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Original Research Article

Improving Personnel Performance through Work Motivation, Work Discipline and Work Environment

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Abstract: This research aims to analyze the influence of work motivation, work discipline, and work environment on the performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta, both simultaneously and partially, and to analyze the influence of which variables are dominant on the performance members of air force personnel at Diskomlekau Mabesau, Jakarta. This research was conducted at Diskomlekau Mabesau, Jakarta. The type of research used is explanatory research. The research population was all members of the Diskomlekau Mabesau, Jakarta Air force personnel, namely 120 members. Considering that the population is not too large, census research was used, and all Diskomlekau Mabesau, Jakarta Air force personnel will be the research respondents. The analysis method uses multiple linear regression and hypothesis testing. The research results show that work motivation, discipline, and work environment influence the performance members of air force personnel at Diskomlekau Mabesau, Jakarta, both simultaneously and partially. Furthermore, this research identified that work motivation had a dominant influence on the performance members of air force personnel at Diskomlekau Mabesau, Jakarta. From the research results, it is recommended that members of the Jakarta Diskomlekau Mabesau personnel increase work motivation to meet performance.
Keywords: Motivation, Work Discipline, Work Environment, Member Performance.

1. INTRODUCTION

The professional conduct of diskomlekau members personnel can be evaluated based on their profound expertise and knowledge, as well as their dedication to their work. A person with broad skills and expertise will possess a strong sense of confidence and be capable of working with efficiency, effectiveness, intelligence, speed, precision, and thoroughness.

The performance of diskomlekau members personnel is quite good but still needs to be improved in terms of the implementation of the duties and work competence. The reality is that among the members, there are still members who often wait for orders to carry out their duties. This is, of course, very detrimental to the members themselves and the agency concerned. All of this is due to members' need for more attention to the tasks given and their responsibilities as state servants, so the work that must be completed today cannot be completed and is constantly postponed.

The achievement of high-quality work outcomes and the intended quantity is significantly impacted by various elements, such as motivation and work discipline. Motivational variables have a significant impact on performance as they serve as catalysts that propel individuals towards achieving a certain objective. Mangkunegara, in his 2015 publication, states on page 93. According to Hasibuan (2017:193), the discipline factor refers to an individual's consciousness and readiness to comply with all requirements of an organization or agency, as well as the relevant social standards. Another influential aspect on member performance is the work environment. The work environment encompasses several factors, both internal and external to the organization, that directly or indirectly influence managerial operations aimed at achieving organizational objectives. Silalahi, in his work published in 2013, states on page 118.

Motivation is something that makes people act or behave in specific ways. Armstrong (1990). So, they are motivated according to their needs. However, member performance and motivation are determined by human resources themselves. If the motivation given is taken and applied well, it will create enthusiasm to

continue moving forward together and be loyal to the organization. However, if the motivation given to members is insufficient, the performance will also not be good. With motivation, members will also remain motivated and improve performance, enabling the organization to achieve organizational goals. Motivation aims to achieve a sense of shared purpose by ensuring as far as possible that the organization's needs and desires are aligned with those of its members. Armstrong, (1990).

As stated by Sutrisno (2009:87), work discipline refers to the attitude of showing respect towards the regulations and provisions set by the Ministry of Defense of the Republic of Indonesia. This attitude is observed among the state civil apparatus, who willingly adapt to the regulations and provisions of the Ministry of Defense of the Republic of Indonesia. This is evidenced by the fact that there is still much work that needs to be completed; there are still members who arrive late. Entering the office can be seen from the absence of member attendance lists; some members arrive late after break time; apart from that, there are still members who are not in the room during working hours, even though there is still much work that must be completed, including carrying out tasks that are their responsibilities. Moreover, regulations can affect member performance and fail to achieve organizational goals.

The work environment comprises all factors or components that have the potential to exert a direct or indirect influence on an organization, thereby affecting the job satisfaction and performance of its members (Soetjipto, 2008:87). A pleasant work environment is critical in improving member performance so that the work environment is said to be good if members can make a significant contribution to the organization, both directly and indirectly in the progress of the organization. Some members feel uncomfortable with the situation and conditions in their work environment, causing the member's performance to decline. There comes a time when the member is comfortable with the work environment, so the member's performance increases.

