

The Role of Mental Health, Ability, and Work Discipline in Enhancing Performance of Personnel

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| Received: 20.03.2025 | Accepted: 26.04.2025 | Published: 29.04.2025 |

Abstract: This study aims to analyze the effect of mental health, ability, and work discipline on personnel performance simultaneously and partially and to identify variables that have the most dominant influence on personnel performance. The research location was at Adi Soemarmo Solo Airbase, Central Java. Data analysis techniques using descriptive methods and multiple linear regression analysis. The results showed that existing conditions could describe the variables of mental health, ability, and work discipline, so they became the primary basis of this research. Regression analysis proves that mental health, ability, and work discipline significantly affect personnel performance, which means that all three contribute together to improving work performance. In addition, partially, each variable also significantly influences individual performance. Among the three factors, work discipline has the most dominant influence on the quality of personnel performance. Therefore, improving work discipline is the main factor that needs attention to optimize the effectiveness and productivity of personnels' work. This research is expected to contribute to Lanud Adi Soemarmo Solo by suggesting several steps to improve personnel performance at Lanud Adi Soemarmo Solo, including attention to mental health, a supportive work environment, and regular training and evaluation to improve personnel skills.

Keywords: Mental Health, Skills, Work Discipline, Personnel Performance.

1. INTRODUCTION

In an increasingly dynamic era of globalization, human resources are important in determining an organization's success, development, and progress. Optimal individual performance supports achieving organizational goals and increases competitiveness in the global market (Wati & Rahman, 2020). Each organizational personnel demonstrating high performance contributes directly to operational effectiveness and efficiency, increasing overall productivity. In addition, individual performance can be measured by comparing the results achieved (output) with the resources used (input), which reflects how efficient an organization is in achieving its goals (Sari *et al.*, 2020). Therefore, improving the performance of organizational personnels is the primary key to achieving long-term success and maintaining the sustainability of organizational competitiveness in the face of global challenges (Husain *et al.*, 2022).

Mental health is essential to overall well-being, involving physical, mental, and social balance. According to the World Health Organization (2017), health not only means freedom from disease but also includes a state of total well-being. Individuals with good

mental health can better recognize their potential, deal with stress, and work productively in their personal and professional lives. Troubling psychological problems can be overcome with a spiritual approach and physical activity. Novitasari (2020) mentioned that physical activity can be a channel to divert psychological problems. In addition, cleansing the mind through a spiritual approach can help relieve negative feelings, calm the soul, and provide a relaxing effect that effectively reduces stress (Artana, 2018). Thus, maintaining mental health is key to a more productive and happy life.

Ability is the capacity and ability of personnels to perform a task and is an assessment of what can be achieved. Sinaga & Hadiati (2015) explain that ability is closely related to effectiveness in carrying out work. Ability is the basis for working efficiently and effectively, reflects individual strength in completing tasks well, and contributes to survival. Ability consists of two main aspects, namely intellectual and physical. Intellectual aspects include thinking skills to solve problems, while physical abilities include power, skills, and strength. These two aspects complement each other and are essential for improving the quality of life.

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Citation: Fatkur Rohanwi, M. Ch. Sina Setyadi, Umu Khoiroh (2025). The Role of Mental Health, Ability, and Work Discipline in Enhancing Performance of Personnel. *Cross Current Int J Econ Manag Media Stud*, 7(2), 29-35.

Therefore, each must maintain and continue developing their abilities to support their daily activities and goals.

Work discipline is important in creating independent and well-organized personnels, especially in a work environment like the Indonesian National Army Air Force Base (Lanud) Adi Soemarmo. Discipline includes an organized lifestyle, forming an upbeat personality, and supporting achievement. However, discipline at Adi Soemarmo Air Force Base is still challenging, as evidenced by the lack of social interaction among personnels and the increased misunderstandings caused by the lack of interpersonal skills. In addition, personnels being more interested in personal gadgets inside and outside the office also affects the intensity of social relationships and the level of discipline. According to Sutirna (2014), discipline is essential to shape attitudes in social life. Therefore, increasing discipline is crucial to building a more harmonious and productive work environment.

