



Strategy to Improve Personnel Work Performance Through Discipline, Motivation and Leadership

Dian Prihardini Wibawa^{1*} and Irwan Hasibuan²

¹ Management, Bangka Belitung University, Bangka, Indonesia

² Lanud, TNI AU Soewondo, Medan, Indonesia

*dianpw.mustafa@gmail.com

Abstract. Organizations can achieve their goals when they effectively utilize their resources such as human resources, assets, and budget. This research aims to see how work discipline influences personnel work performance and to analyze the moderating influence of leadership and work motivation on work discipline and personnel work performance. Research data was obtained by distributing research questionnaires to 43 personnel as research samples. Data is processed and analyzed using Partial Least Square (PLS) analysis. Smart PLS results show that there is a positive and significant influence between work discipline and leadership on the work performance of Logistics Department Personnel. However, this research also found that there was no influence between work motivation and personnel work performance. In addition, this research found that leadership and work motivation as moderator variables were unable to increase the influence of work discipline on employee work performance.

Keywords: Discipline, Leadership, Motivation, Work Performance.

1 Introduction

Organizations can achieve their intent when they effectively and efficiently employ the assets like personnel, materials and, funds (Sonmez Cakir and Adiguzel 2020). Amongst all these assets human resources are the most dominant because they utilize the other assets of the organization to reach the goals of the organization (Kapur 2011). Managing human resources to get the best out of them has become the significant goal of every organization because the overall attainment or disaster of every organization is highly in need of the performance of the personnel (Nurhasan et al. 2021).

The Indonesian Air Force has a wide logistics system. This system comprises of many purposes such as procurement, inventory, distribution, warplane maintenance, air transportation, land transportation, supply, acquisitions, fuels, warehousing, asset administration and, many more. All the roles of the logistics system are reliant and correspondingly vital to the accomplishment of air operation. No job is more vital than the other. Logistics is the foundation for the success of military operations (Wijayanto, Ismurdianto, and Kusuma 2019).

The Unitary State of the Republic of Indonesia is a nation that has an area from Sumatra to Papua, covering terrestrial, oceanic, and air. Indonesia is an archipelagic state with 17,491 islands has land boundaries with three bordering states (Malaysia, Timor Leste and, Nueva Guinea) and eleven maritime borders with neighboring countries (Malaysia, Singapore, Vietnam, Philipines, Republic of Palau, Micronesia, Nueva Guinea, East Timor and, Australia) (Rahayu et al. 2021). It is the 15th-biggest nation by land area, at 1,904,569 square kilometers with more than 272 million population in 2021(Qothrunnada 2023) . Due to financial factor of Indonesia, the power of the main armaments system and defense equipment of the Indonesian Air Force is still minimal and has not met the Minimum Strength (Minimum Essence of Force) to cover such this big territory (Achmad and Rastika 2023). In 2021, the military spending of Indonesia was estimated to be only at 0.8 percent of Indonesia total gross domestic product (GDP) so it is difficult to get the ideal size of a force. For this reason, The Indonesian Air Force implemented the Bare Base Concept abbreviated as BBC (Hendri, 2022).

BBC is an alternative strategy by having as many as possible airbases with minimum vital facilities to accommodate, and support air operations such as runway, taxiways, and apron. Raja Haji Fisabilillah is one of the Air Force Bases in The Western part of Indonesia that struggling to achieve BBC implementation. Raja Haji Fisabilillah AFB is working hard to build the facilities to support Air Operations in the western part of Indonesia. Those facilities and administration are the main responsibility of The Logistic Department of Raja Haji Fisabilillah AFB (Yani and Montratama 2018). Hence, this Logistic Department is the busiest department with a lot of tasks to accomplish that require high performance of its personnel.

The logistics department of RHF Air Force Base is one of the busiest departments at RHF Air Force Base. Consists of six sections and a total of 43 persone l(Tim Redaksi CNBC 2024). Currently, this Department is facing several challenges regarding the performance of its personnel. Many problems have occurred recently, such as acts of indiscipline as well as the motivation and role of leaders. This causes sub-optimality in completing tasks, non-fulfillment of work quality standards, lack of attention, and lack of attitude as military personnel. This research aims to analyze the influence of discipline, leadership and work motivation on the performance of the RHF Air Force Base logistics department personnel. This research needs to be carried out because there is a gap between the actual conditions of the research object and the ideal conditions which should be as Indonesian soldiers who have high discipline, good leadership and high motivation for performance. It is hoped that the results of this research can be input for RHF Air Force Base logistics department personnel to improve performance.