The aim of this research is to analyze the effects of work environment, work motivation, and work discipline on the overall and individual performance members of the Air force personnel at Diskomlekau Mabesau, Jakarta. The objective of this research is to analyze the key determinants that impact the performance members of the Air force personnel at Diskomlekau Mabesau, Jakarta. These determinants comprise work environment, work motivation, and work discipline. This research provides practical and theoretical value to the Diskomlekau Mabesau in Jakarta. The findings of this study can identify motivational factors, work environment, and work discipline that contribute to the accomplishments of Jakarta Mabesau Diskomlek personnel, which the head of Diskomlekau

Mabesau Jakarta personnel may take into account when making decisions.

2. LITERATURE REVIEW
2.1 Performance
Lijan Poltak Sinambela's (2018:481) performance pertains to the accomplishment of employee objectives in relation to their designated duties. Individual task attainment is influenced by member performance, which in turn affects the overall performance of the Sinambela organization (Sinambela, 2017:478). Performance is a crucial aspect in accomplishing tasks or work objectives, encompassing the quality and quantity of targets that need to be met within a specific timeframe (Supriadi *et al*., 2024); (Harjono *et al*., 2024); (Saputra *et al*., 2024). According to Sutrisno (2016:151), performance is influenced by two elements: individual factors and environmental factors. As stated by Lijan Poltak Sinambela (2018:527), the performance indicators encompass quality, work quantity, responsibility, cooperation, and initiative.

2.2 Work Motivation
Hasibuan (2016: 111) defines motivation as the act of providing a compelling force that generates passion in an individual's work, leading them to willingly collaborate, work efficiently, and synergize all their efforts to attain fulfillment. As stated by Sutrisno (2016), work motivation is a catalyst for aspiration and a compelling factor that influences an individual's inclination to engage in work, as each motivation is associated with a distinct objective. According to Sutrisno (2016: 116), motivation factors include work environment, compensation, and good supervision. According to SP Hasibuan (2006:152-167), indicators of work motivation include physical, security, social, esteem, and actualization needs.

2.3 Work Discipline
According to Supomo and Nurhayati (2018), work discipline is the attitude or behavior of a member of an organization who always obeys, appreciates, and respects various rules and norms established by the organization to achieve organizational goals. According to Nur (2020), many factors influence members' work discipline, including the existence of clear goals from the company, the existence of company regulations, the disciplinary behavior of superiors, the attention and direction given to members, the supervision of members, the existence of rewards and punishments, and the size of compensation. According to Hasibuan (2017), the work discipline indicators used to measure work discipline are attitudes, norms, and responsibilities.

2.4 Work Environment
Sedarmayanti (2017) defines a work environment as a setting in which several groups have access to supportive resources in order to accomplish the company's objectives in alignment with its vision and mission. According to Rahmawati *et al*., (2021), the

work environment refers to the social, psychological, and physical aspects of an organization that impact its members' performance of their responsibilities. The physical work environment is a factor that contributes to employee work tension and influences work performance, according to Robbins (2017). The dimensions and indicators of the work environment, according to Sedarmayanti (2017), comprise both the tangible and intangible elements of the workplace.

3. METHODS

3.1 Research Design

The research design is based on quantitative methodology, namely explanatory research. This research focuses on the field of Human Resources Management (HRM). It aims to determine the impact of motivation, work discipline, and work environment on the performance members of the Air force personnel at Diskomlekau Mabesau, Jakarta.

3.2 Research Location

This research was conducted at Diskomlekau Mabesau, Jakarta. The reasons for choosing a research location are as follows: Researchers conduct research primarily to capture phenomena or research from the object being studied to obtain accurate research data.

3.3 Research Population and Sample

This study's population comprised 169 enlisted members, non-commissioned officers, and first officers. Sample calculations using the Slovin formula resulted in 120 samples.

