Original Research Article

Improve Member Performance Through Organizational Citizenship Behavior, Work Environment, and Work Discipline

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Abstract: This research aims to analyze the influence of work discipline, work environment, and organizational citizenship behavior (OCB) on the performance of Air Force members at the Halim Perdanakusuma Air Base Logistics Service, Jakarta, both simultaneously, partially and dominantly. This research was conducted at Halim Perdanakusuma Air Force Base, Jakarta. The type of research used is explanatory research. The population and sample for this study were all enlisted members, non-commissioned officers, first officers, and middle officers at the Halim Perdanakusuma Air Base Logistics Service, Jakarta, namely 135 members. The analysis method uses multiple linear regression and hypothesis testing. The research results show that work discipline, work environment, and organizational citizenship behavior (OCB) influence the performance of Air Force members at the Halim Perdanakusuma Air Base Logistics Service, Jakarta, both simultaneously and partially. Furthermore, this research identifies that organizational citizenship behavior (OCB) influences member performance. The advice that can be given is to remember that Work Discipline influences member performance, and work discipline should be paid attention to.

Keywords: Discipline, Work Environment, Organizational Citizenship Behavior (OCB), Member Performance.

1. INTRODUCTION

The Halim Perdanakusuma Air Force Base, Jakarta as the Indonesian Air Force's operating base, has the task of carrying out guidance for the elements under it, including the fields of operations, personnel, logistics, aerospace potential, and security as well as particular fields in supporting the unit's tasks. Halim Perdanakusuma Air Force Base requires optimal readiness from human resources (including human resources, facilities, and infrastructure). This is relevant to the various problems currently arising; there are prominent problems, including securing assets, enforcing soldier discipline, and increasing soldier work ethic. In general, tasks can be implemented. However, the results still need to be. This is partly influenced by human resources, which need to fully understand their duties and functions, making them appear monotonous in carrying out their duties. In this case, as a TNI organization, the leader in the unit or units plays a vital role in determining the results of the goals and objectives to be achieved.

The significance of human resources cannot be overstated; they are widely regarded as the primary determinant of an organization's or company's success (2021); Nabawi (2019). Effective human resources are anticipated to perform admirably in accordance with the aspirations and objectives of the organization. Rafiditya & Syarifuddin (2020); Meilany & Ibrahim (2015); Farhah *et al*., (2020). An agency or organization's ability to achieve high performance is contingent upon the presence of a proficient personnel that demonstrates sufficient work effectiveness. The substantial potential of human resources is underscored by the active participation of actors in the ongoing development process. The community will have faith in the performance of those members who meet productivity and quality standards. Rialmi, (2020); Cahyadi, (2019). The effectiveness of human resources at Halim Perdana Kusuma Air Force Base, Jakarta, is critical to the base's operational success.

Work discipline is a critical aspect of human resource management operations, as the level of achievement of an organization directly correlates with the quality of discipline exhibited by its members. The result of the completed work is the formation of high-quality members. Additionally, the organization will be

able to maintain the loyalty and caliber of its members and evaluate the quality of their work if they exhibit proper discipline. This is possible if the assets possessed by members of Halim Perdana Kusuma Air Force Base Jakarta execute admirably.

The work environment is all things or elements that can influence directly or indirectly to the organization or agency which will have a good or bad impact on the performance and job satisfaction of members; this was stated by Soetjipto (2008): 87. A pleasant work environment is critical in improving member performance, so the work environment is said to be good if members can make a significant contribution to the Jakarta Halim Perdanakusuma Air Base Logistics Service, both directly and indirectly in the progress of the Jakarta Halim Perdanakusuma Air Base.

Human resources are a critical asset that is very important for developing and achieving organizational or agency goals. Successful organizations need members who will do more than just the task of their organization and are willing to provide performance that exceeds expectations. Organizations that want members willing to carry out tasks must be listed in their job description Triyanto, (2009). Robbins and Judge (2008): 40 stated facts that show that organizations with members with good OCB (Organizational *et al*.,) will perform better than other organizations. Members' positive behavior will support member performance and organizational performance for better organizational development, Winardi (2012:49).

