



## Improving Indonesian Air Force performance through work discipline and efficiency

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### Abstract

Human resource performance is a strategic factor in supporting organizational effectiveness, including in military institutions with unique work characteristics. This study aims to analyze the influence of work attitude, work discipline, and efficiency on the performance of members of the Operational Service (Disops) of Halim Perdanakusuma Air Force Base, Jakarta. The study uses a quantitative, explanatory design. The study population was all 92 members of the Disops of Halim Perdanakusuma Air Force Base, Jakarta, so the sampling technique used was a census. Data were collected using a structured questionnaire that had been tested for validity and reliability, and analyzed using multiple linear regression in SPSS. The results of the study indicate that work attitude, work discipline, and efficiency simultaneously have a significant effect on the performance of members of the Disops of Halim Perdanakusuma Air Force Base, Jakarta. Partially, the three independent variables were also proven to have a positive and significant effect on performance.

Furthermore, the analysis shows that work discipline has the most significant influence, followed by work attitude and efficiency. These findings indicate that compliance with rules and procedures and obedience to superiors are key factors in improving member performance in a military organizational environment. This research provides a practical contribution to the management of Halim Perdanakusuma Air Force Base, Jakarta, as a basis for formulating more effective human resource management policies, particularly to strengthen work discipline and encourage sustainable improvement in organizational performance.

**Keywords:** Work attitude, work discipline, efficiency, performance, military organization

### Introduction

Performance is a function of motivation and ability. To complete a task or job, a person should possess a certain degree of willingness, not a specific ability. A person's willingness and skills are insufficient to effectively accomplish something without a clear understanding of what needs to be done and how. Performance is crucial in a company's efforts to achieve its goals. One way to assess a company's progress is through performance appraisal results.

The second factor influencing performance is work discipline. Discipline is a benchmark for determining whether a manager or leader's overall role is being carried out effectively. Discipline also represents employee self-control and regular implementation, demonstrating the level of commitment to a company or organization's work. Employees who fail to comply with the company's established regulations will face sanctions. This disciplinary action cannot be applied haphazardly and requires careful consideration.

Discipline is key to a company or agency's success in achieving its goals. Discipline is a crucial operative function of human resource management. The better the discipline of a company's employees, the higher their work performance and the higher the quality of their workforce. Without strong discipline, a company will struggle to achieve its desired success.

Discipline is a force that develops within employees, leading them to willingly adapt to decisions, regulations, and high standards of work and behavior. Tohardi (2002) defines discipline as a tool to motivate members. Based on the background, the purpose of this study is to describe the work attitude, work discipline, efficiency, and performance of members of the Operations Department of Halim

Perdanakusuma Air Force Base, Jakarta. Analyze the level of significance of work attitude, work discipline, and efficiency simultaneously, having a significant effect on the performance of members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta. Analyze the level of significance of work attitude, work discipline, and efficiency, partially having a significant effect on the performance of members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta. Analyze which variables of work attitude, work discipline, and efficiency have a dominant effect on the performance of members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta.

The expected results of this study are that it can be used as input for practitioners and the Halim Perdanakusuma Jakarta Air Force Base, so that they can find out how the attitudes of Disops members towards the variables of work attitude, work discipline, and efficiency towards member performance and can also be used as a reference in taking strategic steps in order to improve the performance of Disops members of Halim Perdanakusuma Jakarta Air Force Base. Add insight in the field of human resource management, especially regarding the influence of Work Attitude, Work Discipline, and efficiency on the performance of Disops Members of Halim Perdanakusuma Jakarta Air Force Base.

As a direct application of theories on work attitudes, work discipline, and efficiency, the performance of members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta, was assessed during lectures and applied to real field situations. Theoretically related to the development of science, especially related to work attitudes, work discipline, and efficiency and performance of members of the Operations Department of Halim

Perdanakusuma Air Force Base, Jakarta. 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 increasingly complex developments in human resource management, as well as a reference for further research, especially those related to the topic of work attitudes, work discipline, efficiency, and performance of members of the Operations Department of Halim Perdanakusuma Air Force Base.

**Literature Review**

Mangkunegara (2017) defines performance as the results, in terms of quality and quantity, achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Edison (2016) defines performance as the result of a process measured over a specific period of time, based on provisions or agreements previously determined. Sutrisno (2016) performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out tasks.