3.3 Data Analysis Techniques

Data were analyzed using descriptive methods. Statistical models in SPSS version 25 can quantify the data. This study employs multiple regression analysis to investigate how motivation, work discipline, and work environment affect performance members of the Air Forceair force personnel at Diskomlekau Mabesau, Jakarta.

4. RESULTS AND DISCUSSION

4.1 Research Results

4.1.1 Characteristics of Research Respondents

Gender

The table below shows the tabulation results of the gender-based classification on the impact of work environment, work motivation, and work discipline on the performance members of the Air force personnel at Diskomlekau Mabesau, Jakarta.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	100	83.3%
2	Woman	20	16.7%
		120	100%

Source: data processed 2023

According to the data presented in Table 1, It is evident that 20 persons (16.7%) and 100 people (83.3%), respectively, were female respondents. As a result, the proportion of male responses was higher.

Age

Tabulation results according to age for members of the Air Force personnel at Diskomlekau Mabesau, Jakarta are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentations
1	< 30 Years	60	50%
2	31-40 Years	30	25%
3	41-50 Years	20	16.7%
4	>50 Years	10	8.3%
		120	100%

Source: data processed 2023

According to Table 2, the majority of responders, 60 individuals (50%), are under the age of 30. This indicates that the individuals in question are part of the Jakarta Mabesau Diskomlekau Air force personnel. The majority of individuals possess a considerable amount of expertise and knowledge.

Education

The results of the educational tabulation of the Air force personnel at Diskomlekau Mabesau, Jakarta are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	Presentation %
1	Senior High School	70	58.3%
2	Diploma	30	25%
3	Bachelor	18	15%
4	Post Graduate	2	1.7%
		120	100%

Source: data processed in 2023

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates by 70 people (58.3%). In general, this shows that the high school education level of members of the Air force personnel at Diskomlekau Mabesau, Jakarta shows a good level of understanding in dealing with work problems.

Years of Work

The table below presents the tabulation results according to the length of service of members of the Air Force personnel at Diskomlekau Mabesau, Jakarta.

Table 4: Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	10	8.3%
2	6 – 10 years	15	12.5%
3	11 – 19 years old	65	54.2%
4	20 years	30	25%
		120	100%

Source: data processed in 2023

According to the data in Table 4, it is evident that the majority of respondents, specifically 65 individuals or 54.2%, have been employed for a period of 11-19 years. Overall, this indicates that the tenure of Air Force personnel at Diskomlekau Mabesau, Jakarta demonstrates a high level of competence in addressing work-related challenges.

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

Table 5: Validity Test Results

Variables	Items	Coefficient	r. Table	Variables	Items
Motivation (X1)	X1.1	,585**	0.178	,000	Valid
SP Hasibuan	X1.2	828**	0.178	,000	Valid
(2006;94)	X1.3	,741**	0.178	,000	Valid
	X1.4	,829**	0.178	,000	Valid
	X1.5	,590**	0.178	,000	Valid
	X1.6	,691**	0.178	,000	Valid
	X1.7	,748**	0.178	,000	Valid
	X1.8	,552**	0.178	,000	Valid
	X1.9	,628**	0.178	,000	Valid
	X1.10	,757**	0.178	,000	Valid
Work Discipline (X2)	X2.1	,783**	0.178	,000	Valid
Luthans 2016:38	X2.2	,789**	0.178	,000	Valid
Sutrisno (2016;94)	X2.3	.703**	0.178	,000	Valid
	X2.4	,749**	0.178	,000	Valid
	X2.5	,789**	0.178	,000	Valid
	X2.6	,734**	0.178	,000	Valid
Work Environment (X3)	X3.1	,624**	0.325	,000	Valid
Sedarmayanti (2017)	X3.2	,470**	0.325	,000	Valid
	X3.3	.503**	0.325	,000	Valid
	X3.4	,745**	0.325	,000	Valid
Member Performance (Y)	Y1.1	,540**	0.178	,000	Valid
Lijan Poltak Sinambela (2018:527)	Y1.2	,823**	0.178	,000	Valid
	Y1.3	,744**	0.178	,000	Valid