Based on the background described, this study aims to analyze the significance level of the influence of mental health, ability, and work discipline on personnel performance simultaneously. In addition, this study will also partially examine the effect of the three variables on personnel performance. The last objective of this research is to identify the most dominant variable that influences personnels' performance at Adi Soemarmo Solo Airbase. The results of this study are expected to provide practical benefits for Lanud Adi Soemarmo Solo as input in understanding the influence of mental health, ability, and work discipline on personnel performance, as well as a reference in formulating strategies to improve performance. Academically, this research contributes to the development of human resource management science. In addition, the results of this study can serve as a reference for other parties facing complex challenges in human resource management, as well as a basis for further research in related fields.

2. LITERATURE REVIEW

Performance is the result or level of a person's success in carrying out his duties during a specific period, which is compared with work standards, targets, goals, or predetermined criteria. Performance reflects the quality and quantity of personnels' work on their responsibilities (Mangkunegara, 2013). Fahmi (2016) adds that performance includes the results obtained by organizations, both profit and non-profit-oriented, in one period. Cashmere (2016) emphasizes that performance includes work results and work behavior in completing assigned tasks and responsibilities. Meanwhile, Edison (2016) states that performance results from a process measured based on specific agreements within a certain period. Thus, performance can be understood as personnels' work based on their responsibilities, abilities, and expertise.

According to Kasmir (2016), several factors affect personnel performance. First, a person's knowledge about his job produces better performance. Second, a work design that can make it easier for personnels to achieve their work goals. Third, a good personality can encourage personnels to work with full responsibility. Fourth, work motivation that comes from within and external encouragement can affect the work enthusiasm of personnels. Fifth, leadership and the role of a leader in managing and directing subordinates greatly affect performance. Kasmir (2016) mentions several indicators to measure personnel performance: the quality of work results, the number of results achieved, and the time to complete tasks according to established regulations.

Mental health is an important aspect of human life, equivalent to physical health. The World Health Organization (WHO) defines it as a condition of individual well-being that can manage stress, work productively, and contribute to the community (Dewi, 2012). Mental and physical health are interrelated, and poor physical conditions can be affected by unstable mental health. Excessive stress and anxiety can trigger hormonal changes and reduce endurance. Individuals with good mental health can prevent disorders due to stress (Yusuf *et al.*, 2015). Mental health disorders occur when individuals experience psychiatric disorders that affect psychological, biological, and behavioral functions. These disorders can be caused by somatogenic, psychogenic, and socio-cultural factors, as well as biological and psychological factors such as heredity and failure (Santrock, Putri *et al.*, 2015).

Ability is important to knowledge and skills obtained through education, training, and experience (Thoha, 2018). Knowledge, skills, and physical and psychological conditions reflect a person's ability. The ability of individuals to carry out tasks will impact the quality of work and achievement. Defines workability as the capacity of individuals to complete specific tasks. Factors that affect ability include beliefs, values, experience, characteristics, motivation, and emotional issues (Robbins, 2012). Indicators of work ability can be seen from work ability, which reflects the ability of personnels to complete tasks. Education plays a role in improving knowledge and skills, while tenure reflects experience. Wibowo (2013) divides abilities into intellectual, cognitive, emotional, and physical, all of which play a role in the quality of individual performance.

Work discipline is the attitude of personnels to comply with the rules and norms set by the organization. Discipline encourages personnels to work by existing rules. Anoraga (2021) defines work discipline as compliance with company regulations, while Sari (2020) emphasizes that discipline reflects respect for the organization. Silalahi & Bangun (2020) state that discipline arises through workers' awareness of their

duties. Surono (2020) added that discipline includes punctuality, work completion, and compliance with social norms. According to Mathis (2021), work discipline is influenced by various factors, such as leadership, company policies, motivation, organizational culture, work environment, communication, training, and rewards and sanctions. High discipline will increase the productivity and work performance of personnels.

According to Hasibuan (2020), work discipline indicators include goals and abilities, assertiveness, supervision, and justice. High discipline contributes to increased work productivity, while low discipline can be seen from several indicators. Decreased work productivity is one of the main signs, often caused by laziness or procrastination. A high absenteeism rate also reflects low discipline, such as tardiness or frequent exits during working hours. In addition, negligence in completing work leads to delays and inefficiencies. High rates of carelessness and work accidents are also indicators of weak discipline. Other factors that reflect low discipline are frequent theft of work materials and conflicts between personnels, which can disrupt the work environment and reduce organizational productivity.