Members' contributions to the organization will be higher if the organization can provide what members want (Supriadi *et al*., 2024). Organizational Citizenship Behavior (OCB) refers to members who add value to their assigned work and the Jakarta Halim Perdanakusuma Air Base. The smooth performance of an organization is associated with effectiveness and efficiency in carrying out its duties to realize the goals of Halim Perdanakusuma Air Base Jakarta. The performance indicators and standards set in measuring member performance are the problems found in the decline in member performance. Members only do the main task and want to avoid extra tasks, such as being willing to cooperate, helping each other, giving input, playing an active role, providing extra services, and not wanting to use their work time effectively.

Based on the results of the pre-survey, which was conducted through interviews with some members, it is known that several problems have caused a decline in members' performance at the Jakarta Halim Perdanakusuma Air Base Logistics Service. The performance indicators and standards set in measuring member performance, which are the problems found in decreasing member performance, are accuracy in completing tasks, suitability of working hours, level of attendance, and cooperation between members. Several

indicators in measuring members' performance at the Jakarta Halim Perdanakusuma Air Base Logistics Service must run entirely well; several factors cause this. Based on the results of the previous survey, questions obtained from nonconformity working hours show a very high response, so this can be a particular concern for Halim Perdanakusuma Air Base Jakarta to pay more attention to scheduling and sudden shift changes.

This research aims to analyze the influence of dari work discipline, work environment, and organizational citizenship behavior (OCB) on the performance of Air Force members at the Halim Air Base Logistics ServicePerdanakusumaJakarta, both simultaneously. This research also wants to analyze which variables from work discipline, work environment, and organizational citizenship behavior (OCB) dominate the performance of Air Force members at the Halim Perdanakusuma Air Base Logistics Service, Jakarta. It is hoped that the contribution of this research can be used as input for practitioners and the Halim Perdanakusuma Air Force Base so that they can find out how members behave and can also be used as a reference in carrying out strategic steps in order to improve the performance of Air Force members at the Air Base Logistics Service. Halim Perdanakusuma Jakarta.

2. LITERATURE REVIEW
2.1 Member Performance
Kasmir (2015, p. 183) says that performance depends on what the group or agency wants. (2015:11) says that the word "performance" comes from the word "job performance," which means "work performance" or "how well someone does the tasks and work that are given to him." According to what was said above, performance is the result of doing one's job or tasks in a way that meets certain standards and criteria. An article by Mangkunegara (2002:68) says that members perform better when they take personal responsibility, are willing to take risks, set realistic goals, have a detailed work plan, work hard to reach their goals, and use feedback (concrete feedback) in all of their work activities. Robbins (2006: 260) says that quality, quantity, timeliness, effectiveness, and efficiency can be used to measure success indicators.

2.2 Work Discipline
According to Ichsan *et al*., (2020), work discipline is a way of acting that shows respect, obedience, and following the rules. Also, Emba (2016) says that "work discipline is an attitude, behavior, and actions that comply with the regulations of the organization in the written or unwritten form." Author Alex S. Nitisemita wrote in 1992 and 207 that threats, role models, leaders, assertiveness, goals, and employee skills can all help improve work discipline. According to Edy Sutrisno (2016), work discipline is made up of three parts: following time rules, following company rules, and following ideals.

2.3 Work Environment

Siagian (2014:56) defines the work environment as the physical and social setting in which employees do their everyday tasks. The work environment encompasses all factors, both direct and indirect, that might have a positive or negative effect on employee performance and job satisfaction, as stated by Soetjipto (2008: 87). Siagian (2014:57) categorizes work settings into two major types: physical and non-physical work environments. As stated by Wursanto (2016), the work environment encompasses all the psychological elements that impact the emotions of workers. This includes aspects such as facilities and infrastructure, air circulation, lighting in the workspace, employee interactions, and the overall ambiance of the workplace.

