



The Contribution of Recruitment, Motivation and Discipline in Improving the Performance of Personnel Iswahjudi Air Force

Nur Alimi^{1*}, Bambang Supriadi¹, Harianto Respati¹

¹University of Merdeka Malang

Article History

Received: 06.12.2025

Accepted: 04.02.2026

Published: 06.02.2026

Journal homepage:

<https://www.easpublisher.com>

Quick Response Code

Abstract: Efforts to improve the performance of personnel in the Personnel Service at Iswahjudi Air Force Base, Magetan, require effective human resource management to achieve the desired performance in line with expectations. Factors that will influence member performance include recruitment, work motivation, and work discipline; these factors are mutually supportive in producing better member performance. The purpose of this study is to analyze the influence of recruitment, work motivation, and work discipline on the performance of members of the Personnel Service of Iswahjudi Air Force Base, Magetan, both simultaneously and partially. This study also aims to analyze which variables from recruitment, work motivation, and work discipline have the most significant influence on the performance of members of the Personnel Service of Iswahjudi Air Force Base, Magetan. The research method used is explanatory. The research population comprises all members of the Personnel Service at Iswahjudi Air Force Base, Magetan, totaling 76. Considering the population is not too large, a census study is used; namely, all members of the Personnel Service of Iswahjudi Air Force Base, Magetan, will serve as the research respondents. The analysis method uses multiple linear regression and hypothesis testing. The research results show that recruitment, work motivation, and work discipline affect the performance of members of the Personnel Service at Iswahjudi Air Base, Magetan, both simultaneously and partially. Furthermore, this research identifies that work motivation has a dominant influence on the performance of members of the Personnel Service at Iswahjudi Air Base, Magetan.

Keywords: Recruitment, Work Motivation, Work Discipline, and Member Performance.

Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

1. INTRODUCTION

Human resources are a central factor in managing an organization. They are the driving force behind the organization's efforts to achieve and realize its stated goals and objectives. Even with ample infrastructure and funding, organizational activities will not be effectively completed without reliable human resources. Motivation is a crucial factor in motivating individuals to work. Motivation is the willingness to exert significant effort to achieve organizational goals. There are three key elements to motivation: effort, organizational goals, and needs. Motivation is a key factor in discussions about improving employee performance. Motivation is a personal state that drives the desire to perform specific activities to achieve goals.

Another factor that influences performance is recruitment, according to Hasibuan (2017), which is the

effort to find and influence prospective workers to apply for job openings offered by an organization. Nurmansyah (2011) defines recruitment as the process of obtaining new workers to fill job openings within an organization's units. Recruitment is a crucial issue for organizations in terms of workforce procurement. If recruitment is successful, in other words, many applicants submit their applications, then the organization's opportunity to obtain the best members will be increasingly wide open, because the organization.

Based on the explanation that has been described, the objectives to be achieved in this study are to describe the recruitment, work motivation, work discipline, and performance of members of the Personnel Service of Iswahjudi Air Base, Magetan. Analyze the level of significance of recruitment, work motivation, and work discipline, which simultaneously have a

significant effect on the performance of members of the Personnel Service of Iswahjudi Air Base Magetan. Analyze the level of significance of recruitment, work motivation, and work discipline, which partially have a significant effect on the performance of members of the Personnel Service of Iswahjudi Air Base Magetan. Find out which variables of recruitment, work motivation, and work discipline have a dominant effect on the performance of members of the Personnel Service of Iswahjudi Air Base, Magetan.

This research has the expected usefulness of the research results that can be achieved, namely that it can be used as input for practitioners and the Personnel Service of Iswahjudi Air Force Base, Magetan, so that they can find out how members' attitudes are towards recruitment variables, work motivation, work discipline and also can be used as a reference in taking strategic steps to improve the performance of the personnel of the Iswahjudi Magetan Air Force Base. To broaden our knowledge in the field of human resource management, particularly regarding the influence of recruitment, work motivation, and work discipline on the performance of members of the Personnel Service of Iswahjudi Air Force Base, Magetan. As a form of direct application of theories regarding recruitment, work motivation, work discipline, and the performance of members of the Personnel Service of Iswahjudi Air Force Base, Magetan, obtained during lectures, into real field situations.

