Original Research Article

Improving Member Performance Through Motivation, Work Discipline, and Work Environment

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Abstract: This research aims to describe and analyze the significant level of motivation, work discipline, and work environment simultaneously on the performance of TNI-AU members as the Air Force Logistics Assistant at Koopsau 1 Halim Perdanakusuma Jakarta. Location: This research was conducted at Aslog Halim Perdanakusuma, Jakarta. The choice of research location is because determining the research location will make it easier for researchers to conduct research. This type of research is causal-comparative, which is included in explanatory research. The population and sample for this research are all 76 members of the TNI-AU in the Air Force Logistics Assistant (Aslog). The data analysis used is descriptive analysis, which aims to describe or provide an overview of the phenomenon studied, and multiple linear regression analysis to determine the influence of motivation variables, work discipline, and work environment on performance variables. The research results show that motivation, work discipline, and work environment affect the performance of Aslog members. Member work motivation is the most dominant symptom measured and influences member performance most. The contribution and suggestions of this research can be used as a reference in improving performance through research results and suggestions, namely that good collaboration with other members is needed to complete tasks according to targets, and communication facilities and infrastructure need to be reviewed and evaluated.
Keywords: Motivation, Discipline, Work Environment, Member Performance.

1. INTRODUCTION

In carrying out its duties, one of the Central Implementing Bodies at the Koopsau Halim Perdanakusuma level located directly under the Kasau is the Air Force Logistics Assistant, from now on referred to as Aslog. In the regulation of the Chief of Staff of the Indonesian Air Force Number 38 of 2020 concerning the Organization and Duties of the Indonesian Air Force Logistics Assistant, it is stated that Aslog is tasked with carrying out the function of fostering the development of systems and requirements for air operations, the use of biochemical weapons and nuclear (Nubika), assisting the Chief of Staff of the Air Force in formulating strategic policies and carrying out the functions of the Indonesian Air Force general staff in the field of logistics in order to support the duties of the Indonesian Air Force.

In the job description above, one of Aslog's tasks is to carry out the procurement of facilities, materials, and services and strengthen aspects by preparing appropriate planning, innovation, and utilization of integrated logistics management information systems to increase the readiness of the TNI-AU's defense equipment and support the realization of Zero Accident. To support their duties in serving as a defense force, especially in the air force, as professional warriors, they must uphold moral/ethical values, noble values of national culture, norms, and ways of life, sapta clan values, soldier's oath, code honor of TNI officers and leadership.

Human resources (HR) are an important part of running a business. The people in this group are what make the company work toward its goals and objectives. Even though the organization has a lot of buildings and infrastructure and a lot of money, its activities will only go well if it has reliable human resources to help it.

Motivating someone to work is an important part of getting them to do it. Stephen *et al.*, say that motivation is the will to work hard to reach corporate goals. There are three main things that motivate people:

effort, organizational goals, and wants. The main things that make an organization work are motivation, job happiness, and work discipline. The findings of several studies support these claims (Baskoro & Susanty, 2012; Sanjangbati, 2013; Sumarauw, 2015; Nisyak, 2016). It's interesting to study things like motivation, job happiness, and work discipline, as this study shows. Hakim (2011), Baskoro and Susanty (2012), Natajaya (2013), Rachmawati (2014), Sanjangbati (2014), Kurniasari (2014), Virdiansyah (2014), Susitianingrum *et al*., (2015), Sumarauw (2015), Juintara (2015), Payana (2015), and Nisyak and Trijonowati (2016) are some of the studies that come to mind. It's easier to reach goals in a group or company if people are motivated, happy, and follow through with their work (Hakim *et al*., 2011). Discipline is one thing that can affect how well a person does their job. The word "discipline" comes from the English word "disciple," which means someone who follows or is devoted to teaching, exercise, and other things like that. When people in a group are disciplined, they happily follow the rules that are already in place. Work, on the other hand, is everything that people do to reach their goals.

Discipline is one of the primary keys to achieving success. Apart from being the main key to achieving success, discipline is also essential for every individual in forming good behavior patterns, both from the perspective of humans as individual creatures and social creatures. Disciplined individuals can carry out their duties orderly and regularly per the applicable regulations, making their lives orderly. Perkins in Trisnawati (2013:398) states that self-discipline is "a person's conscious and responsible effort to regulate, control and control their behavior and attitudes so that their entire existence does not harm others and themselves."