Variables	Items	Coefficient	r. Table	Variables	Items
	Y1.4	,843**	0.178	,000	Valid
	Y1.5	,592**	0.178	,000	Valid
	Y1.6	,686**	0.178	,000	Valid
	Y1.7	,748**	0.178	,000	Valid
	Y1.8	,588**	0.178	,000	Valid
	Y1.9	. 637**	0.178	,000	Valid
	Y1.10	,753**	0.178	,000	Valid

Source: data processed 2023

The results presented in Table 5 demonstrate that the computed r-value for the 30 statement items was less than the critical r-value from the table (0.230), or that the probability value (Sig. 2-tailed) generated for the 30 questionnaire items was less than 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

Table 6: Reliability Test Results

Variables	*Cronbach's Alpha*	r. Table	Information
Motivation (X1)	,767	0.6	Reliable
Work Discipline (X2)	,790	0.6	Reliable
Work Environment (X3)	,818	0.6	Reliable
Member Performance (Y)	,767	0.6	Reliable

Source: data processed 2023

Based on the findings of the Cronbach's Alpha value for the four variables that were investigated and represented the thirty items that were included in the study questionnaire, the value was still higher than the minimum criterion of 0.6. The results of this comparison demonstrate that respondents demonstrated consistency in their responses to the thirty questionnaire items that were proposed by the researcher. Therefore, it was determined that each and every questionnaire item in this study was credible.

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 Motivation (X1)	,754	1,327
2	Work Discipline (X2)	,749	1,334
3	Workenvironment (X3)	,847	1,181

Source: data processed in 2023

The VIF calculation shows that all independent variables, namely Work Motivation, Work Discipline, and Work Environment, have VIF values below ten, showing the lack of multicollinearity.

Autocorrelation Test Results

Table 8: Autocorrelation Test Results Model Summary

| Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	.991a	,982	,972	,583	1,843