Related to the development of science, especially related to recruitment, work motivation, and work discipline in relation to the performance of members of the Personnel Service of Iswahjudi Air Base, Magetan. There is a development in science, especially in human resource management, that has recently attracted the attention of various groups. The results of this study are expected to be used as one of the reference materials for the demands of the development of human resource management, which is increasingly complex, as well as a reference for further research, especially regarding the topics of recruitment, work motivation, work discipline, and performance of members of the Personnel Service of Iswahjudi Air Base Magetan.

2. LITERATURE REVIEW

According to Sinambela *et al.*, (2018), employee performance is the ability to perform specific skills. Sinambela *et al.*, (2018) define performance as the achievement of employee goals for the tasks assigned to them. Sinambela *et al.*, (2018) state that performance is defined as the result of evaluating the work carried out by individuals against criteria jointly determined. Member performance greatly determines the achievement of organizational goals through existing human resources. The performance assessment indicators for initiative, quality, quantity, cooperation, and responsibility of each member are used to measure the organization's performance.

Recruitment is the result of work in terms of quality and quantity achieved by a person in carrying out his duties or work in accordance with the responsibilities that have been given to him and is the result of work that has been achieved by a person with predetermined standards, in carrying out his duties members in accordance with the responsibilities given by the organization which are based on spiritual intelligence, intelligence, emotional and intelligence to change obstacles into opportunities as well as physical skills that are directed towards utilizing the resources provided by the organization (Mangkunegara, 2015).

Mangkunegara (2017) defines motivation as a driving need within an employee that must be fulfilled for the employee to adapt to their environment. Motivation is a condition that moves employees to achieve goals. Motivation can also be described as the energy that awakens the drive within. Hasibuan (2016) states that motivation is the driving force that creates a person's work enthusiasm, enabling them to be willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction.

Sinambela *et al.*, (2018) define discipline as the individuals and groups who ensure compliance with orders and take the initiative to take the necessary actions when there are no orders. Sinambela *et al.*, (2018) define work discipline as a tool leaders use to communicate with employees, encouraging them to change their behavior and follow established rules. Work discipline is a two-word phrase with distinct meanings. Therefore, if you want to examine it in depth, you need to scrutinize the understanding of both words.

3. RESEARCH METHOD

3.1 Research Design

The research design is quantitative, meaning it involves a hypothesis and uses statistical tools to test it. This research is a causal-comparative study with three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth, making this research explanatory.

3.2 Scope of Research

In the field of Human Resource Management, the focus is on determining the influence of recruitment, work motivation, and work discipline, both simultaneously and partially, on the performance of members of the Personnel Service at Iswahjudi Air Force Base, Magetan.

3.3 Research Location

In the Personnel Service of Iswahjudi Air Force Base, Magetan. The selection of this research location is based on the human resources sector, especially in providing administrative services and personnel development, for both military and civil servants. This will be achieved if the members of the Personnel Service

of Iswahjudi Air Force Base who are on duty have high work motivation and work discipline, are well recruited, and have high performance responsibility towards the programs and policies of the Head of the Personnel Service of Iswahjudi Air Force Base, Magetan.

3.4 Data Types and Sources

The data used are quantitative; the processing is expressed in numbers or figures, and then described and interpreted. The data used in this study are both primary and secondary.

3.5 Research Population

Population is the totality of all possible values, both the results of calculations and measurements, quantitative and qualitative, of specific characteristics regarding a complete and precise group of objects (Istijanto, 2006). In this study, the population is all members of the Personnel Service of Iswahjudi Air Force Base, Magetan, totaling 76.

3.6 Data Collection Technique

Data collection is a systematic, standardized procedure for obtaining data needed for analysis. In this study, the author chose several techniques in accordance with the research design used (Sugiyono, 2009), namely, using a questionnaire instrument.

3.7 Data Analysis Techniques

The data analysis in this study used descriptive analysis, multiple linear regression, and classical assumptions.