An additional determinant of performance is that employees' job satisfaction is positively influenced by a conducive work environment (Saputra *et al*., 2024). Because a negative work environment can impede the abilities and potential of members, agencies must strive to establish one. Members will be more loyal to their workplace and their tasks if they experience job satisfaction; they will also harbor a sense of pride towards their work environment. Individuals who experience employment satisfaction within an organization are more likely to exhibit positive behavioral traits, including performing their responsibilities competently and even surpassing expectations. The research of Dwijayanti and Dewi (2015) indicates that the work environment has a substantial and positive impact on performance.

Performance is a crucial and stimulating aspect as it has demonstrated its significance in terms of advantages. An organization expects its members to diligently utilize their abilities to attain satisfactory work outcomes. Without strong performance from all members, accomplishing goals successfully will be challenging. Member performance is determined by the quality and quantity of work accomplished by an individual in fulfilling their assigned duties and responsibilities. It is the outcome of work that meets predetermined standards. The organization offers a program that focuses on spiritual, emotional, and intellectual development, enabling individuals to transform challenges into possibilities. Additionally, the program emphasizes the acquisition of physical skills to effectively utilize the organization's resources (Sinambela, 2017, p. 480).

The purpose of this study is to look into how motivation, work discipline, and the work environment affect the success of TNI-AU members at the Halim Perdanakusuma Jakarta Air Force Logistics Assistant, both all at once and in parts. The study also wants to find out what factors, like motivation, work discipline, and the work setting, affect how well TNI-AU members do their jobs as logistics assistants at Halim Perdanakusuma Jakarta Air Force Base. This study adds to both the body of theoretical knowledge and the practical knowledge of practitioners and Air Force Logistics Assistants who want to know how members' views toward motivating factors, work discipline, and the work environment affect their performance.

2. LITERATURE REVIEW
2.1 Member Performance
Lijan Poltak Sinambela *et al*., (2018) say that employee success is the level of skill that a person has. Sinambela (2018) says that performance means meeting the goals that employees set for the jobs they are given. Sinambela (2018) says that success is measured by comparing the work that each person does to the standards that were set by everyone. According to Priansa (2017), the skills, effort, and environment of the workplace all affect how well employees do their jobs. Sinambela (2018) says that success indicators include the amount and quality of work done, as well as responsibility, cooperation, and initiative.

2.2 Work Motivation
Hasibuan (2016) defines motivation as the force that generates passion and drives individuals to collaborate, work efficiently, and synergize their efforts in order to attain satisfaction. Sutrisno (2016) defines work motivation as 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. Sutrisno (2016) identifies several elements that contribute to motivation, such as the work environment, compensation, supervision, desire, and admiration.

2.3 Work Discipline
As stated by Sinambela (2018), discipline refers to the ability of both individuals and groups to ensure adherence to instructions and to proactively take

appropriate measures in the absence of instructions. According to Edy Sutrisno (2016), discipline refers to an individual's adherence to established rules and processes, or the display of attitudes, behavior, and actions that align with both the written and unwritten norms of an organization. According to Sutrisno (2016), the objectives of work discipline include fostering a strong commitment among members to achieve organizational goals, promoting high levels of enthusiasm and initiative among employees, cultivating a strong sense of responsibility for performing duties to the best of their abilities, fostering a growing sense of belonging and solidarity among members, and enhancing work efficiency and productivity among employees. Sinambela (2018) outlines the various aspects and measures of discipline, including the frequency of attendance. The amount of attentiveness displayed by members, adherence to work standards, compliance with work regulations, and the observance of work ethics (Supriadi *et al*., 2024); (Harjono *et al*., 2024).

2.4 Work Environment

As stated by Nitisemito (2018), the work environment encompasses all elements that include workers and have the potential to impact their execution of given duties. Afandi (2016) states that the work environment encompasses various factors that can impact workers' performance, including temperature, humidity, ventilation, lighting, noise, cleanliness, and availability of proper work equipment. Afandi (2016) identifies physical, environmental, and psychological variables as the key influencers of the work environment.

3. METHODS

3.1 Research Design

This causal-comparative research design employs a solitary dependent variable and three independent variables. In order to render this form of research explanatory, the outcomes of the interrelation among the examined variables will be elaborated upon. The primary objective of this study is to ascertain the concurrent and partial effects of motivation, work discipline, and work environment on the performance of TNI-AU members assigned to the Air Force Logistics Assistant at Koopsau 1 Halim Perdanakusuma Jakarta.