2.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) refers to a collection of actions that are not explicitly mandated by an organization's official job standards, but can contribute to the overall job performance and effectiveness of the organization. Sadeghi, Ghasem, Ahmadi, and Mandyazdi (2016). Budihardjo (2014) defines Organizational Citizenship Behavior (OCB) as the voluntary actions of employees that are not directly tied to the reward system but nonetheless enhance the overall effectiveness of the business. Citizenship behavior often encompasses three primary components: compliance, allegiance, and engagement. P, Uri, and Utami (2017) identified altruism, civility, sportsmanship, conscientiousness, and civic virtue as the indicators of Organisational Citizenship Behavior (OCB).

3. METHODS

3.1 Research Design

This research employs a causal-comparative design, with three independent variables and one dependent variable. The outcomes of the interaction among the variables under investigation will be elucidated in further detail in order to provide a comprehensive explanation for this sort of research. This study examines the impact of work discipline, work environment, and organizational citizenship behavior (OCB) on the performance of Air Force personnel at the Halim Perdanakusuma Air Base Logistics Service in Jakarta.

3.2 Location and Research Sample

This research was conducted at Halim Perdanakusuma Air Force Base, Jakarta. ElectionThis location is adapted to the theme, namely human resources, which are members of the Halim Perdanakusuma Air Force Base, Jakarta. is a member who is alert, firm, and active in the Halim Perdanakusuma Air Force Base, Jakarta Commander program. Population The population and research sample used are all 135 Air Force members at the Halim Perdanakusuma Air Base Jakarta Logistics Service, and they are included in the census research.

3.3 Data Analysis Techniques

The research employed descriptive analytic techniques as the tool for data analysis. The data can be quantitatively evaluated using statistical models in the SPSS version 25 software. A multiple regression analysis is conducted to ascertain the impact of motivation, discipline, and work environment variables on member performance.

4. RESULTS AND DISCUSSION

4.1 Research Results

4.1.1 Characteristics of Research Respondents

Gender

The results of the classification tabulation according to the gender of Halim Perdanakusuma Air Base Jakarta members are presented in the table below.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	125	92.6%
2	Woman	10	7.4%
		135	100%

Source: data processed 2023

Based on Table 1 above, it can be seen that the number of male respondents was 125 people (92.6%) and 10 female respondents (7.4%). Thus, the number of male respondents was more significant.

Age: Tabulated results according to age for Halim Perdanakusuma Air Force Base, Jakarta members. They are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	< 30 Years	17	12.6 %
2	31-40 Years	29	21.5%
3	41-50 Years	73	54.1%
4	>50 Years	16	11.8%
		135	100%

Based on Table 2 above, it can be seen that the number of respondents aged 41 - 50 years dominates at 73 people or (54.1%). In general, this shows that members of the Halim Perdanakusuma Air Force Base, Jakarta. Most are of an age with a high level of experience and knowledge.

Education

Educational tabulation results for members of the Halim Perdanakusuma Air Force Base, Jakarta. They are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	Presentations%
1	Senior High School	85	63.0%
2	Diploma	10	7.4%
3	Bachelor	25	18.5%
4	Post Graduate	15	11.1%
		135	100%

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates at 85 people or (63.0%) In general, this shows that the high school level of education is a member of the Halim Perdanakusuma Air Force Base, Jakart demonstrates a good level of understanding when dealing with work problems.

Years of Work

The table below presents the tabulation results according to the length of service of Halim Perdanakusuma Air Force Base, Jakarta members.

Table 4: Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	14	10.4%
2	6 – 10 years	25	18.5%
3	11 – 20 years	80	59.3%
4	>20 years	16	11.8%
		135	100%

Source: data processed in 2023

Based on Table 4 above, it can be seen that the number of respondents with a working period of 11 - 20 years dominates at 80 people or (59.3%). In general, this shows the length of service of Halim Perdanakusuma Air Force Base, Jakarta members. Demonstrates a good level of understanding when dealing with work problems.