4. RESULTS & DISCUSSION

4.1 Result

The results of the tabulation of classification according to gender of members of the Iswahjudi Magetan Air Force Base Personnel Service are presented in the table below.

Table 1: Respondents by Gender

No.	Gender	Number of Respondents	%
1	Man	60	78.95
2	Woman	16	21.05
	Total	76	100%

Based on the table above, 16 respondents (21.05%) were female, and 60 (78.95%) were male. Thus, the number of male respondents is large. The

tabulation results by age for members of the Iswahjudi Magetan Air Force Base Personnel Service are presented in the table below.

Table 2: Respondents by Age

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

Based on the table above, the largest group is respondents aged 50 or older, with 27 people (35.53%). In general, this indicates that the majority of members of the Iswahjudi Air Force Base Personnel Service in Magetan are of advanced age and have extensive

experience and knowledge. The results of the educational tabulation of the members of the Iswahjudi Air Force Base Personnel Service in Magetan are presented in the table below.

Table 3: Respondents Based on Education

No	Education	Number of Respondents	%
1	SENIOR HIGH SCHOOL	21	27.63%
2	Diploma	15	19.74%
3	Bachelor	35	46.05%
4	Postgraduate	5	6.58%
	Total	76	100%

Based on the table above, the largest group is respondents with a bachelor's degree, at 35 (33.3%). In general, this indicates that the bachelor's degree members of the Personnel Service at Iswahjudi Air Base, Magetan, demonstrate a good level of understanding in

dealing with work problems. The tabulation results for the length of service of members of the Personnel Service at Iswahjudi Air Base, Magetan, are presented in the table below.

Table 4: Respondents Based on Work Period

No	Years of service	Number of Respondents	%
1	< 5-year	20	26.32%
2	6 - 10 years	10	13.16%
3	11-20 years	15	19.74%
4	> 20 years	31	40.78%
	Total	76	100%

Based on the table above, the largest group is respondents with more than 20 years of service, totaling 31 people (40.78%). In general, this indicates that the bachelor's-level education of members of the Personnel Service of Iswahjudi Air Base Magetan demonstrates a good level of understanding in dealing with work problems. This study describes the technical motivation of members of the Personnel Service at Iswahjudi Air Base, Magetan. In addition, it also measures work discipline, recruitment, and member performance. The researcher used SPSS to describe the four variables. The statistics used are the mean and mode values.

Timeliness was measured by a single questionnaire item, namely the recruitment process for prospective members. The results of the mean analysis showed the highest value of 4.05, measuring the timeliness of recruitment. The recruitment process for prospective members of the Iswahjudi Air Force Base Personnel Service in Magetan proceeded without complications. The choice strongly indicates agreement (30.3%) and agreement (52.6%).

The effectiveness measured was the implementation of member recruitment. The results of the mean analysis showed the highest value of 3.93, indicating that member recruitment was implemented effectively and efficiently—the choice of strongly indicated agreement at 26.3% and agreement at 53.9%.

The independence measured was having the initiative to assist with recruitment. The mean analysis results showed the highest value of 4.55 for recruitment independence, indicating the effective and efficient implementation of member recruitment. This was demonstrated by the strongly agree (59.2%) and agree (36.8%).

Members' work motivation was measured using five indicators: physical needs, safety needs, social needs, esteem needs, and actualization needs. The questionnaire consisted of 10 items. The analysis of the responses from 76 respondents to the measurement of member work motivation was conducted.

Physical needs were measured by a single questionnaire item, namely, whether the basic salary received is sufficient. The mean analysis showed the highest value of 4.46 for physical needs, indicating that the basic salary received is sufficient to support oneself and one's family. This was demonstrated by 50.0% strongly agreeing and 46.1% agreeing.

The need for safety is protection at work, regulated by regulations. The mean analysis results showed the highest value of 4.32, indicating the need for safety, as measured by protection at work, adherence to regulations, work equipment, and safety benefits. This is indicated by the choice of 'strongly agree' at 43.4% and 'agree' at 47.4%.