3. RESEARCH METHOD

3.1 Research Design

This research uses a quantitative approach, which involves hypothesis testing using statistical tools. The type of research is comparative causal with three independent variables and one dependent variable. This explanatory research aims to explain the relationship between variables and identify the cause-and-effect influence between the variables studied, in the opinion of Sugiyono (2009), to obtain a deeper understanding of the phenomenon under study.

3.2 Scope and Location of Research

The scope of this research covers the field of human resources, especially the performance of personnels of Adi Soemarmo Solo Airbase, which is influenced by mental health, ability, and work discipline. This research was conducted at Adi Soemarmo Solo Airbase, which has relevant and quality data and accessibility that facilitates the collection of the necessary information. This research location was chosen based on its suitability to the research context, where the factors studied directly impact personnel performance. Thus, the study's results are expected to make a real contribution to managing human resources within the Adi Soemarmo Solo Airbase.

3.3 Population and Research Sample

The population in this study included all personnels of Lanud Adi Soemarmo Solo, totaling 87 personnels. According to Sugiyono (2017), the population is divided into a sampling population, namely the unit of analysis that provides research data, and the target population, namely all units of analysis in the research area. Given that the population is not too large,

this study uses the census method, where all 87 personnels are used as respondents and studied as a whole. Thus, this research is a census study, which allows a thorough analysis of all Adi Soemarmo Solo Airbase personnels.

3.4 Data Collection and Analysis Techniques

Data collection techniques were carried out systematically using a questionnaire containing written questions to obtain information relevant to the research variables. This technique ensures that the data collected is highly reliable and valid. Furthermore, data was analyzed using descriptive analysis and multiple linear regression. Descriptive analysis describes the research phenomenon based on sample data conducted using SPSS (Statistical Program for Social Science) version 25.0 with the mode and average score approach. Meanwhile, multiple linear regression was conducted to measure the effect of the independent variable on the dependent variable, as well as to determine the closeness of the relationship (R) and the contribution of the independent variable to the dependent variable (R²) quantitatively, using Ghazali's (2007) model as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y	= Personnel Performance
α	= Constant number
$\beta_1 - \beta_3$	= Regression Coefficient
X_1	= Mental Health
X_2	= Ability
X_3	= Work Discipline
e	= Standard error

4. RESULTS AND DISCUSSION

4.1 Research Results

Lanud Adi Soemarmo, located in Ngemplak, Boyolali, Central Java, has a long history as a military air base and education center for the Indonesian Air Force (TNI AU), which was initially known as Panasan Air Base. The Dutch built the airstrip in 1940 as an emergency facility. When the Japanese entered, the airport was destroyed and then rebuilt as a military base. After independence, its management passed to Surakarta Aviation before developing into a strategic air base that served the first commercial flights. In 1977, the name was changed to Lanud Adi Soemarmo, now a center of education for the Air Force, including the Aviator School. In addition, the airport also serves civilian flights and briefly had International Airport status before returning to being a domestic airport.

The respondents of this study involved 87 personnels of Adi Soemarmo Solo Air Base, who were grouped based on gender, age, education, and length of service at Adi Soemarmo Solo Air Base to measure the variables of mental health, ability, and work discipline. This grouping aims to provide a clear picture of the symptoms measured and reveal problems that may occur. Based on gender, most respondents were male, as many

as 70 people (80.5%), while women totaled 17 people (19.5%). In terms of age, most respondents were over 50 years old, as many as 27 people (31.0%), followed by the 41-50 age group, as many as 25 people (28.7%), 20-30 years old, as many as 20 people (23.0%), and 31-40 years old as many as 15 people (17.3%). This shows that most Adi Soemarmo Solo Air Force personnels are at a productive age.

Regarding education, most respondents have an undergraduate education, as many as 45 people (51.7%) and as many as 42 people (48.3%). This indicates they have a good understanding of completing tasks and dealing with problems. Based on tenure, respondents with 1-3 years of work experience dominated as many as 25 people (28.7%), followed by those who worked for less than 1 year, as many as 22 people (25.3%), and those who worked for 3-5 years as many as 20 people (23.0%). These results indicate that most respondents are still in the early stages of their careers at Adi Soemarmo Solo Airbase but still understand the work.