4.1.2 Evaluation of Validity and Reliability of Research Instruments
Validity Test Results

The following are the outcomes of the validity assessment conducted on 30 statement items that assessed the following variables: Work Discipline, Work Environment, Organizational Citizenship Behavior (OCB), and Member Performance:

Table 5: Validity Test Results

Variable	Items	Correlation coefficient	r. Table	Sig.	Information
Work Discipline (X1) Edy Sutrisno (2016)	X1.1	,550**	0.168	,000	Valid
	X1.2	.806**	0.168	,000	Valid
	X1.3	,682**	0.168	,000	Valid
	X1.4	,912**	0.168	,000	Valid
	X1.5	,886**	0.168	,000	Valid
	X1.6	,758**	0.168	,000	Valid
Work Environment (X2) Siagian (2014)	X2.1	,774**	0.168	,000	Valid
	X2.2	,857**	0.168	,000	Valid
	X2.3	,751**	0.168	,000	Valid
	X2.4	,860**	0.168	,000	Valid
Organizational Citizenship Behavior (OCB) (X3) Putri and Utami (2017)	X3.1	.707**	0.168	,000	Valid
	X3.2	,635**	0.168	,000	Valid
	X3.3	.474**	0.168	,000	Valid
	X3.4	,832**	0.168	,000	Valid
	X3.5	,696**	0.168	,000	Valid
	X3.6	,641**	0.168	,000	Valid

Variable	Items	Correlation coefficient	r. Table	Sig.	Information
	X3.7	,691**	0.168	,000	Valid
	X3.8	,815**	0.168	,000	Valid
	X3.9	.804**	0.168	,000	Valid
	X3.10	.707**	0.168	,000	Valid
Member Performance (Y) Robbins (2006: 260)	Y1.1	,729**	0.168	,000	Valid
	Y1.2	.711**	0.168	,000	Valid
	Y1.3	,851**	0.168	,000	Valid
	Y1.4	,802**	0.168	,000	Valid
	Y1.5	,767**	0.168	,000	Valid
	Y1.6	,729**	0.168	,000	Valid
	Y1.7	.711**	0.168	,000	Valid
	Y1.8	,851**	0.168	,000	Valid
	Y1.9	,802**	0.168	,000	Valid
	Y1.10	,767**	0.168	,000	Valid

Source: data processed 2023

The results presented in Table 5 indicate that the computed r-value for the 30 statement items was less than the critical r-value (0.213) from the table, or that the probability value (Sig. 2-tailed) for the 30 questionnaire items generated a pr value. Reduced reliability to 0.05. The comparison indicates that the thirty questionnaire items suggested by the researcher were comprehended by the respondents. As a result, the validity of every item in the questionnaire utilized in this study was established.

Reliability Test Results

In addition to the assessment of validity, it is desirable that participants provide consistent and reliable responses for every item comprising the research instrument or questionnaire for each variable. When the Cronbach Alpha value derived from the calculation results surpasses or equals the designated threshold of 0.6, then the variable is deemed reliable.

Table 6: Reliability Test Results

Variable	*Cronbach's Alpha*	r. Table	Information
Work Discipline (X1) Edy Sutrisno (2016)	,820	0.6	Reliable
Work Environment (X2) Siagian (2014)	,819	0.6	Reliable
Organizational Citizenship Behavior (X3) Putri and Utami (2017)	,768	0.6	Reliable
Member Performance (Y) Robbins (2006: 260)	,779	0.6	Reliable

Source: data processed 2023

Multicollinearity Test Results

Multicollinearity develops when a regression model has a strong relationship between independent variables. Examining the VIF value allows one to find multicollinearity indicators. A VIF score of less than 10 indicates the lack of considerable multicollinearity.

Table 7: Inflation Factor Variant Values

Independent Variable		*Collinearity Statistics*	
		Tolerance	VIF
1	Work Discipline (X1)	,164	6,097
2	Work Environment, (X2)	,166	6,018
3	Organizational Citizenship Behavior (X3)	,668	1,497

Source: data processed in 2023

Based on the VIF calculation above, it can be seen that all independent variables, namely Work Discipline, Work Environment, and Organizational Citizenship Behavior (OCB), have VIF values below ten so that multicollinearity does not occur.