3.2 Location and Research Sample

The study was carried out at Aslog Halim Perdanakusuma, located in Jakarta. The research location is selected due to the fact that doing so facilitates the execution of scientific investigations. The cohort under consideration in this study comprises all 76 members of the TNI-AU in the role of Air Force Logistics Assistant. Due to the relatively small size of the population, census research was conducted, with all 76 TNI-AU members serving in the Aslog ranks serving as respondents who will be analyzed collectively. This investigation is therefore census research.

3.3 Data Analysis Techniques

The research employed descriptive analytic techniques as the tool for data analysis. To examine the data, statistical models in the SPSS version 25 computer program can be used. 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 Aslog members are presented in the table below.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	60	78.95	60
2	16	21.05	16
	76	100%	76

Source: data processed 2023

Based on Table 1 above, it can be seen that the number of female respondents was 16 (21.05%), and male respondents were 60 (78.95%). Thus, the number of male respondents was large.

Age: Tabulation results for Aslog members according to age are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	< 30 Years	9	11.84%
2	31-40 Years	15	19.73%
3	41-50 Years	25	32.90%
4	>50 Year	27	35.53%
		76	100%

Source: data processed in 2023

Based on Table 2 above, it can be seen that the number of respondents over 50 years of age dominates at 27 people or (35.53%). This shows that most of Aslog's members are of an age with a high level of experience and knowledge.

Education: The tabulated Aslog members' education results are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	Presentations%
1	Senior High School	21	27.63%
2	Diploma	15	19.74%
3	Bachelor	35	46.05%
4	Post Graduate	5	6.58%
		76	100%

Source: data processed in 2023

Based on Table 3 above, it can be seen that the number of respondents with undergraduate education dominates at 35 people or (45.05%). In general, this shows that the undergraduate education level of Aslog members shows 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 the Soewondo Medan TNI-Air Force base members.

Table 4: Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	20	26.32%
2	6 – 10 years	10	13.16%
3	11 – 20 years	15	19.74%
4	>20 years	31	40.78%
		76	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 more than 20 years dominates at 31 people or (40.78%). In general, this shows that the undergraduate education level of Aslog members shows a good level of understanding when dealing with work problems.

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 5: Inflation Factor Variant Values

Independent Variable		Collinearity Statistics	
		Tolerance	VIF
1	X1 - Motivation	,272	3,670
2	X2 - Work discipline	,236	4,229
3	X3 - Work Environment	,733	1,365

Source: Data processed in 2023

Based on the VIF calculation above, it can be seen that all independent variables, namely motivation, work discipline, and work environment, have values below ten, so there are no symptoms of multicollinearity.

Autocorrelation Test Results

Autocorrelation in a regression model can be ascertained by employing the Durbin-Watson (DW) method on a serial correlation test model. Autocorrelation symptoms are absent in a regression model equation when the Durbin-Watson value falls within the range of -2 to 2, or when -2 < DW < 2. The Durbin-Watson value is determined to be 1.709 through computation, which indicates that it is both greater than -2 and less than 2. Based on this, it can be deduced that the regression model does not exhibit any autocorrelation. The Durbin-Watson value is determined to be 1.994 through computation, which indicates that it is both greater than -2 and less than 2. Based on this, it can be deduced that the regression model does not exhibit any autocorrelation.