2 Literature Review and Hypotheses Development

For conducting this research, the following books, pertinent research works, and some of the literature which has been consulted with:

Mathis, et al (2017) in a book on “Human Resource Management 15th edition” stated few variables that affect the performance of personnel, namely individual abilities, the

amount of effort, and organizational support. The connection of those variables is largely well-defined in management works as follows:

$$\text{Performance} = \text{Ability} \times \text{Support} \times \text{Effort}$$

Effort level expended is consists of motivation, work ethic, and presence. Moreover, motivation is often the main predictor of effort expended so understanding motivation is very crucial for institutions or units to accomplish their goals. Numerous institutions occupy large budgets to “motivate” their personnel by using many strategies. Such as, some organizations utilize inspirational speakers to inspire personnel.

Schmerling (2013) in his thesis "Examining the Measurement Properties of Motivation Assessment System (MAS)" pointed out that one of the strong points of Pritchard-Ashwood's (PA) theory of motivation is that it allows the creation of a testable test rating. One of the promotional methods, MAS is based on the formation of P-A theory and therefore allows for an initial assessment of P-A Theory. MAS is designed to be a measuring tool that can be used to measure personnel motivation and to assess the ability to motivate personnel in a progressive descriptive way.

Alimuddin (2020) in the study “Strategy Model to Build Employee Discipline” has established that work discipline is essential to achieving business goals. In addition, the style of leadership, reward, and punishment play a crucial role in improving personnel discipline. The good management of the manager in respect of remuneration and penalties demonstrates the ability of the manager to have a purpose in enforcing organization rules. An intangible workplace is based on four factors namely: monitoring, work environment, remuneration, and good governance. The above-mentioned indicators have a significant and positive effect on personnel work discipline.

Sumiyati (2016) in the study "The Environmental Impact of Social Work on Employment at Indonesian Manufacturing Company" explained that the social work environment had a positive impact on labor productivity, where the expansion of the public works area would affect increased productivity. It finds that, if a company wants to increase the productivity of personnel, one method is to set up a comfortable work environment for social workers.

Hemakumara, Ph.D. (2020) in the study "The Impact of Motivation on Job Performance: A Review of Literature" found that employee motivation has a positive relationship with the performance of workers in various industries in many nations. Hence, organizations should try to encourage their employees to keep themselves satisfied and to make them do their jobs well.

Hutagalung (2019) in his study of “The Effect of Work Discipline, Work Motivation, and Workability on the Performance of Employees in the Export Division at the Wilmar Group Medan Office Head” at the same time all those factors, collectively have a great effect on employee performance.

Dahlia (2020) in her study of "Worth of Discipline for Human Resource Management Performance", pointed out that disciplinary action is the most dominant factor in human resource management function as well as the measurement of human resource management effectiveness. In addition, she found that discipline is an important role for efficient employees who want to grow productivity and greater profits as the company's main objective.

Researcher formulated hypothesis as:

H₁: “Work discipline affects personnel performance, and leadership and motivation can be moderating variables between discipline and performance.”

Method

2.1 Research Objectives

The purpose of this research is to identify the factors that influence the performance of the RHF Air Force Base Logistics Department Personnel and strategies to improve their performance.

2.2 Population and Sample

The population was all personnel from the RHF Air Force Base Logistics Department and the researcher chose a total population sampling technique, namely by examining the entire population as a sample. The sample size for this survey was set at 43 respondents and data was collected over a certain period of time.

2.3 Operational Definition

Few important definition Few important definitions relevant to this research are as follows:

- a. Work Performance (WP). WP is defined as how personnel carry out their tasks and perform their required duties. It means the quality and efficiency of their performance. This also applies to our assessment of how important personnel are for the unit.
- b. Work Discipline (WD). WD is the force that motivates individuals or groups to adhere to the rules and procedures that are considered necessary for the effective functioning of an organization.
- c. Leadership (L). The art of motivating and inspiring personnel to work towards a certain objective. This could mean guiding personnel in a particular strategy to meet the needs of the unit.
- d. Work Motivation (WM). WM is a process that stimulates, directs, and maintains target-oriented behavior. Motivation is usually used to depict why an individual does something.

2.4 Conceptual Framework

The conceptual framework for this study is as follows:

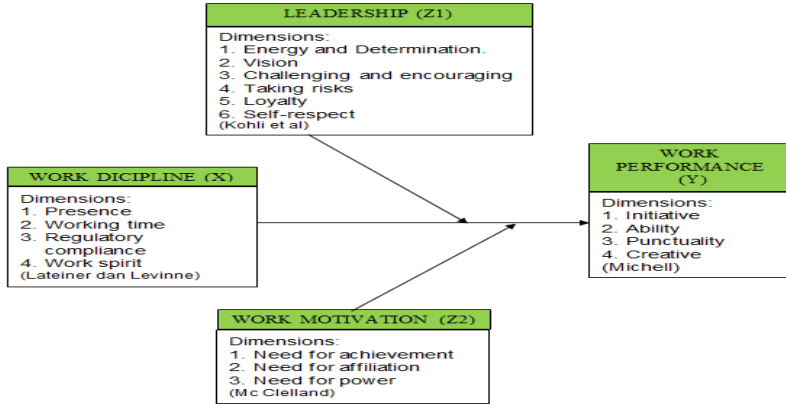


Fig. 1. Conceptual Framework

2.5 Regression Analysis Test using Partial Least Square

This research model will be studied using the Partial Least Square (PLS) method and assisted by Smart PLS software. PLS is another flexible approach from a covariance-based Structural Equation Modeling (SEM) approach to an alternative-based approach. Covariance-based SEM usually tests vitality or theory, whereas PLS is more than just a predictive model (Memon et al. 2021). In modeling for prediction purposes, there is an impact that testing can be carried out without a strong theoretical basis, ignoring the assumptions and other accuracy parameters of the prediction model which can be seen in the value of the determination equation (Wang et al. 2013).