Autocorrelation Test Results

The Durbin-Watson (DW) method and a serial correlation test model can be used to find autocorrelation in a regression model. When the Durbin-Watson number is between -2 and 2, or when -2 < DW < 2, there are no signs of autocorrelation in a regression model equation. Based on the results of the math, the Durbin-Watson

value is 1.709, which is a number bigger than -2 and less than 2. Because of this, we can say that the regression model doesn't have any correlations. The calculation shows that the Durbin-Watson number is 1.994, which means it is both greater than -2 and less than 2. Because of this, we can say that the regression model doesn't have any correlations.

Table 8: Autocorrelation Test Results

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	.936a	,876	,873	1,458	1,088

a. Dependent Variable: ry
b. Predictors: (Constant), rx3, rx1, rx2
Source: data processed 2023

Heteroscedasticity Test Results

The heteroscedasticity test can be demonstrated by looking at the scatterplot results. The regression equation is free from heteroscedasticity if the scatter plot distribution is spread out.
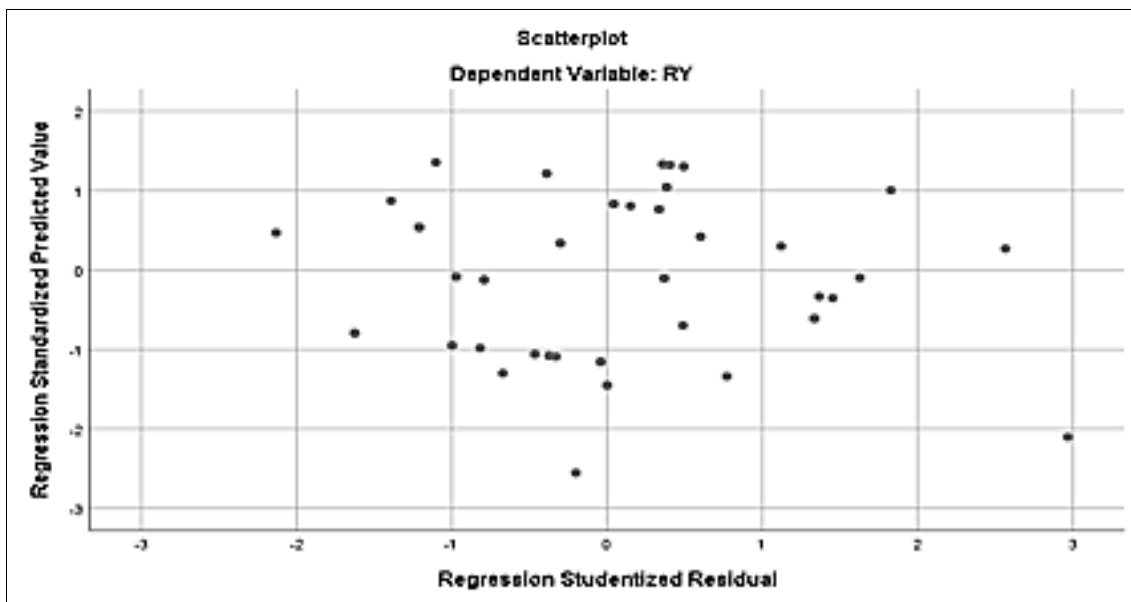