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.
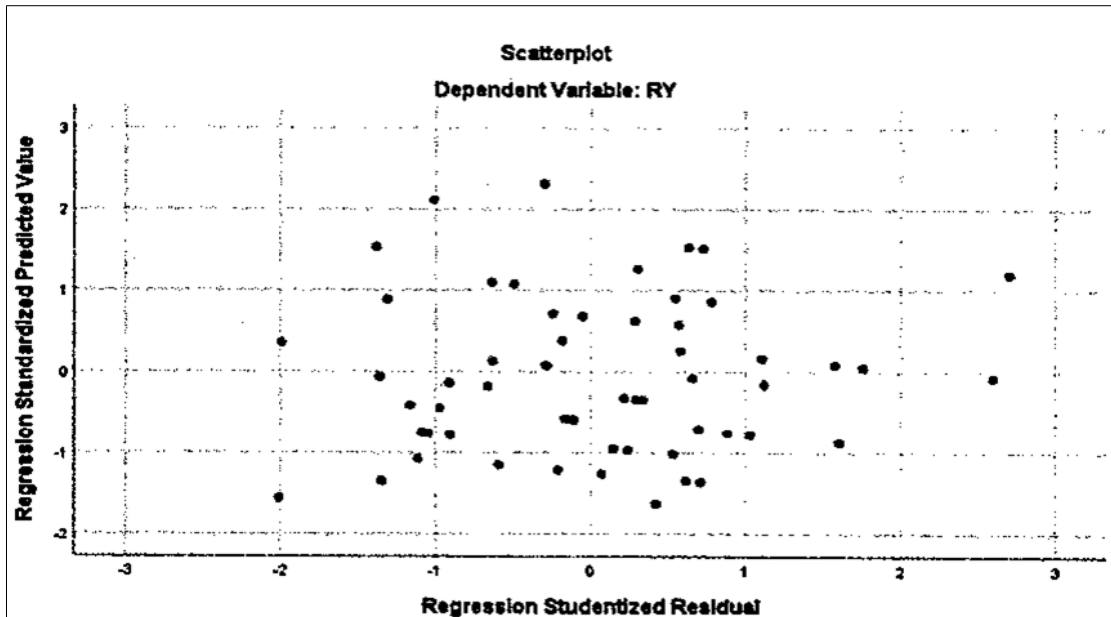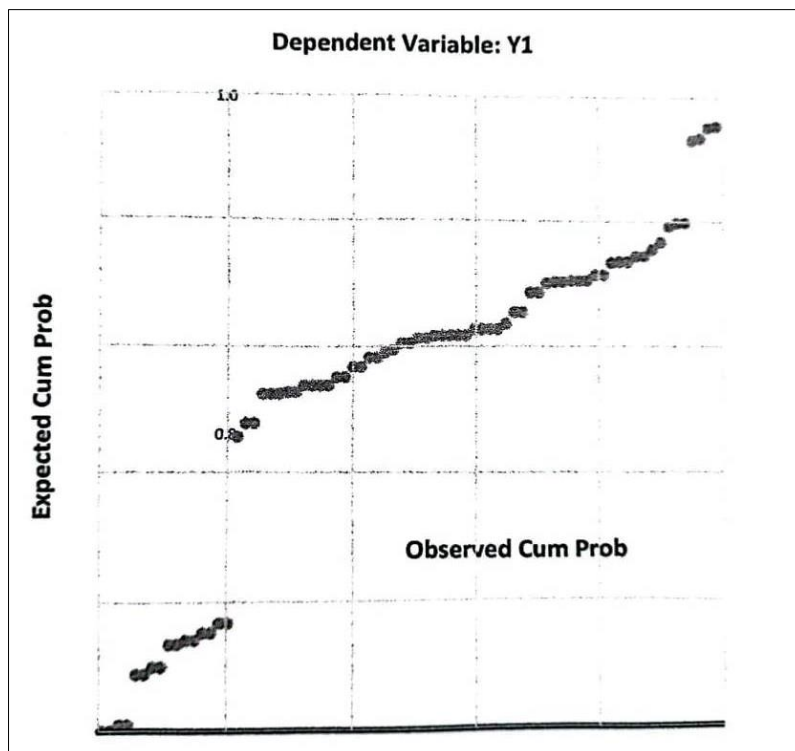
Figure 1: Heteroscedasticity Test Results

The scatterplot depicted above illustrates the absence of a discernible pattern among the dispersed dots. A statistical analysis of the pattern's irregularity reveals that heteroscedasticity is not a factor, indicating that the perception of the respondents can be quantified.

Normality Test Results

Figure 2: Normality Test

The dispersion of the data points around and near the diagonal line in Figure 2 indicates that the research data is typically distributed.

Multiple Linear Regression Results

The table below presents the outcomes of the linear regression analysis that examined the relationship between work environment, motivation, and work discipline with respect to the performance of Aslog members.