3 Results and Discussion

3.1 Respondents Profile

The characteristics of respondents in this study can be identified based on age, gender, length of service in the Indonesian Air Force and type of position.

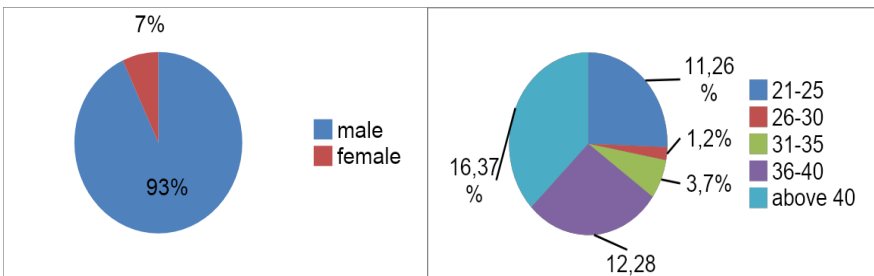


Fig. 2. Analysis Based on Gender and Age

The majority of respondents are male personnel, and its percentage value is 93 percent. Only 7 percent of employees are represented as the female workforce. According to the analysis based on age, the majority of participants are aged above 40 years. The second-largest age group is aged between 36 to 40 years.

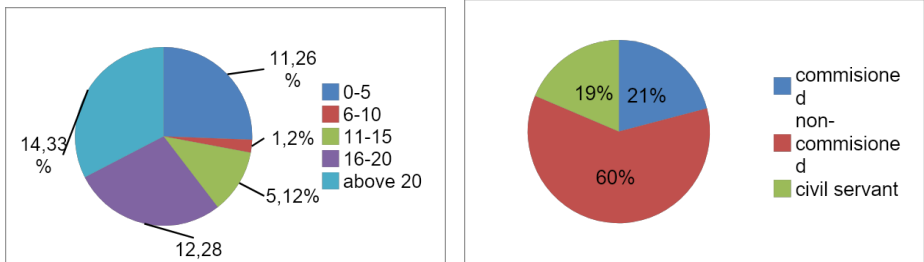


Fig. 3. Analysis Based on Service Length and Type of Roles

According to the service length of the respondents of the study, the majority of them have above 21 years of service experience and its percentage value is 14 percent. The second largest group has 16 to 20 years of experience. The majority of respondents are non-commissioned officers and its percentage value is 60% while commissioned officers are 21% and civil servants are 19%.

3.2 Analysis Descriptive of Work Performance, Discipline, Motivation and Leadership Variables of RHF air Base’s Logistics Department Personnel

Recapitulation of RHF Personnel Performance Average Score :

Table 1. Average per Dimension of Work Performance Variable

No	Indicators	Average	Category
1	Initiative	3,62	medium
2	Workability	3,82	high
3	Punctuality	3,76	high
4	Creativity	3,50	medium
Average		3,67	medium

Source : Research Data Processing, 2022

The results of the calculation table 1 how that the performance of the RHF Logistics Department Personnel is in moderate criteria. This can be seen from the average score (mean) of 3.67. Based on the average score range in the interval 2,34 – 3,67 in the medium category. Hence, it can be concluded that the performance of the RHF Logistics Department Personnel is sufficient but below the high or good interval standard. So that the performance of the RHF Logistics Department Personnel still needs to be continuously improved and developed, by maximizing several factors that drive personnel performance.

Recapitulation of RHP Personnel Discipline Average Score

Table 2. Average per Dimension of Discipline Variable

No	Indicators	Average	Category
1	Presence	3,64	medium
2	Working hours	3,67	medium
3	Compliance with rules	3,49	medium
4	Work morale	3,87	high
Average		3,66	medium

Source: Research Data Processing, 2022

Table 2 shows the average score of the RHF personnel discipline variable is 3.66. This shows that the Discipline variable is included in the moderate category. Thus, it can be said that in general, RHF personnel have average discipline. Judging from the range of average scores per indicator on the RHF officer discipline variable, the lowest mean value is in the dimension of compliance with regulations, namely 3.49 and the highest mean value is in the work morale dimension of 3.87, including in the high category.