Social needs refer to superior-subordinate relationships. The mean analysis showed the highest value of 4.55 for social needs, indicating a well-developed, respectful relationship between superiors and subordinates. This was demonstrated by 59.2% strongly agreeing, 36.8% agreeing, and 3.9% neutrally agreeing.

The need for recognition involves appreciating work performance and creativity. The mean analysis showed a high value of 4.32, indicating a strong need for recognition among members who value work performance and creativity. This was demonstrated by 50.0% strongly agreeing, 40.0% agreeing, and 10.0% neutrally choosing.

The need for actualization refers to the appreciation of work performance and creativity. The mean analysis showed the highest value of 4.32, measuring the need for actualization, as demonstrated by each member having the opportunity to participate in education and training. This was demonstrated by the strongly agree (43.4%), agree (47.4%), and neutral (2.6%).

Compliance with time regulations was measured by a single questionnaire item: punctuality of work hours. Punctuality of members' work hours creates work discipline. The results of the mean analysis showed the highest value of 4.61, indicating compliance with time regulations among members of the Iswahjudi Air Force Base Personnel Service, Magetan, as reflected in their punctuality in work hours. This is indicated by the choice of 'strongly agree' at 56.6% and 'agree' at 60.5%.

Compliance with organizational regulations fosters a harmonious working environment and ensures consistent adherence to work procedures. Harmonious working conditions that consistently adhere to work procedures foster work discipline. The mean analysis showed a high score of 4.42, indicating compliance with organizational regulations and a harmonious working environment that consistently adheres to work procedures. This was demonstrated by the responses of 'strongly agree' (47.4%) and 'agree' (47.4%).

Compliance with work-related behavioral rules refers to members performing tasks according to their positions. The mean analysis showed a highest score of 4.46, measuring compliance with work-related behavioral rules, demonstrated by members performing tasks according to their positions. This was demonstrated by 50.0% strongly agreeing, 46.1% agreeing, and 3.9% neutral.

Work quality was measured by a single questionnaire item, namely, maximizing work capabilities. Only with quality work can all tasks be carried out effectively. Poor work quality can lead to decreased performance. The mean analysis showed the highest value of 4.05, indicating the quality of member work, as measured by employee work quality. This was demonstrated by the strongly agree (30.3%) and agree (52.6%).

Work quantity refers to working in accordance with established procedures. The mean analysis results show the highest value of 3.93, indicating the quantity of work members can perform in accordance with the procedures established by the Iswahjudi Magetan Air Force Base Personnel Service. This is indicated by the choice of 'strongly agree' at 26.3% and 'agree' at 53.9%.

Responsibility is the responsibility to strive to reduce errors in work. The results of the mean analysis

showed the highest value of 4.55, indicating that members are responsible for maintaining good cooperative relationships with colleagues at the Personnel Service of Iswahjudi Air Force Base, Magetan, as measured by employee responsibility. The choice strongly indicates this: agree at 59.2%, agree at 36.8%, and neutral at 3.9%.

Cooperation refers to having a good working relationship with coworkers. The mean analysis showed a high score of 4.36 on cooperation, indicating a good working relationship with coworkers. This was demonstrated by 38.2% strongly agreeing, 59.2% agreeing, and 2.6% neutral.

Initiative is work without waiting for orders from superiors, but it must be in accordance with procedures. The results of the mean analysis showed the highest value of 3.97, indicating that members always work independently and automatically without supervision, as measured by employee initiative. The choice strongly indicates this, with 'agree' (26.3%) and 'agree' (48.7%), and neutral choice as much as 21.1%. The results of the linear regression analysis between the variables of recruitment, work motivation, and work discipline on the performance of members of the Personnel Service of Iswahjudi Magetan Air Force Base are explained in the table below:

Table 5: Recapitulation of Multiple Linear Regression Analysis Results

Information	Coefficient Regression (b)	T count	Sig.
Recruitment	0.057	0.890	0.376
Work motivation	0.016	0.233	0.816
Discipline Work	0.926	23,566	0,000
Constant	1,129		
R	0.958		
Adjusted	0.915		
R Square	270,492		
F count sig. F	0,000		
n	76		
Member Performance Related Variables			

The relationships between the independent variables of recruitment, work motivation, and work discipline and the dependent variable of performance can be assessed using multiple correlation coefficient analysis. The resulting R value of 0.958 indicates that the correlation between the independent and dependent variables is 95.8%. This figure indicates a strong relationship between the researcher-selected independent variables and the dependent variable. The R² value, or coefficient of determination, is 0.915, indicating that recruitment, work motivation, and work discipline account for 91.5% of performance, while the remaining 8.5% is due to other independent variables not studied.