This study describes Adi Soemarmo Solo Airbase personnels and measures mental health, ability, work discipline, and personnel performance. Data analysis was conducted using the SPSS program, with statistics as the mean or mode value to explain each variable. The analysis results show the data distribution from each indicator in the four variables. The mental health variable consists of three leading indicators, namely the cognitive component, affective component, and behavioral component. In the cognitive component, two questionnaires showed the highest 32 or 52.2% score, while the lowest was 4 or 6.7%. The affective component indicator also has two questionnaires with the most extensive value distribution of 32 or 53.3% and the lowest value of 16 or 26.7%. Meanwhile, the behavioral component indicator shows the most significant value at 34 or 56.7% and the smallest at 4 or 6.7%. These results indicate that most respondents have good mental health, although some individuals have low scores on some indicators.

The ability variable includes four indicators, namely intellectual, cognitive, emotional, and physical ability. Two questionnaires showed the highest score of 37 or 61.7% in the intellectual ability indicator, while the lowest score was 3 or 5.0%. The cognitive ability indicator was also measured through two questionnaires, with the highest result of 33 or 55.0% and the lowest

result of 1 or 1.7%. These results indicate that most personnels have a high intellectual and cognitive ability level, although some individuals show very low results. This can be a concern in improving training and skill development for personnels who have lower abilities. The work discipline variable consists of four indicators: internal factors, external factors, a decent standard of living, and the ability to meet needs. In the internal factors indicator, two questionnaires showed the highest value of 39 or 65.0% and the lowest value of 2 or 3.3%. The external factors indicator had the highest value of 32 or 53.3% and the lowest value of 2 or 3.3%. Furthermore, the decent standard of living indicator had the highest value of 32 or 53.3% and the lowest value of 28 or 46.7%. Finally, the ability to meet needs indicator also has the highest value of 32 or 53.3% and the lowest value of 2 or 3.3%. These results indicate that most personnels have high work discipline, but some still need improvement.

Performance variables are measured through four indicators: knowledge, ability, skill, and attitude. Two questionnaires showed the highest value of 35 or 58.3% in the knowledge indicator, while the lowest was 3 or 5.0%. The ability indicator had the highest score of 35, or 58.3%, and the lowest score of 5, or 8.3%. The skill indicator showed the highest value of 32 or 53.3%, and the lowest value of 7 or 11.7%. The attitude indicator recorded the highest value at 29 or 48.3% and the lowest at 3 or 5.0%. These results indicate that most personnels have a good level of performance, especially in the knowledge and ability aspects. However, attitudes and skills still require further attention to improve overall performance. Overall, this descriptive analysis provides an overview of the mental health, abilities, work discipline, and performance of Adi Soemarmo Solo Air Base personnels. Most personnels scored reasonably well on all four variables measured, although some low-scoring individuals require further attention. These findings can be the basis for efforts to improve the capacity and welfare of personnels in order to achieve more optimal performance.

Multiple Linear Regression Results

The results of multiple linear regression analysis that examines the influence of mental health, ability, and work discipline variables on personnel performance at Adi Soemarmo Solo Air Base are described in the table below:

Table 1: Multiple Linear Regression Results

Variable	Description	Regression Coefficient β	t Count	Sig.
X ₁	Mental Health	0.108	0.434	0.000
X ₂	Ability	0.091	0.504	0.000
X ₃	Work Discipline	0.269	0.933	0.000
Constant	40.307			
R ²	0.089			
Adjusted R Square	0.093			
F Count	0.469			

Sig. F	0.705
N	87

Source: Data processed 2024

Based on the results of the multiple linear regression analysis displayed in the table above, the multiple linear regression equation can be arranged as follows:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 40.307 + 0.108X_1 + 0.091X_2 + 0.269X_3 + e$$

Based on the multiple linear regression analysis results, the regression constant value is 40.307. This shows that if the three independent variables, namely mental health, ability, and work discipline, are assumed to be constant or zero, then there is still an influence on the performance of personnels at Adi Soemarmo Solo Airbase. In other words, performance still exists at different levels even if these factors are not considered. The regression coefficient of the mental health variable of 0.108 indicates that mental health positively influences personnel performance. The t-test results show that the probability value of the mental health variable is smaller than the significance level of 0.05 or 5%, which means that mental health significantly affects the improvement of personnel performance. Thus, the better a person's mental health condition, the higher their performance in carrying out their duties and responsibilities in the work environment.