Recapitulation of RHF Personnel Leaders Average Score

Table 3. Average per Dimension of Leaders Variable

No	Indicators	Average	Category
1	Energy and Determination	4,045	high
2	Vision	3,96	high
3	Challenging and Encouraging	3.84	high
4	Taking Risk	4,05	high
5	Loyalty	4,14	high
6	Self-Respect	3,99	high
Average		4.006	high

Source: Research Data Processing, 2022

From table 3, information is obtained that the average score of the Leadership variable in the RHF logistics department personnel is 4,006. This shows that the Leadership variable is included in the high criteria. The personnel assessed that the leadership at the RHF airbase had a positive influence on every RHF personnel.

Recapitulation of RHF Personnel Motivation Average Score

Table 4. Average per Dimension of Motivation Variable

No	Indicators	Average	Category
1	Need for Achievement	3,79	high
2	Need for Affiliate	3,97	high
3	Need for Power	3,987	high
Average		3,915	high

Source: research data Processing, 2022

Table 4 shows that the dimension of the need for power has an average of 3,987 in the interval from 3.68 to 5.00 in the high category. It concludes that in general, RHF personnel have a high motivation to demonstrate the ability of personnel to power

well. Members try to get promotions and occupy strategic positions in the unit, try to work well to get certain positions, try to prepare themselves well for the promotion or position test, and try to work harder to get a higher position. However, when viewed per indicator which has the smallest value, namely the item tried to work harder to get a higher position. This happens that personnel assume that promotion is a centralized or centralized promotional activity. Thus, the motivation of personnel to try to work harder to obtain higher positions can be further developed, by providing encouragement that positions can be achieved if they work well and show good performance.

3.3 Moderation Analysis Test using Partial Least Square (Effect of Discipline on Performance with Motivation and Leadership as Moderating Variables)

This study will look at the extent to which motivation and leadership variables as moderating variables in influencing work discipline on the performance of RHF logistics department personnel using Partial Least Square (PLS).

a. Convergent Validity

Convergent validity measures the magnitude of the correlation between constructs and latent variable. Convergent validity testing can be seen from the loading factor for each construct indicator. A loading factor value > 0.7 is the ideal value. This means that the indicator is valid to measure the construct created. In empirical research, loading factor values > 0.5 are still accepted. In fact, some experts accept 0.4 (Smid et al. 2020). This value shows the percentage of the capable construct explains the variations that exist in indicators.

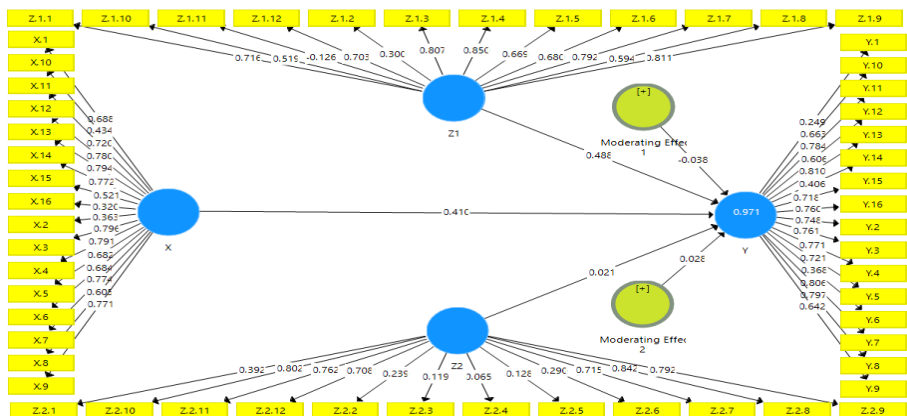


Fig. 4. The Effect of Work Discipline on Performance with Leadership and Motivation as moderating variables

The outer model is assessed by looking at the convergent validity (the magnitude of the loading factor for each construct). The individual reflective measure is said to be high if the loading factor value is more than 0.70, but it is considered adequate if the loading factor value is 0.50-0.60(Memon et al. 2021). From the results above, it can be seen from the output diagram that there are several indicators whose

factor loading values are less than 0.50 so these indicators are not included because they are invalid by eliminating indicator with the smallest value. The discipline construct (X) is X2, X10, X15, and X16, the performance construct (Y) is Y1, Y6, and Y14, the leadership construct (Z1) is Z.1.2, Z.1.4, Z..1.10, Z.1.11 AND Z.1.12 as well as on the motivational construct (Z2), namely Z.2.1, Z.2.2, Z.2.3, Z.2.4, Z.2.5 and Z.2.6. Then, the model will be updated again and the result is as below:

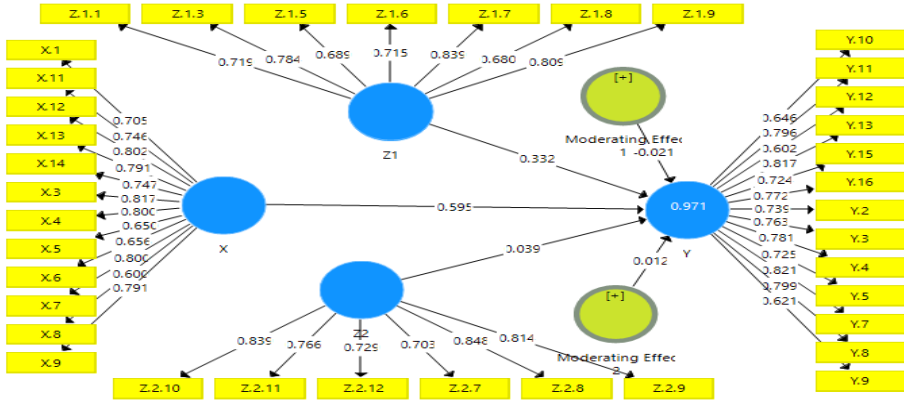


Fig. 5. SMART PLS Output after updating The Effect of Work Discipline on Performance with Leadership and Motivation as moderating variables

From the output image after being updated, the average variance extracted value from each variable is > 0.50 . This means that there are no constructs for all variables that have been eliminated from the model. It can be concluded that the construct has met the convergent validity criteria.

b. Composite Reliability and Cronbach Alpha

The results of calculating composite reliability and Cronbach alpha are shown in the following table:

Table 5. Composite Reliability and Cronbach Alpha the Effect of Work Discipline on Performance with Leadership and Motivation as Moderating

	<i>Composite Reliability</i>	<i>Cronbach Alpha</i>
Discipline (X)	0,937	0,926
Leadership (Z)	0,941	0,931
Motivation (Z2)	0,899	0,8700
Work Performance (Y)	0,906	0,876
Moderating Effect 1	1,000	1,000
Moderating Effect 2	1,000	1,000

Source: research Data Processing, 2022

Based on the table 5 it is found that the composite reliability and Cronbach alpha values for all endogenous constructs, all endogenous are very reliable because their values are above 0.70 so they have good validity and reliability(Memon et al. 2021).

c. Average Variance Extracted

To evaluate discriminant validity, it can be evaluated using the AVE (Average Variance Extracted) method for each construct or latent variable. The model has better discriminant validity if the square root of the AVE (Average Variance Extracted) for each construct is greater than the relationship between the two constructs in the model (Memon et al. 2021).

Table 6. Average Variance Extracted the Effect of Discipline on Performance with Motivation and Leadership as Moderating Variables

Variables	<i>Average Variance Extracted</i>
Discipline (X)	0,556
Leadership (Z1)	0,551
Motivation (Z2)	0,563
Work Performance (Y)	0,617
Moderating Effect 1	1,000
Moderating Effect 2	1,000

Source: Research Data Processing, 2022

Based on the table 6 the Average Variance Extracted (AVE) value that meets the requirements must be above 0.50 (Memon et al. 2021). Based on the table, the Average Variance Extracted (AVE) value that meets the requirements must be above 0.50. Therefore, there is no convergent validity problem in the model being tested.

d. Multicollinearity test

The multicollinearity test aims to test whether a relationship or correlation is found between the independent and dependent variables. A good research regression model is if there is no relationship between the independent variables. The purpose of this test is to detect whether there is multicollinearity in the regression model, this can be done by using the tolerance value and the opposite variance inflation factor (VIF). The cutoff value commonly used to indicate the presence of multicollinearity is a tolerance value of 0.10 or the same as a VIF value of 10 ($VIF \geq 10$) (Wufron 2020).

Table 7. Variance Inflation Factors the Effect of Discipline on Performance with Motivation and Leadership as Moderating Variables

Item	VIF	Item	VIF
X.14	3.135	Y.5	2.248
X.3	3.757	Y.7	5.070
X.4	4.523	Y.8	5.172
X.5	5,184	Y.9	5.524
X.6	6.189	Z1.1	2.021
X.7	2.525	Z1.3	2.672
X.8	2.692	Z1.5	5.005

X.9	4.183	Z1.6	6.019
Y.10	7.609	Z1.7	2.395
Y.11	2.720	Z1.8	2.146
Y.12	2.786	Z1.9	3.555
Y.13	4.213	Z2.10	5.680
Y.15	4.683	Z2.11	4.052
Y.16	2.962	Z2.12	3.908
Y.2	3.158	Z2.7	2.099
Y.3	6.584	Z2.8	5.107
Y.4	7.148	Z2.9	2.780

Source: research Data Processing, 2022

Based on the table 7 the value of VIF <10 means that there is no multicollinearity.

e. Variant Analysis (R2) or Determination Test

Analysis of Variant (R²) or Test of Determination Analysis of Variant (R²) or Test of Determination. It is conducted to analyze the influence of the independent variable on the dependent variable(Wufron 2020).