Winardi's (2018) attitude is a constellation of feelings of like or dislike, points of view, tendencies within oneself, rational and irrational assessments, and association patterns, which influence one's view of the world. Fauzan (2018) Attitude is a pattern of traits and characteristics that are relatively permanent and provide both consistency and individuality to the behavior a person will carry out. Fauzan's (2018) work attitude is formed by three components: the evaluation aspect and strong feelings that guide behavior.

Agustini (2019:89) defines work discipline as an attitude of obedience to the rules and norms that apply in a company, aimed at increasing employees' determination to achieve company/organizational goals. Hasibuan (2017:193) states that work discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals.

Stoner (2018) defines efficiency as the ability to minimize resource use to achieve organizational goals. A person who acts efficiently can minimize the cost of the required resources. Work efficiency is the implementation of activities in the most straightforward, least costly, shortest time, least burdensome, and shortest distance ways to reach the goal. Efficiency is a measure of the success of an activity, as reflected in the resources used to achieve the desired result.

**Research Method**

**1. Research Design**

The research design is quantitative, namely, a hypothesis-driven study that requires statistical tools to test it. Sugiyono (2009) explains that explanatory research aims to determine and explain the relationship between two or more variables,

focusing on the causal influence of the independent variable on the dependent variable.

**2. Scope of Research**

The scope of this research includes human resources research, specifically examining the performance of members of the Operations Department at Halim Perdanakusuma Air Force Base, Jakarta, influenced by work attitudes, work discipline, and efficiency.

**3. Research Location**

The research location was Halim Perdanakusuma Air Force Base in Jakarta. The location was chosen due to the increasing public demand for satisfactory public services from the institution.

**4. Data Types and Sources**

The data used are quantitative. The data processing is then described and interpreted numerically. The data used in this study are both primary and secondary.

**5. Population and Sample**

Given that the population is not large, a census was conducted: all 92 respondents from the Halim Perdanakusuma Air Force Base Operational Service and non-commissioned officers were included; thus, this study is a census.

**6. Data collection technique**

In this study, the author chose a questionnaire as the appropriate research design. The primary goal of creating this questionnaire was to obtain information relevant to the survey's objectives and to ensure the highest possible reliability and validity.

**7. Data Analysis Techniques**

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

**Results & Discussion**

**Result**

The respondents in this study were grouped by gender, age, education, and length of service at Halim Perdanakusuma Air Force Base, Jakarta, to measure the independent and dependent variables. The results of the tabulation of the classification by gender of the members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta, are presented in the table below:

**Table 1:** Tabulation by Gender

No	Gender	Number of Respondents	Percentage %
1.	Man	66	71.7%
2.	Woman	26	28.3%
		92	100%

Based on the table above, the number of female respondents is 26 (28.3%) and the number of male respondents is 66 (71.7%). It can be concluded that the number of male respondents is larger. Tabulation results by age for members of the Operations Department, Air Force Base Halim Perdanakusuma, Jakarta, are presented in the table below:

**Table 2:** Tabulation by Age

No	Age (Years)	Number of Respondents	Percentage %
1.	<30 years	20	21.7%
2.	31-40 years	15	16.3%
3.	41-50 years	39	42.4%
4.	>50 years	18	19.6%
		92	100%

The results of the tabulation of education at Halim Perdanakusuma Air Force Base, Jakarta, are presented in the table below:

**Table 3:** Tabulation by Education

No	Education	Number of Respondents	Percentage %
1.	Senior high school	8	8.7%
2.	Diploma	28	30.4%
3.	Bachelor	38	41.3%
4.	Postgraduate	18	19.6%
		92	100%

Based on the table above, the largest group is respondents with a bachelor's degree, with 38 people (41.3%). In general, this indicates that the bachelor's degree members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta, demonstrate a good level of understanding in dealing with work problems. The tabulation results based on the length of service of the members of the Operations Department of Halim Perdanakusuma Air Force Base, Jakarta, are presented in the table below:

**Table 4:** Tabulation by Length of Service

No	Years of service	Number of Respondents	Percentage %
1.	<5 years	17	18.5%
2.	6-10 years	29	31.5%
3.	11-20 years	21	22.8%
4.	>20 years	25	27.2%
		92	100%

The table above shows that respondents with 6-10 years of service were the most numerous, representing 29 respondents (31.5%). This indicates that the majority of Disops members at Halim Perdanakusuma Air Force Base, Jakarta, have served for 6-10 years. This study measures the technical effectiveness of Disops members at Halim Perdanakusuma Air Force Base, Jakarta.