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

Heteroscedasticity Test Results
The scatterplot results provide evidence of the heteroscedasticity test. The regression equation does not contain heteroscedasticity if the scatter plot distribution is spread out.
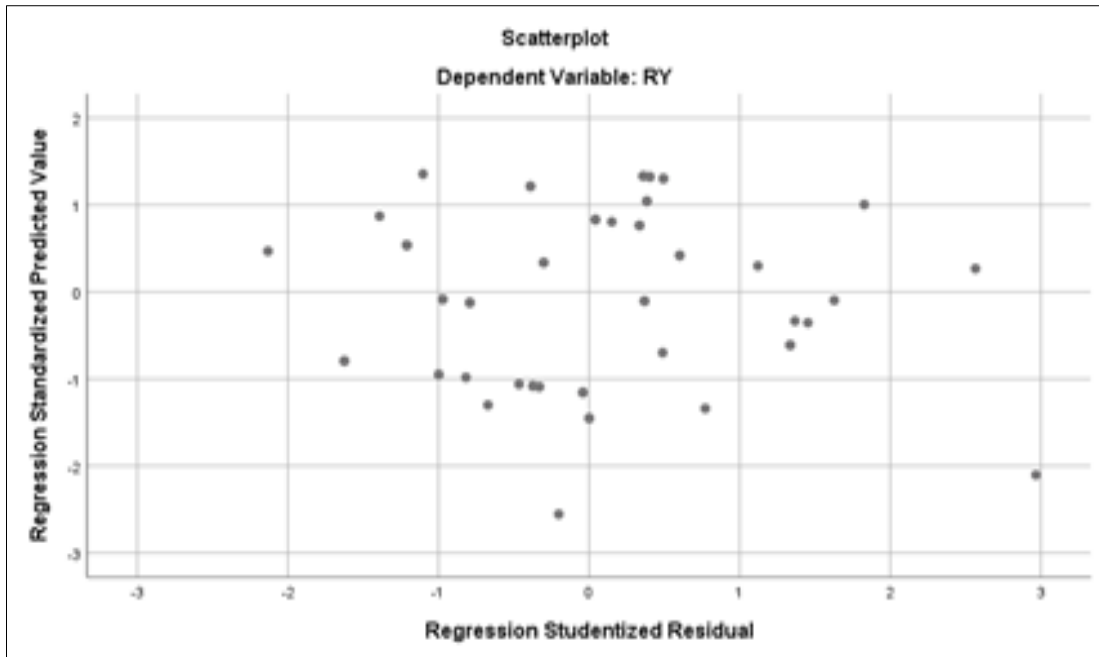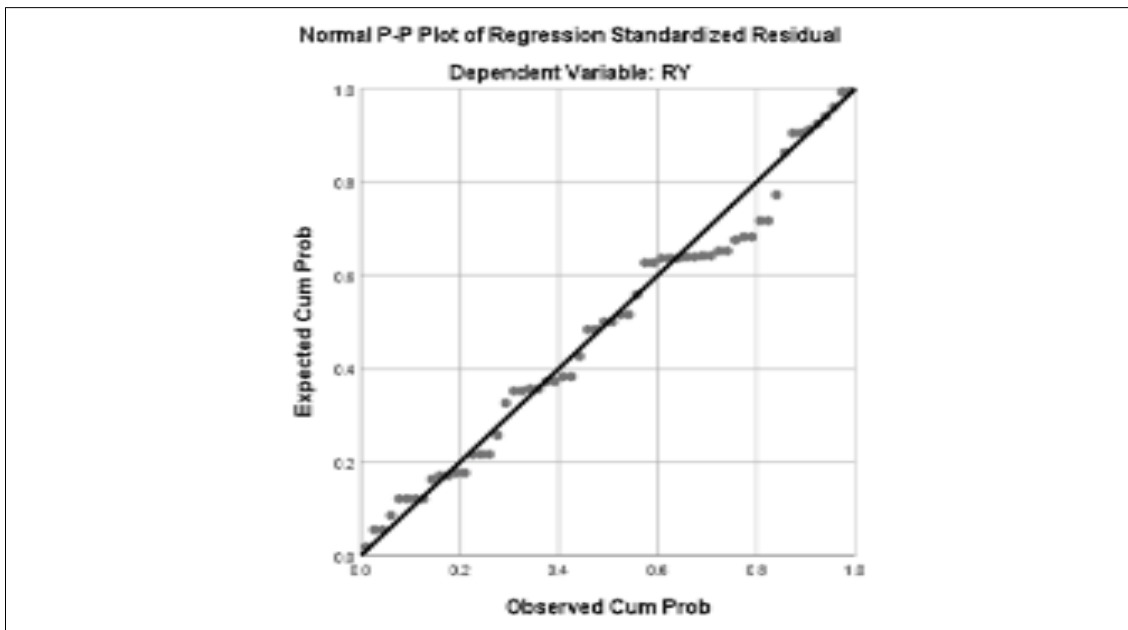
Figure 1: Heteroscedasticity Test Results

The scatterplot above illustrates the absence of a discernible pattern among the damaged dots. The statistical analysis indicates that there is no heteroscedasticity in the irregularity pattern shown above. This implies that the viewpoint of the respondent can be quantified.

Normality Test Results

Figure 2: Normality Test

Figure 2 demonstrates that the data points are dispersed and converging towards the diagonal line, indicating a normal distribution of the research data.

Multiple Linear Regression Results

The results of the multiple linear regression analysis, which investigated the correlation between work motivation, work discipline, work environment, and the performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta are displayed in Table 9 below:

Table 9: Recapitulation of Multiple Linear Regression Analysis Results

Variables	Information	Regression Coefficient (®)	count	Sig.
X1	Motivation	,964	9,019	,000
X2	Work discipline	,644	5,898	,000
X3	Work environment	,720	6,615	,000
Constant	,854			
R2	,982			
Adjusted R Square	,972			
F Count	2150.145			
Sig. F	,000			
N	120			
Dependent variable = Member Performance (Y)				

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

$$Y = 0.854 + 0.964X1 + 0.644X2 + 0.720X3 + e$$

The regression constant value of 0.854 indicates that there is a significant impact on the performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta, even when the independent variables (Work Motivation, Work Discipline, and work environment) are set to zero. The regression coefficients (β1, β2, β3) for motivation, work discipline, and work environment are 0.964, 0.644, and 0.720, respectively. These findings indicate that the performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta is positively influenced by factors such as motivation, work discipline, and surroundings.