Table 8. R-square Effect of Discipline on Performance with Motivation and Leadership as Moderating Variables

	R Square	Adjusted R Square
Work Performance (Y)	0,971	0,967

Source: Research Data Processing, 2022

From table 8, it can be seen that the R Square value obtained is 0.971. This means that the independent variables consisting of discipline, motivation, and leadership as moderating variables can explain the performance of 97.1% while the remaining 2.9% is explained by other variables outside the study.

f. Hypothesis Test

To determine the significance of the predictive model in testing the structural model, it can be seen from the t-statistic value between the independent variable and the dependent variable in the direct influence table (path coefficient) on the Smart PLS output. Hypothesis testing is carried out by comparing the T-value with the T-table(Wufron 2020). The results of the path coefficient and significance tests are as follows:

Table 9. Path Coefficients Effects of Discipline on Performance with Motivation and leadership as Moderating Variables

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
X -> Y	0,595	0,583	0,154	3,872	0,000
Z1 -> Y	0,332	0,348	0,142	2,344	0,019
Z2 -> Y	0,039	0,055	0,044	0,878	0,380
Moderating Effect 1 -> Y	-0,021	-0,013	0,035	0,588	0,557
Moderating Effect 2 -> Y	0,012	0,010	0,062	0,193	0,847

Source: Research Data Processing, 2022

Based on the table 9 the test of the influence between the constructs of discipline on performance shows that discipline has a positive and significant effect on performance with a T arithmetic value of 3.872 greater than T table 1.96 and p-value of 0.000 less than a significance level of 0.05 (5%). The test of the influence between constructs of leadership on performance shows that leadership as a moderating variable 1 has a positive and significant effect on performance with a T arithmetic value of 2.344 greater than T table 1.96 and p-value 0.019 less than a significance level of 0.05 (5%). The test of the influence between constructs of motivation on performance shows that motivation as a moderating variable 2 has a positive direction, but has no effect and is not significant on performance. This can be seen from the calculated T value of 0.878 which is smaller than the T table of 1.96 and the p-value of 0.380 which is greater than the significance level of 0.05 (5%). The test of the influence between constructs of moderating effect 1 (interaction of discipline and leadership) on performance shows that the relationship has a negative direction and has no effect and is not significant on performance with a T value of 0.588 smaller than T table 1.96 and a p-value of 0.557 greater than the significance level of 0.05 (5%). This means that the leadership variable has not been able to moderate the influence of discipline on performance. The test of the relationship between the constructs of moderating effect 2 (interaction of discipline and motivation) on performance shows that the relationship has a positive direction, but has no effect and is not significant on performance with a calculated T value of 0.193 which is smaller than T table 1.96 and p values of 0.874 greater than the significance level of 0.05 (5%). This means that the motivation variable has not been able to moderate the influence of discipline on performance.

3.4 Discussion of the Effect of Discipline on Performance with Motivation and Leadership as Moderating Variables.

Based on the quantitative results, it can be seen that the relationship between the discipline construct has a positive and significant effect on performance with motivation

and leadership as moderating variables with a significance value of 0.049 which is smaller than the significance level of 0.05. This is in accordance with research conducted by (Ihsan 2021) with the research title *The Influence of Work Motivation and Discipline on Employee Performance with Leadership Style as a Moderating Variable at Pt. P&P Rubber Valley* said that work discipline has a positive and significant effect on performance. Judging from the partial R square before including the moderating variables leadership and motivation, it is known that the contribution of the discipline variable to performance is worth 95.7%, but after being included in the moderating variable there is an increase to 97.1%.

The Indonesian National Army (TNI) as one of the Basic Capital of National Development needs to continue to improve its professionalism through strengthening discipline which is an absolute requirement in the life of the TNI in order to create professional soldiers who are effective, efficient and modern. So that they are able to play a bigger role in social life. Nation and state as stabilizers and dynamism of National Development. TNI soldier discipline is the sincere obedience and obedience of every TNI soldier supported by awareness based on the Soldier's Oath to carry out their duties and obligations as well as behave and behave. In accordance with the regulations or procedures for the life of TNI Army soldiers. Armed with the Republic of Indonesia. The TNI Soldier Discipline Law is a series of regulations and norms to regulate, enforce and foster discipline or order in the lives of TNI soldiers so that each of their duties and obligations can be carried out. Can run perfectly (Law Number 26 of 1997).

The social culture of the people of Tanjung Pinang greatly influences the motivation of RHF Air Force personnel. RHF airbase is located in the city of Tanjung Pinang, Riau Islands where the area of Tanjung Pinang is small with a population that is not too dense, the atmosphere of the city is comfortable and the life of the residents is relaxed. This affects the work pattern of personnel who lack ambition in a career and work patterns that tend to be flat.