Figure 1: Heteroscedasticity Test Results

A scatterplot illustrating the reason why attered points do not form a pattern is displayed above. The statistical analysis indicates that the aforementioned irregularity in the pattern suggests the absence of heteroscedasticity, thereby enabling the measurement of the respondent's perception.
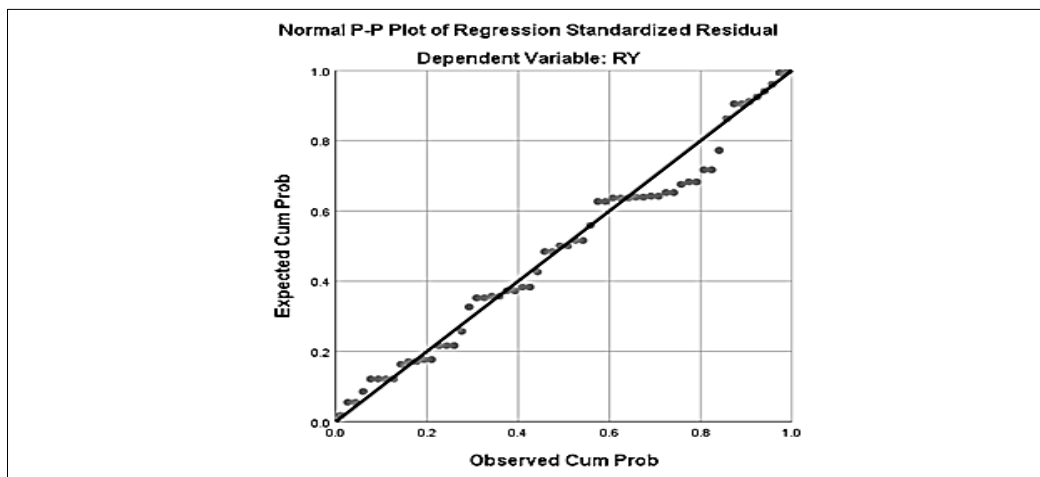
Normality Test Results

Figure 2: Normality Test

Figure 2 shows that the points are spread around and approaching the diagonal line, which shows that the research data is usually distributed.

Multiple Linear Regression Results

Table 9 presents the outcomes of a multiple linear regression analysis examining the relationship among organizational citizenship behavior (OCB), work discipline, work environment, and work environment with respect to the performance of personnel at Halim Perdanakusuma Air Base Jakarta.

Table 9: Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Regression Coefficient (β)	count	Sig.
X1	Work Discipline			
X2	Work environment			
X3	Organizational Citizenship Behavior (OCB)	,452	4,503	,000
Constant	2,166			
R2	,876			
Adjusted R Square	,873			
F Count	309,026			
Sig. F	,000			
N	135			
Dependent variable = Member performance (Y)				

Based on Table 9 above, a multiple linear regression equation can be prepared as follows:

$$Y = 0.876 + 0.452X1 + 0.461X2 + 1.032X3 + e$$

The above equation's regression constant value of 1.129 means that the performance of the people who work at Halim Perdanakusuma Air Base Jakarta stays the same even if the independent variables (work discipline, work environment, and organizational citizenship behavior (OCB)) stay the same or take a value of zero. Number of regressions (1) The value of 0.452 for the variable that measures work discipline shows that it is positively related to the success of staff at the Jakarta Halim Perdanakusuma Air Base. The results of the t-test show that the chance value of variable X1 (0.000) is less than the 0.05 amount of error that the researcher set. There is a 0.461 regression coefficient (β2) for the measure Work Environment. This shows that the work environment at the Jakarta Halim Perdanakusuma Air Base has a good effect on how well people do their jobs. The results of the t-test show that the chance of X2 happening (0.000) is less than the 0.05 amount of error that the researcher set. The organizational citizenship behavior (OCB) variable has a regression coefficient (²3) value of 1.032, which means that it has a good effect on the work performance of people at Jakarta Halim Perdanakusuma Air Base.

The t-test results show that the variable X3's chance value (0.000) is less than the 0.05 significance level (α = 0.05) that the researcher set.A multiple correlation coefficient analysis can be used to find out how strongly the dependent variable (member performance) is linked to the independent factors (work discipline (X1), work environment (X2), and organizational citizenship behavior (OCB) (X3). There is a 93.6% correlation between the dependent variable (member performance) and the independent factors (work discipline, work environment, and organizational citizenship behavior (OCB)). This is shown by the R-value, which is 0.936a. The graph shows a strong link between the dependent variable and the independent factors chosen by the researcher. The coefficient of determination, or R2 number, that has been changed is 0.876. This means that the work setting, organizational citizenship behavior (OCB), and work discipline together explain 87.6% of the differences in how well members do their jobs. Instead, the last 12.4% is an extra independent variable that hasn't been looked at yet.