Table 7: Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Regression Coefficient (β)	count	Sig.
X1	Motivation	0.057	3,890	0,000
X2	Work discipline	0.016	3,233	0,000
X3	Work environment	0.926	23,566	0,000
Constant	1,129			
R2	0.958			
Adjusted R Square	0.915			
F Count				
Sig. F	270,492			
N	0,000			
Dependent variable = Member performance (Y)				

Based on Table 7 above, a multiple linear regression equation can be prepared as follows:

$$Y = 1.129 + 0.057 X1 + 0.016 X2 + 0.926 X3 + e$$

According to the regression equation provided, the regression constant value is 1.129. This value indicates that when the independent variables (motivation, work discipline, and work environment) are held constant or have a value of 0, there is still a performance in the work of Aslog members. The regression coefficient (β_1) for motivation is 0.057, demonstrating a positive influence of motivation on member performance. The t-test findings indicate that the p-value of variable XI (0.000) is lower than the researcher's significance criterion of 0.05 ($\alpha = 0.05$). The regression coefficient (β_2) for the work discipline variable is 0.016, suggesting a positive influence of work discipline on member performance. The t-test findings indicate that the p-value of variable X1 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$). The regression coefficient (β_3) for the work environment is 0.926, signifying a favorable influence of the work environment on member performance. The t-test findings indicate that the p-value of variable X1 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$).

The correlation between the independent variables motivation (X1), work discipline (X2), and work environment (X3) and the dependent variable performance (Y) can be assessed using multiple correlation coefficient analysis. The obtained R (Correlation Coefficient) value is 0.958, signifying that there is a correlation of 95.8% between the independent variables (motivation, work discipline, and work environment) and the dependent variable (performance). This graphic illustrates a robust correlation between the independent variable selected by the researcher and the dependent variable. The R2 (adjusted) value, also known as the coefficient of determination, is 0.915. This indicates that motivation, work discipline, and work environment collectively account for 91.5% of the variation in performance. The remaining 8.5% constitutes an additional independent variable that ought to have been examined.

4.1.2 Hypothesis Test Results 1

Formulating a theory in this study, the F test is employed to examine the impact of motivation variables, work discipline, and work environment on the performance of Aslog members. The F test results indicate that the estimated F value is 270,492 with a significance value of 0.000. Comparatively, the F table value for $\alpha = 0.05$ and df = 76 is 2.76. The comparison between the calculated F value and the tabled F value indicates that the calculated F value (270.492) is more than the tabled F value (2.76), indicating a higher level of significance. In addition, the significance F value (0.000) is lower than the researcher's predetermined error level of 0.05 or 5%. Therefore, it may be inferred that motivation, work discipline, and work environment have a substantial impact on the performance of team members. Therefore, it is possible to validate study hypothesis I.

4.1.3 Hypothesis Test Results II

The present study employs the F test to examine the significance of the impact of each (partial) independent variable on the dependent variable in order to test hypothesis II. Three independent variables—motivation, work discipline, and work environment—were assessed through tests. With a magnitude of influence (regression coefficient value) of 0.926, these three variables have the most substantial impact on member performance and the work environment when compared to the regression coefficient values of the other independent variables. Consequently, the third research hypothesis is validated.

4.2 DISCUSSION OF RESEARCH RESULTS
4.2.1 Overview of Variables

The motivation of Aslog members is assessed using the following five indicators: physical needs, security needs, social needs, esteem needs, and actualization needs. With regard to tangible necessities, the majority of participants express unequivocal concurrence that the remuneration they receive is adequate to sustain themselves and their families. This suggests that the salaries of Aslog members are adequate. In relation to the safety need indicator concerning protection at work governed by regulations, the findings indicated that a majority of the participants expressed agreement with the proposition that protection at work is

regulated by work equipment, safety benefits, and regulations. Regarding the social need indicator of the relationship between superiors and subordinates, the majority of respondents concur that such a relationship can be mutually beneficial and developed. Regarding the indicator of appreciation need, specifically valuing work performance, the findings indicated that a majority of the participants expressed agreement with the statements regarding work creativity and appreciating work performance. In relation to the actualization requirements indicator of participation in education and training, the majority of respondents appeared to concur with the assertion that all individuals are afforded the opportunity to engage in such activities. The findings derived from the analysis of motivation descriptions indicate that the performance of Aslog members is impacted by their motivation; thus, member motivation is essential.

Extended members' work discipline is measured by three indicators: obeying time rules, organizational regulations, and rules of behavior at work. For the indicator of compliance with time rules, namely punctuality of working hours, it was shown that most respondents tended to strongly agree with the Aslog member's statement on the accuracy of members' working hours. For indicators of compliance with organizational regulations, namely, working conditions are pretty harmonious and always followed by work procedures, most respondents strongly agree that working conditions are pretty harmonious and always followed by work procedures. For indicators of compliance with the rules of behavior at work, namely, members carrying out work by their position, most respondents strongly agree that members carry out work by their duties and responsibilities. The analysis of descriptions of work discipline found that work discipline influences the performance of Aslog members.