The frequency distribution of each indicator of the work attitude variable is as follows: the majority of respondents (39, 42.4%) answered 'agree' or 'strongly agree'. Based on the information obtained, the majority of respondents answered 'agree,' with 49 respondents (53.3%). Feeling appreciated, the majority of respondents answered 'agree,' with 49 people (53.3%). Feeling motivated, the majority of respondents answered 'agree,' with 44 people (47.8%). Upon completing the work, it was found that the majority of respondents answered 'agree,' with 49 people (53.3%). From the communication, it was found that the majority of respondents answered 'agree,' with 47 people (51.1%).

The frequency distribution of each indicator of the work discipline variable is as follows: feeling comfortable conveying problems, the majority of respondents answered 'agree' and 'strongly agree,' with 56 people (60.9%). Opinions were listened to, and the majority of respondents answered 'agree' or 'strongly agree,' with 46 people (50.0%).

Supporting colleagues, the majority of respondents answered 'agree' or 'strongly agree,' with 49 people (53.3%). Comfortable discussing, it was found that the majority of respondents answered 'agree' and 'strongly agree,' with 37 people (40.2%). Support from colleagues: the majority of respondents answered 'agree' or 'strongly agree,' with 41 people (44.6%). Regarding colleague coordination, the majority of respondents answered 'agree' or 'strongly agree,' with 48 respondents (52.2%).

The frequency distribution of each indicator of the efficiency variable is as follows: motivated to achieve goals, the majority of respondents answered 'agree' (44 people, 47.8%). Based on the work goals, the majority of respondents answered 'agree' (45 people, 48.9%). Open-income information revealed that the majority of respondents answered 'disagree' or 'neutral' (34 people, 37.0%). Regarding management support, the majority of respondents answered 'agree' or 'strongly agree' (48 people, 52.2%). Regarding saving resources, the majority of respondents answered 'agree' or 'strongly agree' (51 people, 55.4%). Regarding resource savings, the majority of respondents answered 'agree' or 'strongly agree' (55 people, 59.8%).

The frequency distribution of each indicator of the performance variable is described as follows. Analyzing the information obtained, the majority of respondents answered 'agree,' with 53 people (57.6%). The majority of respondents (38, 41.3%) answered 'agree' to the question about overcoming problems. The work spirit was present, with the majority of respondents answering 'agree' (39, 42.4%). Productivity at work was achieved, with the majority of respondents answering 'agree' (55 people, 59.8%). Facilities were provided, with the majority of respondents answering 'agree' (52 people, 56.5%). Support from the surrounding community was obtained, with the majority of respondents answering 'agree' (36 people, 39.1%).

The results of the multiple linear regression analysis between the independent variables and the dependent variable of the Disops members at Halim Perdanakusuma Air Force Base, Jakarta, are explained in the table below:

**Table 5:** Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient	T Count	Sig.
Work attitude	.070	.664	0.000
Work discipline	.084	.729	0.000
Efficiency	.052	.490	0.000

Constant = 19.246; R2 = 0.083; Adjusted R Square = 0; F Count = 5.393; Sig. F = 0.000<sup>b</sup>; N = 92; Related variable = Performance

Hypothesis I testing in this study uses the F test to assess the effects of independent variables on dependent variables at Halim Perdanakusuma Air Force Base, Jakarta. Based on the F test results, the calculated F value is 5.393, with a significance level. F of 0.000 while the F table value is 3.095, for a value of 1. The comparative value between the calculated F and the F table shows that the calculated F is greater (calculated F (5.393) > F table (3.095)). And the Sig. The F value (0.000) is less than the researcher's error rate of 0.05 (5%). So the independent variables have a significant effect on member performance. Thus, hypothesis I can be proven.

Hypothesis II testing in this study uses the t test, which is to test the significance of the influence of each (partial) independent variable on the dependent variable as follows:

Variable X1 has a t value of 0.664 with a significance (Sig.) of 0.000; variable X2 has a t value of 0.729 with a significance (Sig.) of 0.000; variable X3 has a t value of 0.490 with a significance (Sig.) of 0.000. The results of this study indicate that the significance values (Sig. t) for the independent variables partially indicate a significant effect on member performance. Thus, hypothesis 2 can be proven. By comparing the unstandardized coefficients, the work discipline variable (0.084) is the largest among the work attitude and efficiency variables. Thus, the third hypothesis, which states that work discipline is the independent variable with the most significant or dominant influence on employee performance, can be proven.