Hypothesis I in this study uses the F test to examine the influence of recruitment variables, work

motivation, and work discipline on the performance of members of the Personnel Service of Iswahjudi Air Force Base, Magetan. Based on the results of the F test, the calculated F value is 270,492, and the p-value is 0.000, while the F table value (α ; DF = nkl) for $\alpha = 0.05$ and df = 76 is 2.76. The comparison value between the calculated F and the F table shows that the calculated F is greater ($F_{calculated} (270,492) > F_{table} (2.76)$).

The sig. The F value (0.000) is less than the researcher's error rate of 0.05 (5%). Therefore, recruitment, work motivation, and work discipline have a significant effect on member performance. Thus, the research hypothesis can be proven. All independent variables have a significant effect on member performance, and work discipline has the most significant influence, with a regression coefficient of

0.958, compared with the other independent variables. Thus, the second research hypothesis is supported by comparing the Unstandardized Coefficients for the work discipline variable (X3), 0.958, which is the largest among the recruitment and work motivation variables. Thus, hypothesis III can be proven.

4.2 Discussion

The recruitment of personnel for the Personnel Service of Iswahjudi Air Force Base, Magetan, was measured using 3 indicators: timeliness, effectiveness, and independence. The timeliness indicator, namely the recruitment process being carried out according to schedule, showed that most respondents agreed with the statement that the recruitment process for prospective members of the Personnel Service of Iswahjudi Air Force Base, Magetan, was carried out without complications. The effectiveness indicator, namely the implementation of recruitment, showed that most respondents agreed that member recruitment could be implemented effectively and efficiently.

The independence indicator, namely assisting recruitment, shows that most respondents agree with the statement that they have the initiative to assist with the tasks given to recruit prospective members of the Personnel Service of Iswahjudi Air Base, Magetan. The results of the descriptive analysis of recruitment showed that the recruitment of members of the Personnel Service of Iswahjudi Air Base, Magetan, affects their performance, making them more active in carrying out their duties. The work motivation of members of the Personnel Service at Iswahjudi Air Base, Magetan, was measured using 5 indicators: physical needs, security needs, social needs, appreciation needs, and actualization needs.

The physical needs indicator: most respondents strongly agree that the basic salary received is sufficient to support themselves and their families. This shows that personnel at the Iswahjudi Air Force Base in Magetan receive sufficient salaries. For the security needs indicator, namely protection at work, which is regulated by regulations, most respondents agree that regulations, work equipment, and safety allowances regulate protection at work. For the social needs indicator, namely the relationship between superiors and subordinates, most respondents agree with the statement that the relationship between superiors and subordinates can be built well and with mutual respect.

For the indicator of the need for appreciation, namely appreciating work performance and work creativity, most respondents agree with the statement of appreciating work performance and work creativity. For the indicator of the need for actualization, namely participating in training and education, most respondents agree with the statement that every member has the opportunity to participate in training and education. The descriptive analysis of motivation found that members of

the Personnel Service at Iswahjudi Magetan Air Force Base are motivated, which affects their performance, so member motivation is needed.

The work discipline of the members of the Personnel Service of Iswahjudi Air Force Base, Magetan, is measured by 3 indicators: adherence to time regulations, adherence to organizational regulations, and adherence to behavioral rules at work. For the indicator of adherence to time regulations, namely punctuality of working hours, it is shown that most respondents tend to strongly agree with the statement that the members of the Personnel Service of Iswahjudi Air Force Base Magetan are punctual with working hours. For the indicator of adherence to organizational regulations, namely, working conditions are quite harmonious and always in accordance with work procedures, it is shown that most respondents tend to strongly agree and agree with the statement that working conditions are quite harmonious and always in accordance with work procedures.