4.1.3 Hypothesis Test Results 1

The F test is utilized in this study to assess hypothesis 1, which investigates the impact of organizational citizenship behavior (OCB), work environment, and discipline on the performance of Akuma Jakarta personnel at Halim Perdana Air Base. The F test produced the following results: calculated F value is 309.026 with Sig. F of 0.000, and F Table value (α:DF=nk-1) is 0.267 for α = 0.05 and DF = 135. According to the comparison of Fcount and Ftable, Fcount (309,026) is greater than Fable (0.267), and the Sig. F value (0.000) is less than the researcher's error rate of 0.05 or 5%. Conclusion: The Work Environment, Organizational Citizenship Behavior (OCB), and Work Discipline elements all have a significant impact on the performance of Halim Perdanakusuma Air Base Jakarta employees. As a result, Hypothesis 1 can be verified.

4.1.4 Hypothesis Test Results II

In this study, hypothesis II is tested using the t-test, which determines the significance of each (partial) independent variable's influence on the dependent variable as follows: The following three variables have a significant (Sig.) value of 0.000: Variable X1 has a t value of 4.503, X2 has a t value of 3,793, and X3 has a t value of 5,590. The study's findings show that the independent variables—work discipline, work environment, and organizational citizenship behavior

(OCB)—had high significance levels (Sig.t) and have a partial, substantial impact on the performance of Halim Perdanakusuma Air Base Jakarta members. Consequently, hypothesis II is provable.

4.1.5 Hypothesis Test Results III

By comparing the Unstandardized Coefficients value of the Organizational Citizenship Behavior (OCB) (X3) variable of 0.517, it is the largest compared to the Work Discipline and Work Environment variables. Thus, hypothesis III can be proven.

4.2 DISCUSSION OF RESEARCH RESULTS
4.2.1 Effect of Work Discipline on Performance

The performance of Halim Perdanakusuma Air Base Members in Jakarta is influenced by work discipline. This means that if the leader demonstrates good work discipline, the performance of the members will also improve. The statement suggests that the work environment has a significant part in enhancing a member's performance. Specifically, an improved work environment for a member will lead to an improvement in their performance. The findings of this study corroborate the research carried out by Nasution (2018), Jufrizen (2017a), Sukama and Sudiba (2015), Lukita (2019), and Jufrizen and Lubis (2020), which all reached the conclusion that transformational leadership has a beneficial impact on individual performance. Work discipline, in essence, is a leadership paradigm where a leader guides and supports team members or subordinates in improving their performance by emphasizing behavioral changes that contribute to the growth of both individuals and the company.

4.2.2 The Influence of Work Environment on Performance

The performance of members at Halim Perdanakusuma Air Base in Jakarta is directly influenced by the work environment. This implies that an improvement in the work environment would result in an increase in performance. This indicates that the work environment has a substantial impact on member performance. The statement suggests that the work environment has a significant part in enhancing a member's performance. Specifically, a member's performance is likely to improve when the work environment is improved. The findings of this study support the conclusions drawn by Ainanur & Tirtayasa (2018), Jufrizen & Rahmadhani (2020), Arianty (2014), Gultom (2014), Prayogi & Rialdy (2018), Jufrizen (2017), Andayani & Tirtayasa (2019), Yusnandar *et al*., (2020), Jufrizen *et al*., (2017), Wahyudi & Tupti (2019), and Jufrizen *et al*., (2018) in their respective research, which indicate that the performance of team members is influenced by the work environment. This indicates that the culture is being more efficiently structured, hence enhancing Member Performance to a greater extent. The work environment at an organization is typically characterized by the collective ideals, conventions, attitudes, and work ethics of its members. The aspects

serve as the foundation for observing and analyzing the behavior of individuals, their cognitive processes, collaboration, and engagement with the surroundings (Harjono *et al*., 2024). An optimal work environment fosters organizational dedication and enhances the overall effectiveness of Halim Perdanakusuma Air Base Jakarta.