Furthermore, the regression coefficient of the ability variable of 0.091 also shows a positive influence on the performance of Adi Soemarmo Solo Airbase personnels. The t-test results show that the probability value of the ability variable is below the research error rate of 0.05 or 5%, so it can be concluded that the ability significantly contributes to improving performance. This means that the higher a person's ability, both in intellectual, cognitive, emotional, and physical aspects, the better the performance shown in carrying out their duties. In addition, the work discipline variable has a regression coefficient of 0.269, positively influencing personnel performance. The t-test results confirm that the probability value of the work discipline variable is smaller than the significance level of 0.05 or 5%, which means that work discipline significantly influences improving personnel performance. High work discipline reflects compliance with rules, responsibility, and accuracy in completing tasks, thus improving work effectiveness.

The closeness of the relationship between the independent variables, namely mental health, ability, and work discipline, and the dependent variable, namely performance, was measured using multiple correlation coefficient analysis. The analysis results show that the R-value (correlation coefficient) is 0.089, which means that the correlation between the independent variables and performance reaches 89%. This figure indicates a strong relationship between the independent variables studied

and the dependent variable, so it can be concluded that mental health, ability, and work discipline are closely related to influencing personnel performance. In addition, the R^2 (adjusted) value or the coefficient of determination was obtained at 0.093, which indicates that the variables of mental health, ability, and work discipline contributed 93% to personnel performance. The remaining 7% is influenced by other factors not examined in this study. This shows that the factors studied dominate in determining personnel performance. In contrast, other factors, such as work environment, motivation, and job satisfaction, may also have an influence that needs further investigation in future research.

Hypothesis Test Results

Testing the first hypothesis in this study uses the F test to determine whether all independent variables have the same effect on the dependent variable. The F test compares the critical value of F (4.03) with the calculated F value. This test examines whether mental health, ability, and work discipline jointly affect personnel performance. The reference used in this test is the significance value (sig.). Where the sig value is the sig value less than 0.05, then the hypothesis is accepted, while if the sig value is more than 0.05, then the hypothesis is rejected. Based on the results of the F test, the calculated F value is 0.469 with a significance level of 0.705, which is greater than 0.05. Thus, the three independent variables simultaneously have no significant effect on personnel performance.

Testing the second hypothesis in this study uses the t-test to determine the effect of each independent variable on the dependent variable individually. Interpretation of the t-test shows that the t-value for the mental health variable is 0.434, with a significant result of $0.000 < 0.434$. This result indicates that mental health has a significant influence on personnel performance. Furthermore, the t value for the ability variable is 0.504, with a significance result of $0.000 < 0.504$, indicating that ability also significantly affects personnel performance. In addition, the t value for the work discipline variable is 0.933, with a significance result of $0.000 < 0.933$, indicating that work discipline significantly affects personnel performance. Based on these results, individual mental health, ability, and work discipline significantly affect the performance of Adi Soemarmo Solo Airbase personnels.

Meanwhile, the results of testing the third hypothesis in this study were carried out by comparing the unstandardized coefficient values to see which variable had the dominant influence on personnel performance. The analysis shows that the work discipline variable has a coefficient of 0.269, more significant than

the mental health and ability variables. Thus, it can be proven that work discipline has a more dominant influence on personnel performance than mental health and ability. This finding indicates that improving work

discipline can significantly impact personnel performance at Adi Soemarmo Solo Airbase more than other factors. The results can be seen in full in the following table:

Table 2: Hypothesis III Test Results

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Result
1	X ₁ Mental Health	Y - Performance	0.108	0,000	0,05	X ₁ affects Y
2	X ₂ Ability	Y - Performance	0.091	0,000	0,05	X ₂ affects Y
3	X ₃ Work Discipline	Y - Performance	0.269	0,000	0,05	X ₃ affects Y

Source: Data processed 2024

4.2 Discussion of Research Results

Mental health in this study is measured through three leading indicators: feeling good about themselves psychologically, meeting life's demands, and establishing good social relationships. In the first indicator, most respondents strongly agreed that they felt confident in their abilities. The second indicator shows that respondents also tend to strongly agree that they can manage their time well to meet the demands of life. Meanwhile, the third indicator showed that most respondents strongly agreed they could establish good relationships with coworkers. This suggests that aspects of mental health, including self-confidence, time management, and social relationships, play an important role in the psychological well-being of personnels of Adi Soemarmo Solo Airbase.