For the indicator of compliance with the rules of behavior in work, namely, members carry out work according to their positions, most respondents strongly agree with the statement that members carry out work according to their duties and responsibilities. The descriptive analysis of work discipline found that it affects the performance of members of the Personnel Service at Iswahjudi Air Base, Magetan. The performance of members of the Personnel Service at Iswahjudi Air Base, Magetan, is measured by 5 indicators: work quality, work quantity, responsibility, cooperation, and initiative.

For the work quality indicator, namely being able to maximize work capabilities, most respondents agree that members can maximize their work capabilities at the Iswahjudi Magetan Air Force Base Personnel Service. For the work quantity indicator, namely being able to work in accordance with procedures, it is shown that most respondents tend to agree with the statement that members can work in accordance with procedures established by the Iswahjudi Magetan Air Force Base Personnel Service.

For the responsibility indicator, namely, it has become my responsibility to complete the work, most respondents tend to agree with the statement that it has become my responsibility to complete the work. For the cooperation indicator, namely having a good cooperative relationship with colleagues, it is shown that most respondents tend to agree with the statement that members have a good cooperative relationship with colleagues at the Personnel Service of Iswahjudi Air Force Base, Magetan, Mabesau, Cilangkap, Jakarta. For the initiative indicator, namely always working independently and automatically, most respondents agree with the statement that members always work independently and automatically without supervision.

The results of the descriptive analysis of performance indicated that the members of the Personnel Service of Iswahjudi Air Force Base, Magetan, completed the work on time, in accordance with the targets and applicable provisions. The performance of members of the Personnel Service at Iswahjudi Air Force Base, Magetan, was measured based on the quality, quantity, responsibility, cooperation, and initiative of their work. The results of the descriptive analysis of performance indicated that the members of the Personnel Service of Iswahjudi Air Force Base, Magetan, completed the work on time, in accordance with the applicable targets and provisions.

Maslow identified five levels in the hierarchy of needs because he did not intend his hierarchy to be applied to work motivation. Then Douglas McGregor, in his book *The Human Side of Enterprise*, applied Maslow's hierarchy of needs to the work motivation-satisfaction model. According to respondents' perceptions, member motivation can affect performance. The results of the descriptive analysis of motivation found that the motivation of members of the Iswahjudi Magetan Air Force Base Personnel Service affects member performance, so that motivation resolution with other members is needed. The results of the study are similar to Ina's (2019) study regarding the influence of Motivation and Work Discipline on the Performance of PDAM Tirtanadi Members, Tuasan Medan Branch, showing simultaneously that there is a positive and significant influence between work motivation and work discipline on member performance. The study's results show a positive, significant relationship between work motivation, work discipline, and member performance.

Singodimejo & Edy Sutrisno (2016) describe the dimensions of work discipline, including the rules governing what members may and may not do in an organization. This study measured adherence to time, organizational, and workplace behavioral rules. According to Retno (2016), the study's results indicate that motivation and work discipline have a positive and significant effect on the performance of members of the South Sulawesi Provincial Education Office in Makassar City. The results of the descriptive analysis of work discipline showed that the work discipline of members of the Personnel Service of Iswahjudi Air Force Base, Magetan, influenced their performance, enabling them to carry out their duties without being disturbed.

Mangkunegara (2015), namely: in terms of quality and quantity by a member in carrying out his duties in accordance with the responsibilities given by the organization, which are based on spiritual intelligence, emotional intelligence, and intelligence changing obstacles into opportunities, as well as physical skills directed at utilizing resources provided by the organization. The results of the descriptive analysis of recruitment indicated that recruitment of members of the

Iswahjudi Magetan Air Force Base Personnel Service affects their performance.

The research findings show that work discipline significantly impacts member performance. As member discipline improves, it can lead to excellent performance. Several conclusions can be drawn from this study's results, compared with previous research: members who hold roles and functions in service work, primarily serving the public, require quality, quantity, responsibility, and initiative in carrying out their duties. If all these are met, the opportunity to achieve good performance is greater.

