dispers at the The Indonesian Air ForceBase Halim Perdana Kusuma in Jakarta. Rizky Pradana (2015) and Rachmawati Husnul Insanity (2016) found a significant partial effect of the work discipline variable on the organizational culture of the Dispers of the Indonesian Air ForceBase Halim Perdana Kuta Jakarta. These findings support the findings of this study.

The Influence of Human Resources (Motivation, Work Discipline, and Organizational Culture) on the Performance of Dispers at the Indonesian Air Force Halim Perdana Kusuma Jakarta. Motivational findings The research demonstrates that human resources (motivation, work discipline, and organizational culture) have a significant and positive influence on the performance of the Dispers Officer at the Indonesian Air Force Base Halim Perdana Kusuma Jakarta. Motivation, whose indicators include direct and indirect motivation, affects the performance of the Dispers at the Indonesian Air Force Base Halim Perdana Kusuma in Jakarta. The findings of this study are supported by the findings of Fernanda MB Tuhumena *et al.*, (2017), Hendri and Roy Setiawan (2017), and Rachmawati Husnul Insanity (2016), which indicate that motivational variables have a partially significant influence on the performance of the Dispers of the Indonesian Air Force Base Halim Perdana Kuta Jakarta.

Work discipline, whose indicators include peer-to-peer relations, superior relations with members, and member cooperation, was found to affect the The Indonesian Air ForceBase Dispers Halim Perdana Kusuma Jakarta positively. Rizky Pradana (2015), Rachmawati Husnul Insanity (2016), and Parvati Praningrum (2017) found that there is a substantial effect of the work discipline variable on the organizational culture of the Dispers of The Indonesian Air ForceBase Halim Perdana Kuta Jakarta.

In the meantime, Organizational Culture, whose indicators include Member Welfare, Superior Support, Rewards, and Working Conditions, was found to positively affect the Dispers at The Indonesian Air ForceBase Halim Perdana Kusuma Jakarta. The conclusions of this study are supported by research by Ricky Rafael a Tarigan (2016), which indicates that the Organizational Culture variable has a marginally significant effect on the Dispers of The Indonesian Air Force Base performance Halim Perdana Kusuma Jakarta.

## **5. CONCLUSIONS AND SUGGESTIONS**

Motivation and work discipline have a significant and positive influence on organizational culture (Case Study on Dispers the Indonesian Air Force Halim Perdana Kusuma Jakarta. Motivation and work discipline have a significant and positive influence on performance (Case Study on Dispers the Indonesian Air ForceHalim Perdana Kusuma Jakarta. Based on the findings, it is recommended to the Dispers Management of The Indonesian Air ForceBase Halim Perdana Kusuma Jakarta that the Halim Perdana Kusuma commander motivates his members and provides support for harmonious relationships with coworkers and without mutual intrigue among coworkers, maintaining excellent relationships with subordinates or employees must be adequately guarded.

It must respect each other between superiors and subordinates, with mutual respect.

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