Meanwhile, the moderating variables, namely leadership and motivation, are not able to increase discipline towards performance. This is in line with research conducted by Rani and Mayasari (2016) with the research title *The Effect of Performance Appraisals on Employee Performance with Motivation as a Moderating Variable*. The results of this study found that motivation does not affect the relationship between performance appraisal and employee performance. This shows that motivation does not play a role as a moderating variable in strengthening or weakening the relationship between performance appraisal and employee performance. Other research that is in line with this research is research conducted by (Bantara 2017) "*The Effect of Organizational Change on Employee Performance and Job Satisfaction with Leadership as a Moderating Variable, Research at a Private University in Surabaya*." The research results show that leadership is unable to be a moderating variable between organizational change and employee performance. Apart from that, research that is in line with this research was conducted by Ilham, Ardhana, and Ramly (2020), "*The Effect of Work Discipline and Compensation on Employee Performance with Mediated Motivation Variables*." Where the research results say that motivation has no effect on employee performance, motivation cannot mediate the effect of work discipline on

employee performance, motivation cannot mediate the effect of work compensation on employee performance.

4 Conclusion, Implication and Limitation

4.1 Conclusion

Personnel is the bloodstream of any organization. The accomplishment or disaster of the organization depends on its personnel performance. Hence, top management realized the importance of maintaining and improving personnel performance persistently and continuously. Every organization has its characteristics and uniqueness due to different personnel, social and psychological environment, and culture. Hence, a specific strategy is required to improve the personnel's work performance in a particular organization. The purpose of the study was to analyze factors affecting personnel's work performance of RHF AFB Logistic Department and to find the strategy to improve the personnel work performance. The study started by highlighting the importance of work discipline, leadership, and motivation in improving personnel's work performance. It was being evidenced through previous researches that those three factors are inevitable for all organizations in improving their personnel work performance.

The findings of the study concluded that there is a significant and positive relationship between discipline and personnel's work performance. Moreover, this research discovered that there is a significant and positive relationship between leadership and personnel's work performance. However, this research found that there is no relation between motivation and personnel work performance. Finally, the study discovered that motivation and leadership were not able to enhance the relationship between discipline and work performance. This is because of the particular environment and certain conditions of this unit. Therefore, the suitable strategy to improve personnel work performance in the Logistic Department was emphasized in discipline and leadership.

4.2 Implication

The results of the research on the performance variable of personnel of RHF Air Force Base indicate that the dimensions of initiative and creativity are included in the medium category. Suggestions that can be recommended for the unit are to be able to increase personnel initiatives through increasing self-competence by organizing training, besides that it can also build a work culture by familiarizing personnel to solve their problems. By instilling a good work culture, personnel will get used to taking the initiative in working. Meanwhile, to increase the creativity of personnel, it can be done by brainstorming, which is a way that can be done by the unit to collect ideas for personnel. This step will provoke the creativity of personnel to pour out their creative ideas. It can also be done by providing the facilities needed by the personnel which are also appropriate. Some of these facilities can include media in the form of technology, various reference and inspiration books, or maybe various other media. It was

seen from the results of research on discipline variables on the dimensions of presence, working hours, and compliance with rules are still in the medium category so that this becomes the focus to increase the level of discipline of personnel. Moreover, improving personnel discipline can be done by implementing a firmer reward and punishment system. So that personnel feel more responsible for the tasks performed. In addition, the leader's role is enhanced by conducting regular and periodic monitoring of personnel performance. The digital era requires the application of technology in personnel supervision. For example, implementing an attendance system using fingerprints, and so on, so that there is a digital record to minimize personnel indiscipline.

4.3 Limitation

This research firmly focused on the examination of the effect of discipline and leadership on personnel work performance of RHF AFB Logistic Department to derive a suitable strategy to improve personnel work performance, therefore, it is suggested that future research should develop the research area to cover other factors or variables affecting work performance. This study was restricted to only 43 personnel, it is thus suggested that future studies should be extended to cover all personnel of RHF Air Force Base.

References

- Achmad, Maulana N., and Icha R. 2023. 'Pengadaan Alutsista TNI AU Dan TNI AL Perlu Perhatian Lebih Untuk Kejar Tetangga'. *KOMPAS.com*.
<https://nasional.kompas.com/read/2023/12/12/14064901/prabowo-pengadaan-alutsista-tni-au-dan-tni-al-perlu-perhatian-lebih-untuk>.
- Alimudin, A., et al. 2020. 'Strategy Model to Build Employee Discipline'. In *Proceedings of the International Conference on Industrial Engineering and Operations Management*,.
- Bantara, H. A. 2017. Analisis Pengaruh Perubahan Organisasi Terhadap Kinerja Pegawai Dan Kepuasan Kerja Dengan Kepemimpinan Sebagai Variabel Moderasi Studi Pada Sebuah Perguruan Tinggi Swasta Di Surabaya'. Airlangga.
- Cahya, A. D., Fadhilla A. A, Asfarina Z. J, and Hesthi S. 2021. Memanfaatkan Marketplace Sebagai Media Promosi Untuk Meningkatkan Penjualan Di Tengah Pandemi Covid-19'. *Scientific Journal Of Reflection : Economic, Accounting, Management and Business* 4(3).
- Fadillah, D. N., and Aseptiana P. 2020. 'An Analysis Of Code Switching And Factor Motivation'. *Professional Journal of English Education* 3(4).
- Farhan S. 2021. 'Leadership, Communication, and Work Motivation in Determining the Success of Professional Organizations'. *Journal of Law, Politic and Humanities* 1(2).