5. CONCLUSION

Based on the problem's objectives, this study concludes that punctuality, effectiveness, and independence can improve member performance. Work motivation received a positive perception from members of the Personnel Service at Iswahjudi Air Base, Magetan. A study found that members who obey time rules are more punctual, suggesting that punctuality in working hours can create work discipline. The performance of members of the Personnel Service of Iswahjudi Air Base Magetan is found to be of work quality and work quantity capable of completing work on time in accordance with the applicable rules and regulations.

The results of the study indicate that recruitment, work motivation, and work discipline have a positive impact on the performance of members of the Personnel Service of Iswahjudi Air Base, Magetan, who responded quickly to instructions, thereby positively affecting their on-time completion of work. Member work motivation is the most dominant and most influential symptom measured on member performance. Thus, the improvement of member performance in the Personnel Service of Iswahjudi Air Base, Magetan, is greatly influenced by work quality, work quantity, and recruitment.

Motivation to work at the Personnel Service at Iswahjudi Air Force Base, Magetan, is desired, and mutual respect among members is required. Therefore, good cooperation with other members is necessary to complete tasks on time. Communication between members is crucial to achieving work targets. Therefore, communication facilities and infrastructure need to be reviewed and evaluated. The evaluation results are expected to improve overall performance further.

Members' responsiveness to their superiors' instructions was the highest, indicating they were responsive in carrying out their superiors' orders. The compensation system needs to be reviewed to support individual performance and maintain member enthusiasm for work. The author believes that many other variables can influence performance and were not examined in this study. Among these, the compensation system and rapid response culture are of particular

interest to examine at the Personnel Service of Iswahjudi Air Force Base, Magetan.

REFERENCES

- Arikunto, S. (2008). Research Procedures: A Practical Approach (Revised Edition). Jakarta: Rineka Cipta.
- Ghazali, I. (2007). Multivariate Analysis Applications with SPSS Program (Fourth Edition). Semarang: Diponegoro University Publishing Agency.
- Handoko, T. (2018). Management (2nd Edition). Yogyakarta: BPFE-Yogyakarta.
- Hasibuan, MSP (2016). Human Resource Management. Jakarta: Bumi Aksara.
- Hasibuan, MSP (2017). Human Resource Management (Revised Edition). Jakarta: Bumi Aksara.
- Istijianto. (2006). Human Resources Research. Jakarta: Gramedia Pustaka Utama.
- AAAP (2015). Corporate Human Resources Management. Bandung: Remaja Rosdakarya.
- Mangkunegara, A. (2016). Human Resource Planning and Development. Bandung: Refika Aditama.
- Mangkunegara, A. (2017). Corporate Human Resource Management. Bandung: Remaja Rosdakarya.
- Nurmansyah, 2011. Human Resource Management. Alfabeta Bandung.
- Priansa, D. (2017). Organizational Behavior. Bandung: Alfabeta.
- Rivai, V., & Sagala, EJ (2009). Human Resource Management for Companies: From Theory to Practice. Jakarta: Rajawali Pers.
- Siagian. (2015). Human resource management. Bumi Aksara Jakarta.
- Simamora, H. (2005). Human Resource Management, STIE YKPN Yogyakarta.
- Sinambela, LP (2018). Performance Management. Jakarta: Bumi Aksara.
- Sugiyono. (2009). Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta.
- Susitianingrum, R., et al. (2015). Personnel Management in Government Institutions. *Journal of Public Administration*, 12(2), 123–135.
- Sutrisno, E. (2016). Human Resource Management (Second Edition). Jakarta: Kencana.
- Umar, H. (2003). Research Methods for Business Theses and Dissertations. Jakarta: RajaGrafindo Persada.

Cite This Article: Nur Alimi, Bambang Supriadi, Harianto Respati (2026). The Contribution of Recruitment, Motivation and Discipline in Improving the Performance of Personnel Iswahjudi Air Force. *East African Scholars J Econ Bus Manag*, 9(2), 25-32.