The calculated R-value of the correlation coefficient is 0.991a, indicating a robust connection of 99.1% between the independent variables (Work Motivation, Work Discipline, and work environment) and the dependent variable (member performance). This image demonstrates a strong correlation between the independent variable chosen by the researcher and the dependent variable. The R2 (adjusted) value, which is sometimes referred to as the coefficient of determination, is 0.968. These findings suggest that factors such as work motivation, work discipline, and work environment explain 97.2% of the differences in member performance. The remaining 2.8% is an additional independent variable that should have been analyzed.

4.1.3 Hypothesis Test Results I
The F test is used in this study to assess hypothesis 1, which looks at how work environment, work motivation, and work discipline affect performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta. A computed F value of 2150.145 with a Sig. F of 0.000 is displayed in the F test results. For α = 0.05 and DF = 120, the F table value (α:DF=nk-1) is 0.268. Fcount is greater than FTable (0.268) according to the comparison of Fcount and Ftable; the Sig. F value (0.000) is below the researcher's error rate of 0.05 or 5%. Thus, it follows that factors that motivate employees, such as their jobs, work habits, and work environment, have a significant influence on how well performance

members of the Air Force personnel at Diskomlekau Mabesau, Jakarta. As a result, Hypothesis 1 is verified.

4.1.4 Hypothesis Test Results II
In this study, hypothesis II is tested using the t-test. Specifically, the aim is to determine the significance of the influence of each (partial) independent variable on the dependent variable. The t value for variable X1 is 9.019, with a significance level of 0.000. The t value for variable X2 is 5.898, again with a significance level of 0.000. Lastly, the t value for variable X3 is 6.615, again with a significance level of 0.000. The findings of this study indicate that the independent factors, namely Work Motivation, Work Discipline, and Work Environment, have statistically significant effects on the performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta as evidenced by the good significance values (Sig.t). Therefore, hypothesis II can be verified.

4.1.5 Hypothesis Test Results III
According to the Unstandardized Coefficients value of the work motivation variable (X1), which is 0.964, it is the largest of the three variables when compared to the work discipline variable and the work environment variable. As a result, hypothesis III can be demonstrated.

4.2 DISCUSSION OF RESEARCH RESULTS
4.2.1 Work Motivation
Work motivation for physical needs is measured by two questionnaire items consisting of the basic salary received being sufficient to support oneself and family and the incentives received for certain activities being adequate. The means analysis results show the highest value by measuring Work Motivation and physical needs. The incentives received in certain activities are adequate. The strongly agreed option indicates this. work motivation: the need for security is measured by two questionnaire items: old age security in the form of sufficient pension funds and health security in health insurance. The means analysis results show the highest value by measuring Work Motivation, the need for security, and old age security in the form of sufficient pension funds. The agree option indicates this.

Work motivation transformational needs are measured by two questionnaires: relationships between

superiors and subordinates are well developed, and harmonious relations between members are established. The results of the means analysis show the highest score for work motivation and transformational needs, measuring the relationship between superiors and subordinates, which is well-developed. The agree option indicates this. Work motivation the need for respect is measured by two questionnaire items: appreciating the work performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta and feelings of being respected by superiors. The means analysis results show the highest value by measuring work motivation. Transformational needs. They are respecting the work performance members of the Air Force personnel. The agree option indicates this.

Work motivation needs actualization is measured by two questionnaire items: opportunities for members of the Air Force personnel at Diskomlekau Mabesau to take part in training and members of the Air Force personnel at Diskomlekau Mabesau have opportunities for promotion. The means analysis results show the highest value by measuring work motivation and the need for actualization. Members of the Air Force personnel at Diskomlekau Mabesau can be promoted so that personal contact does not arise between superiors and subordinates. The agree option indicates this.