### Discussion

The verbal work attitude of personnel at Halim Perdanakusuma Air Force Base demonstrates a high standard of professionalism, directly strengthening discipline. This is evident in the use of clear, structured language that conforms to the command hierarchy. Verbal communication in the form of orders, reports, and coordination is always delivered clearly and concisely, minimizing ambiguity that could hinder task execution. Accuracy in conveying operational and technical information is clear evidence that each member pays close attention to verbal details that have direct consequences for mission safety and success.

The verbal communication of personnel at Halim Perdanakusuma Air Force Base demonstrates a culture of constructive assertiveness. Members boldly express relevant opinions or input without violating ethical and hierarchical boundaries, particularly when discussing potential improvements or operational issues. This attitude is supported by a stable, authoritative intonation that demonstrates confidence and seriousness in fulfilling responsibilities. The ability to speak effectively in stressful situations (for example, during a pre-flight briefing) demonstrates disciplined self-control and goal-oriented focus. This positive verbal attitude is reinforced by prompt and consistent responsiveness.

A particularly prominent non-verbal aspect is punctuality and discipline in movement or marching. Members are always at their designated locations at the right time, demonstrating a non-verbal commitment to schedules and tasks. Movements in marches, defiles, or personnel transfers are always carried out in unison, firmly, and synchronized, demonstrating discipline in following instructions and working as a unified team. This uniformity of movement is a visual manifestation of unity of thought and obedience. Directed eye contact and a serious facial expression during interactions, especially in formal situations, demonstrate focus and respect. Maintaining steady eye contact when receiving orders indicates that members are truly listening and ready to absorb information.

Work discipline is the need for members to adhere to the rules, regulations, and working hours established by Halim Perdanakusuma Air Force Base, Jakarta. High work discipline encourages orderliness and punctuality and reduces work errors, thus contributing directly to improved member performance. The work discipline of Halim Perdanakusuma Air Force Base members consistently demonstrates an excellent level, which is the primary foundation for operational efficiency. A strong military culture instills the value of obedience and adherence to

standard procedures, ensuring that every task is carried out according to established standards.

The implementation of this shift system effectively distributes the workload fairly and sustainably. This prevents burnout that typically occurs when a small number of people are forced to work long hours without regular breaks. This disciplined handover maintains continuity and a smooth workflow, eliminating the wait time that typically occurs when teams change. The use of the JSBBK system has also been shown to increase individual accountability. Because the team is smaller, the roles and responsibilities of each of the four personnel are crystal clear. They know exactly what their tasks are and the impact of failure, which naturally encourages initiative and proactivity without the need for excessive micro-supervision.

Evidence of success can be seen in task completion metrics and error rates. Data show that after implementing a four-person team with JSBBK, task completion rates remained stable or even increased. In contrast, error rates did not increase; in fact, they decreased due to a greater focus on highly qualified personnel. All three variables together significantly influence team member performance. A positive attitude motivates work; discipline maintains order; and commitment and efficiency ensure optimal work results with minimal resources.

The relationship between work attitude and work discipline is a key foundation in creating a productive work environment, especially in a military context. Positive work attitudes, such as initiative, responsibility, and professionalism, are internal drivers that encourage members to voluntarily comply with rules. When members have a good work attitude, they do not need to be forced to be disciplined; instead, they choose to be disciplined. A good work attitude fosters consistent and proactive work discipline. Work discipline serves as a direct bridge to increased performance efficiency. Discipline involves strict adherence to standard operating procedures, punctuality, and the orderly use of resources.

When every work step is carried out according to standard procedures without delay or deviation, the workflow becomes smooth and predictable. Discipline eliminates wasted time and rework, resulting in higher efficiency when completing high-quality tasks. A positive work attitude also has a direct, though mediating, relationship to efficiency. A constructive work attitude encourages members to seek better and faster ways of working. For example, a member with an initiative work attitude will proactively identify system bottlenecks and propose simplifications. This initiative, although starting from an attitude, culminates in procedural innovation, ultimately improving the team's overall work efficiency without waiting for orders from superiors.