4.2.3 The Influence of Organizational Citizenship Behavior (OCB) on Performance

Individual skills in Organizational Citizenship Behavior (OCB) are assessed using two questionnaire items: This MemberMember works swiftly and efficiently while adhering to the Institution's work standards. The means analysis results reveal the greatest score, indicating that this MemberMember performs skillfully and efficiently. The strongly agreed-upon option demonstrates this. Two questionnaire items are used to assess individual motivation in Organizational Citizenship Behavior (OCB). Members are able to accomplish work in accordance with the provisions and work targets, as well as meet work quantity expectations set by the agency. The means analysis results reveal the highest value when measuring the quantity of work completed in accordance with the agency's expectations. The "agree" option reflects this.

Organizational Citizenship Behavior (OCB) Work Team Effectiveness is examined using two questionnaire items: being on time during working hours and completing work. The means analysis results provide the most benefit by assessing the team's capacity to retain its membership. The "agree" option reflects this. Organizational Citizenship Behavior (OCB) Leadership is assessed using two questionnaire items: interpersonal influence leadership in certain contexts and direct influence leadership via communication. When goal setting is measured, the results of the means analysis are the most significant. The strongly agreed choice of 54.7% demonstrates this.

4.2.4 Member Performance

Quality Member Performance is measured by two questionnaire items: This Member works deftly and meets the requirements or work standards set by the Institution. The means analysis results show the highest score by measuring whether this Member meets the requirements or work standards set by the Institution. The strongly agreed option indicates this. Quantity Member performance is measured by two questionnaire items: Members being able to complete work by work targets and Achievement of work quantity by agency expectations. The means analysis results show the highest score by measuring members' ability to complete work according to work targets. The agree option indicates this. Two questionnaire items measure Member Performance on Time: I am always present on time during working hours and complete work on time. The means analysis results show the highest value by

measuring that I am always present on time during working hours. The agree option indicates this.

The effectiveness of member performance is assessed through two questionnaire items: the degree to which members strive conscientiously to accomplish their objectives, and the degree to which they consistently endeavor to execute their responsibilities proficiently. The means analysis reveals that members consistently strive to perform their responsibilities effectively, as evidenced by the highest score. The selection of "strongly agreed" signifies this. Two questionnaire items determine the efficiency of member performance: whether or not members consistently complete their work on time, and whether or not they reduce costs by doing so. The results of the means analysis indicate that the maximum score is achieved when members consistently submit their assignments on time. This is demonstrated by the decision to strongly concur with the measure.

The findings of the study indicate that work environment and work discipline have an effect on the performance of Halim Perdanakusuma Air Base Jakarta personnel; thus, performance will increase if work environment and work discipline are implemented effectively. The outcomes of this study corroborate the findings of previous research (Adinata, 2015; Ritawati, 2013; Nugroho, 2011; Lukita, 2019; Sutarno, 2011), which concluded that member performance can be further enhanced through the implementation of transformational leadership and a conducive work environment. Work discipline, as a theoretical construct, pertains to a leader who facilitates improved performance among members or subordinates through an emphasis on behavior modification, with the ultimate goal of effecting organizational and individual transformation within the group or agency (Saputra *et al.*, 2024. The internal work environment of an organization is commonly characterized by the shared values, norms, attitudes, and work ethics that are prevalent among all organizational components. These elements serve as the foundation for monitoring the behavior of members, including their thought processes, cooperation, and environmental interactions. Enhancing the work environment will foster greater organizational commitment and positively impact Halim Perdanakusuma Air Base Jakarta's overall performance.

5. CONCLUSIONS AND RECOMMENDATIONS

The results of this research indicate that partially Work Discipline, Work Environment, and Organizational Citizenship Behavior (OCB) have a positive and significant effect on the performance of members of Halim Perdanakusuma Air Base Jakarta and work discipline, work environment and organizational citizenship behavior (OCB) simultaneously have a positive and significant effect on the Performance of Halim Perdanakusuma Air Base Members in Jakarta.

Meanwhile, the advice that can be given is to remember that work discipline influences member performance, and this work discipline should be paid attention to. To improve performance, it is a good idea for leaders to pay more attention to the work environment by encouraging members always to innovate and work to be results-oriented. It is hoped that future researchers will use this research as reference material, where the factors influencing performance are work discipline, work environment, and organizational citizenship behavior (OCB).

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