- Fries, A., Nadine K., and Max L. 2021. 'Leadership Styles and Leadership Behaviors in Family Firms: A Systematic Literature Review'. *Journal of Family Business Strategy* 12(1).
- Hemakumara, H. 2020. 'The Impact of Motivation on Job Performance: A Review of Literature'. *Journal of Human Resources Management and Labor Studies* 8(2).
- Hendri D. 'TNI AU Yang Disegani Menjadi Prasyarat Terciptanya Stabilitas Keamanan Dan Perdamaian Di Kawasan Regional'. *PantauRiau.com*. <https://pantauriau.com/news/detail/22982/tni-au-yang-disegani-menjadi-prasyarat-terciptanya-stabilitas-keamanan-dan-perdamaian-di-kawasan-regional>.
- Hutagalung, G. A. 2019. 'The Effect of Work Discipline, Work Motivation, and Work Ability on the Performance of Employees in the Export Import Division at the Wilmar Group Medan Office Head'. *Journal Of Humanities and Social Science* 24(12).
- Ihsan, M . 2021. Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Gaya Kepemimpinan Sebagai Variabel Moderating Pada Pt. P&P Lembahkaret'. *Jurnal Ilmiah Manajemen 'E M O R'* 4(2).
- Ilham, I., Ardana. N., and Ramly, T. 2020. 'Pengaruh Disiplin Kerja Dan Kompensasi Terhadap Kinerja Karyawan Dengan Variabel Motivasi Yang Dimediasi'.
- Kapur, Dr. R. 2011. 'Factors Influencing Job Satisfaction'. *Annamalai International Journal of Business Studies & Research* 3(1).
- Mathis, R. L., Jackson, J.H., Valentine R.S, and Meglich, P. 2016. *Human Resource Management*. 15th ed.
- Memon, M. A. et al. 2021. 'Pls-Sem Statistical Programs: A REVIEW'. *Journal of Applied Structural Equation Modeling* 5(1).
- Nurhasan, R. et al. 2021. 'Generation Y Behavior: Employee Loyalty Based on Job Satisfaction and Workplace Spirituality'. *Journal of International Conference Proceedings* 4(2).
- Qothrunnada, K. 2023. '15 Negara Terbesar Di Dunia, Indonesia Nomor Berapa?' *detikedu*. <https://www.detik.com/edu/detikpedia/d-7043884/15-negara-terbesar-di-dunia-indonesia-nomor-berapa>.
- Rahayu, E. et al. 2021. 'Kiat Mempertahankan Usaha Dalam Menghadapi Pandemi Covid-19 Bersama Para UMKM Di Meruyung Kota Depok'. *Jurnal Ilmiah Mahasiswa Mengabdi (JIMAWAbdi)* 1(1).
- Rani, I. H, and Mega M. 2016. 'Pengaruh Penilaian Kinerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Moderasi'. *Penilaian Kinerja* 3(2).
- Robert L. M., John H. J. 2019. 13 The Business Planning Tool Kit *Human Resource Management*.

- Schmerling, D. 2016. 'The Measurement Of Motivation: Examining The Measurement Properties Of The Motivation Assessment System'. niversity of Central Florida. <https://stars.library.ucf.edu/etd/2577/>.
- Smid, S. C. et al. 2020. 'Measurement Equivalence and Convergent Validity of a Mental Health Rating Scale'. *Assessment* 27(8).
- Sonmez C, F., and Zafer A. 2020. 'Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization'. *SAGE Open* 10(1).
- Sumiyati, S., Masharyono, M., Kevin F. P., and Ridwan P. 2016. 'The Effect of Social Work Environment on Employee Productivity in Manufacturing Company in Indonesia'.
- Tim Redaksi CNBC. 2024. 'Kerja Konkret Menhan Prabowo Modernisasi Alutsista TNI'. *CNBC Indonesia*. <https://www.cnbcindonesia.com/news/20240106185442-4-503280/kerja-konkret-menhan-prabowo-modernisasi-alutsista-tni>.
- Wijayanto, B., Nanang E. I., and Andyka K. 2019. 'Pengaruh Modernisasi Alat Utama Sistem Pertahanan Batalyon Bekang Terhadap Kesiapan Dukungan Logistik Tentara Nasional Indonesia Angkatan Darat'. *Jurnal Pertahanan & Bela Negara* 9(3).
- Wufron. 2020. 1 Universitas Garut *Analisis Regresi Linier Dengan IBM SPSS Statistics*.
- Yani, Y. M., and Ian M. 2018. Indonesia Sebagai Poros Maritim Dunia: Suatu Tinjauan Geopolitik'. *Jurnal Pertahanan & Bela Negara* 5(2).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