A third important relationship is how performance efficiency then reinforces work attitudes and discipline. When a unit operates efficiently, it achieves superior results. This success creates a sense of pride, optimism, and job satisfaction among members. Efficient results serve as a psychological reward that motivates members to maintain, and even improve, their attitudes and discipline in the future, creating a positive feedback loop.

At Halim Perdanakusuma Air Force Base, these variables synergize. Readiness and loyalty encourage personnel to adhere to all checklists and duty hours. This compliance ensures aircraft maintenance is performed correctly and on

time, resulting in high mission completion rates. The efficiency achieved at HLP Air Force Base is the end-to-end product of the right attitude and disciplined implementation. If one variable weakens, the entire efficiency system will be disrupted. A weakened work attitude leads to decreased work discipline, which, in turn, causes a drop in performance efficiency. This proves that the relationship between these three variables is causal and interdependent.

### Conclusion

Work attitude has a positive effect on employee performance because it is the psychological foundation underlying motivation and quality of task execution. Positive attitudes, such as initiative, a strong sense of responsibility, and optimism, encourage employees not only to meet minimal job requirements but also to proactively seek solutions and improvements, thereby significantly increasing work output. Employees with a positive work attitude tend to have strong self-discipline, as evidenced by voluntary compliance with procedures, punctuality, and dedication to maintaining quality standards, thereby minimizing error rates and accelerating task completion cycles, making it a key predictor of superior, sustainable individual performance. Employees with a positive work attitude tend to achieve better results, both in terms of quality and quantity.

Work discipline has a significant impact on performance improvement because it serves as an internal and external control mechanism that binds members to the highest operational standards. Discipline, which includes strict adherence to procedures, punctuality, and dedication to tasks, directly eliminates inefficiencies such as delays, errors, and rework, thus ensuring that every work step is executed accurately from the start. Strict work discipline not only maintains output quality but also speeds up the task completion cycle, making it a key variable that substantially increases overall productivity and performance effectiveness. Disciplined members who adhere to regulations, arrive on time, and consistently carry out tasks demonstrate more stable and reliable performance.

Work efficiency significantly contributes to performance because it is a key indicator of optimal resource utilization, enabling maximum output. When members work efficiently, they can complete more tasks with the same or even better quality, using less time, money, and effort. Work efficiency ensures that an organization achieves its strategic goals on time and within budget, making it a fundamental driver of sustained superior performance. Members who complete tasks quickly, accurately, and with minimal resource waste demonstrate superior performance compared to those who work without proper planning and time management.

Implement a Peer-to-Peer Discipline Audit System with Constructive Feedback: To strengthen discipline, the Air Force Base should implement a system in which colleagues periodically conduct brief audits of each other's compliance with SOPs and punctuality, not as punishment but as a mechanism for positive feedback and reinforcement. This approach shifts discipline from mere vertical compliance to a team behavioral norm, collectively reinforcing a responsible work ethic and ensuring it is internalized, thereby supporting overall team efficiency. Redesign Standard Operating Procedures with a Focus on Lean Management: Conduct a thorough review of existing SOPs using Lean Management principles to eliminate non-value-

adding steps. The new SOPs should be simple, easy to understand, and focused on efficient outcomes. Disciplined adherence to these simplified SOPs will directly reduce wasted time and resources, while reinforcing the attitude that efficiency is the standard operating procedure, not just an additional goal.

Implement holistic performance metrics. Member performance is measured not only by output but also by work attitude and discipline. With the Balanced Scorecard, members will recognize that all three variables carry equal weight in promotion and reward, encouraging them to maintain a positive attitude and strict discipline as prerequisites for achieving recognized efficiency. HLP Air Force Base needs to create a reward program specifically for members or teams who demonstrate innovative work attitudes to improve efficiency. This reward should be given promptly after an achievement, such as identifying and implementing a method that reduces maintenance time by 15%. This recognition will motivate members to be proactive in seeking efficient solutions, transforming discipline from an obligation to a tool for innovation.

Commanders and high-ranking officers at HLP Air Force Base must consistently demonstrate a work ethic of integrity, uncompromising discipline, and efficient decision-making. Leadership must act as a visible role model. When members see their superiors highly disciplined with time and highly efficient with resources, this will strengthen the organization's norms and ethics, ensuring that attitude, discipline, and efficiency become not just written policy but a living, internalized work culture at every level.

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