Ability is measured using four leading indicators, namely intellectual ability, cognitive ability, emotional ability, and physical ability. In the intellectual ability indicator, most respondents showed a tendency to strongly agree with the statement that they easily understand complex concepts. Furthermore, in the cognitive ability indicator, respondents were more likely to strongly agree that they can find creative solutions when facing various challenges. This shows that personnels of Lanud Adi Soemarmo Solo have a relatively high level of intellectual and cognitive intelligence, which plays a role in completing tasks that require analytical and innovative thinking. Emotional and physical abilities also need to be considered in supporting optimal performance.

Work discipline is measured through four primary indicators: goals and abilities, assertiveness, supervision, and justice. In the goals and abilities indicator, most respondents strongly agreed that they felt satisfied when they achieved the set targets. Furthermore, on the assertiveness indicator, respondents were more likely to strongly agree with the statement that they were used to making detailed work plans. The supervision indicator shows that most respondents tend to strongly agree with the statement that they have suggestions to improve the effectiveness of supervision. Meanwhile, on the fairness indicator, most respondents strongly agreed that the policies applied in the work environment were perceived as fair. This finding

indicates that work discipline is a significant factor in improving personnels' effectiveness and job satisfaction.

Performance is measured based on three leading indicators: quality, quantity, and time. On the quality indicator, most respondents strongly agreed that they can analyze data well, which indicates a strong understanding and analytical skills in completing tasks. Furthermore, on the quantity indicator, most respondents tended to strongly agree that high work morale positively impacted the work results they achieved. Meanwhile, respondents were more likely to agree that they strongly get facilities supporting self-development on the time indicator. These results indicate that the performance of Adi Soemarmo Solo Air Force personnels is influenced by their ability to maintain the quality of their work, high morale, and adequate facility support in optimizing work time.

The results showed that most Adi Soemarmo Solo Airbase personnels have good mental health at work. Mental health is important in work because it affects productivity and effectiveness in completing tasks. Personnels with a stable mental state can better work with focus, manage work pressure, and maintain good relationships with coworkers. Good mental health is influenced by feeling good about oneself and the ability to meet life's demands. In addition, workability also has a close relationship with performance, as it reflects the skills needed to complete tasks effectively and efficiently. Without good abilities, work will be challenging to complete optimally, thus having an impact on the achievement of overall organizational performance. Therefore, improving work skills is an aspect that needs to be continuously developed to support maximum performance.

In addition to mental health and ability, work discipline significantly influences personnel performance. Work discipline is an aspect that reflects the extent to which a person obeys the rules, completes tasks on time, and works with full responsibility. High discipline is often associated with strong work motivation, which in turn can increase the achievement of organizational targets. The results of this study also show that personnels' performance can be measured based on their efficiency in completing tasks and their

ability to use available resources, such as time and energy. Based on descriptive analysis, most personnels show high responsibility in completing their work. Compared to previous research, quality performance depends on individual abilities and is influenced by mental health, work discipline, and good collaboration between personnels in their duties.

5. CONCLUSIONS AND SUGGESTIONS

This study explains the influence of mental health, ability, work discipline, and personnel performance at Adi Soemarmo Solo Airbase. Based on the study's results, personnels' mental health, ability, and work discipline can be described by the existing circumstances, thus becoming the background of this study. The analysis results show that mental health, ability, and work discipline significantly affect personnel performance, which means these three variables contribute to improving work performance. In addition, the analysis also shows that partially, each of these variables has a significant influence on personnel performance. Among the three factors, work discipline has the most dominant impact in determining performance quality, so improving work discipline can be a top priority to improve personnels' work effectiveness.

Based on the study's results, several suggestions can be applied to improve personnel performance, where good mental health is needed at Adi Soemarmo Solo Airbase and needs further attention. Therefore, personnels must work together to create a work environment that supports mental health and optimal performance. In addition, good workability is an important factor in improving performance, so periodic training and regular evaluations are needed to develop personnels' skills according to the task's demands. Work discipline is also a significant factor in encouraging personnel motivation, which in turn will have a positive impact on improving performance. This study realizes that many other factors can affect performance but have not been studied. Therefore, future research can consider other variables that have the potential to contribute to improving personnel performance more thoroughly.

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