4.2.2 Work Discipline
Adherence to time regulations was measured by two questionnaire items: accurate working hours and the use of facilities not for personal gain. The means analysis results show the highest value by measuring compliance with time regulations. Accurate working hours. The agree option indicates this. Compliance with company regulations, determined by two questionnaire items: harmonious working environment and work procedures. Compliance with company regulations yields the best means analysis value. Harmonious working environments. This is indicated by agree. Two questionnaire items measure obedience to behavior at work: There has never been conflict between members, and members of the Air Force personnel at Diskomlekau Mabesau, Jakarta are always good at work. The means analysis results show the highest value by measuring Obedience to behavior at work. There has never been conflict between members. The agree option indicates this.

4.2.3 Work Environment
The assessment of the physical work environment is conducted through the use of two questionnaire items: The Diskomlekau Mabesau setting is characterized by its cozy ambience and excellent hygiene. The findings of the means analysis indicate that the physical work environment has the highest value when measured. The cleanliness of the Diskomlekau Mabesau surroundings is commendable. The "agree" option signifies or denotes this. The non-physical work environment is assessed by two questionnaire items that

evaluate the extent to which members engage in nursing activities, provide assistance to one another, and experience no communication challenges. The results of the means analysis indicate that the non-physical work environment has the highest value when measured. There is a correlation between the communication that members have access to. The "agree" option signifies or denotes this.

4.2.4 Member Performance
Two questionnaire items that measure members' capacity to choose the right course of action to support task implementation are used to evaluate the quality of organizational performance. accuracy and skill in completing tasks. The results of the means analysis show that when evaluating organizational performance, quality, and work completion accuracy, the greatest value is attained. This is indicated by the highly agreed choice. Two questionnaire items that assess member accomplishments as well as the amount of work accomplished and the amount of work that meets unit standards are used to measure quantity organizational performance. When measuring organizational performance, the means analysis findings indicate the highest score. The number of jobs done by members also indicates the quantity of their accomplishments. This is indicated by the highly agreed choice.

The assessment of collaborative organizational performance is based on two specific questionnaire items: the ability of members to effectively collaborate with their colleagues, and their ability to work together to successfully accomplish tasks. The findings of the means analysis indicate that the measurement of collaboration has the greatest score in terms of organizational performance. Members demonstrate strong collaborative skills with their coworkers. The "agree" option signifies or denotes this. Performance of an organization Responsibility is assessed by two questionnaire items: members can be trusted to finish the tasks and are accountable for accomplishing them. The findings of the means analysis indicate that the measurement of responsibility in finishing tasks yielded the greatest value. This is demonstrated by the consensus reached, with a majority of 54.8% in favor of the chosen option.

The measurement of working time involves two questionnaire items: adherence to punctuality as specified in the regulations and completion of work within the designated working hours. The findings of the means analysis indicate that Members consistently adhere to the regulations by always appearing on time, achieving the highest score. The option of strongly agreeing signifies this.

5. CONCLUSIONS AND RECOMMENDATIONS
Based on research results and discussions relating to the influence of work motivation, work discipline, and work environment variables on member

performance Personnel Diskomlek Headquarters Jakarta, a partial conclusion can be drawn, referring that the variables need for achievement and need for power have a significant effect on performance members of the Air Force personnel at Diskomlekau Mabesau, Jakarta. The research results also show a significant influence between work motivation variables (physical, security, social, appreciation, and actualization).

From the research results, it is recommended that members of PersonnelDiskomlek Headquarters Jakarta increase work motivation so that performance is met by encouraging members to be enthusiastic about gaining power. Furthermore, it is proven that the need for achievement variable influences member performance but is not more influential than the need for power variable. In contrast, air forcethe need for affiliation variables influences member performance. However, it is recommended that members of the Air force personnel at Diskomlekau Mabesau, Jakarta have the motivation to work by encouraging members to excel by having a strong desire to obtain feedback/responses on the implementation of their duties and members placing the level of task difficulty, encouraging members to have higher achievements.

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