The work environment of Aslog Koopsau 1 Halim Perdanakusuma Jakarta members is measured by two indicators, namely physical environmental factors and psychological environmental factors. For indicators of physical environmental factors, namely that members receive adequate work support facilities and equipment, it is shown that most respondents tend to agree with the statement that members receive adequate work support facilities and equipment. For indicators of psychological and environmental factors, namely a sense of trust between members and a harmonious working atmosphere, it was shown that most respondents tended to agree with the statement of a sense of trust between members and a harmonious working atmosphere. The analysis of the description of the work environment found that the work environment of members of Aslog Koopsau 1 Halim Perdanakusuma Jakarta influenced the members' performance in the work environment at work.

Aslog members' performance is measured by five indicators: work quality, work quantity,

responsibility, cooperation, and initiative. For the quality of work indicator, namely being able to maximize the ability to work, most respondents agree that members can maximize the ability to work at Aslog. For the quantity of work indicator, namely the ability to work by procedures, it is shown that most respondents tend to agree, choosing the statement that members are able to work by established procedures. Aslog determines them. For the responsibility indicator, namely that it is my responsibility to complete the work, most respondents tend to agree that it is my responsibility to complete the work. For the cooperation indicator, namely having an excellent cooperative relationship with co-workers, it was shown that most respondents tended to agree with the statement that members have a good cooperative relationship with co-workers at Aslog Koopsau 1 Halim Perdanakusuma Jakarta. For the initiative indicator, namely, always working independently and automatically, it was shown that most respondents tended to agree with the statement that members always work independently and automatically without supervision. The results of the analysis of performance descriptions found that the performance Aslog members could complete work on time by the targets and provisions in force.

4.2.2 Relationship Between Research Variables
At Aslog, a member's success is judged by the quality and quantity of their work, as well as their level of responsibility, cooperation, and initiative. The performance Aslog members were able to finish their work on time by following the goals and rules that were in place, according to the study of the performance descriptions. Maslow's hierarchy of needs has five levels. Maslow did not mean that his hierarchy of needs could be used to motivate people at work, but Douglas McGregor wrote in his book The Human Side of Enterprise that Maslow's theory could be used in the work motivation satisfaction model. Based on what people said, it was found that member desire can affect performance. An study of motivational descriptions showed that Aslog members' motivation affects how well they do their jobs, so it's important for members to work out their motivation with other members. The study results are similar to Ina's (2019) study on how work motivation and discipline affect the performance of PDAM Tirtanadi members at the Tuasan Medan Branch. Both studies show that work motivation and discipline have a positive and significant effect on member performance. The study shows that work motivation and work discipline have a positive and significant effect on member performance when used together.

Singodimejo and Edy Sutrisno (2016: 94) talk about the different aspects of work discipline, which are the rules that say what people in the company can and cannot do. Following rules about time, organization, and behavior at work is used to measure this study. Retno (2016) says that study shows that members' performance at the South Sulawesi Provincial Education Office in

Makasar City is greatly and positively affected by their motivation and work discipline. After looking at the description of work discipline, it was found that Aslog members' work discipline affected how well they did their jobs and kept them from being interrupted while they were on duty.

Afandi (2016:52) says that physical and psychological environmental factors affect the work setting. The study of accounts of the work environment showed that the members of the Cilangkap Jakarta Disopslau Headquarters's performance at work was affected by the work environment they were in. The study by Rido (2018) shows that the work environment has a big effect on how well people do their jobs. As the members' work setting gets better, they can do great work.

Some explanations regarding the results of this research compared with the results of previous research can be concluded that members who carry out service work, especially service to the community, require quality, quantity, responsibility, and initiative from members in their duties. If everything is fulfilled, the opportunity to achieve good performance is realized.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the objectives of the problem, the conclusions from this research include motivation, work discipline, and work environment on the performance of Aslog members. Motivation, work discipline, and a work environment that responds quickly to instructions positively impact members' performance in completing work on time. Member work motivation is the most dominant symptom measured and influences member performance most. Thus, increasing member performance in Aslog is greatly influenced by the quality, quantity of work, and work environment. Several suggestions can be used as a reference in improving member performance, such as the need for good cooperation with other members to complete tasks according to targets and aspects of communication between members to achieve work targets. For this reason, communication facilities and infrastructure need to be reviewed and evaluated. Furthermore, the compensation system must be reviewed to support individual performance so members can be enthusiastic about their work.

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