

# The Role of Motivation, Discipline, and Work Environment in Improving Members' Performance

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## Abstract

This study aims to analyze the impact of motivation, work discipline, and work environment on the performance of Pusdik Hanudnas Surabaya members. The study was carried out at the Surabaya Hanudnas Education Center, with a total of 70 respondents comprising non-commissioned officers and officers. This is census research. The analytical method uses several linear regression analysis techniques to determine the impact of the dependent variable on the independent variable. The study shows that motivation, work discipline, and work environment significantly influence the performance of employees at Surabaya Hanudnas Education Center. Motivation, work discipline, and a responsive work environment positively affect member performance by ensuring timely completion of tasks, with the work environment being the most significant factor and having the most impact on member performance. Quality, quantity, motivation, discipline, and the work environment all significantly influence the success of Pusdik Hanudnas Surabaya members. The research aims to provide valuable insights for practitioners and the Surabaya Hanudnas Education Center regarding how members' attitudes towards motivation variables, work discipline, and work environment impact performance. It can also serve as a reference for implementing strategic measures to enhance the performance of Hanudnas Pusdik members in Surabaya.

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## 1. Introduction

Human resources (HR) play a crucial role in overseeing the work environment at the Surabaya Hanudnas Pusdik Agency. They are the main motivators in the Surabaya Hanudnas Pusdik Agency for reaching the established goals and objectives. The Surabaya Hanudnas Pusdik Agency's operations cannot be successfully carried out without dependable human resources, despite having adequate buildings, infrastructure, and financial resources.

Work motivation is a crucial aspect in the success of a company (Košičiarová et al., 2021). Work motivation is the internal force that stimulates, energizes, and guides human behavior to effectively do tasks in a work setting (Sulistyan, 2017). Motivation is a key focus for firms since it has a direct impact on the performance outcomes of employees inside an organization (Araswati, 2012). Work motivation is commonly seen as a force that ignites desire and determination, driving a person's eagerness to accomplish a specific objective (Mansaray, 2019).

Stimulation and encouragement from leaders or colleagues can foster motivation in individuals (Amir, 2016). A study by Amir (2016) demonstrates that motivation positively and significantly impacts employee performance. ResearchThis pertains to a study undertaken by Cahyana in 2017, which introduced an additional independent variable, motivation, into research previously carried out by Amir in 2016. If someone is motivated, they will make positive decisions to take action (Amir, 2016).

In addition to work environment considerations, work discipline variables can impact member performance. Discipline is the enforcement of operating standards, including attitudes,

conduct, and actions, as outlined by company regulations, whether explicit or implicit. Adherence to rules and regulations fosters a positive environment among members, promoting productivity (Rizki & Sulistyan, 2022). A person's level of accountability for assigned tasks is demonstrated by their work discipline. Disciplined individuals are required for all activities to be carried out in alignment with the organization's goals.

This research aims to analyze the impact of motivation, work discipline, and work environment on the performance of members at the Surabaya Hanudnas Education Center. It will assess the significance of these factors both collectively and individually, as well as identify which variables have the most influence on performance. If the research objectives are met, the anticipated outcome of this study is practical. It can serve as valuable input for practitioners and the Surabaya Hanudnas Education Center to understand how members' attitudes towards motivational variables, work discipline, and work environment impact performance. Additionally, it can be utilized as a guide for implementing strategic measures to enhance the performance of the center's members. Theoretical aspects associated to science growth, particularly in motivation, work discipline, and work environment, are linked to the performance of members at the Surabaya Hanudnas Education Center. The research results can serve as a reference for the evolving demands of human resource management development and as a basis for further research, particularly in areas such as motivation, work discipline, work environment, and performance of Surabaya Hanudnas Education Center members.

## **Literature Review**

### **a. Performance**

Employee performance, as defined by Sinambela (2018), refers to an employee's capacity to execute particular abilities. Casio (2018) defines performance as the accomplishment of staff objectives in their designated duties. According to Stephen Robbins in Sinambela (2018:480), performance is the outcome of assessing the work done by individuals in relation to predetermined criteria. Employee performance is a critical aspect in influencing individual task achievement, as discussed in Rivai and Basri's book "Organizational Performance" by Sinambela (2017). Performance, as defined by Sutrisno (2016), refers to an individual's ability to successfully complete tasks, achieve work outcomes within an organization based on their authority and responsibilities, and meet expectations in terms of behavior and function related to assigned tasks, including considerations of quantity, quality, and timeliness.

Performance is crucial for an organization as it is designed to accomplish a particular objective, as stated by Wibowo (2016). Organizational goals are demonstrated through the organization's work achievements, known as organizational performance. An organization's work is the outcome of a sequence of actions conducted by the organization. Organizational activities involve managing resources and carrying out tasks to attain goals. Being a student is essential to have disciplined behavior. Discipline is not only shown to comply with school rules but also to discipline ourselves so that we become orderly and obey the rules that apply wherever we are. Discipline is an action that shows orderly behavior and compliance with various rules and regulations. Teachers can achieve maximum targets with awareness of the need to implement predetermined rules.

### **b. Work Motivation**

Adha et al. (2019) define motivation as a powerful force that generates passion for one's work, enabling successful collaboration and integration of efforts to reach fulfillment. Motivation is the primary force that compels an individual to engage in work. Sedarmayanti (2017) defines motivation as a dual force that drives individuals to either take action or refrain from it, stemming from both internal and external sources. Work motivation, whether positive or negative, fosters work excitement. Wilson (2012). Motivation is an internal drive that leads an individual to engage in a specific behavior. Someone acts to accomplish an objective. Thus, motivation is a powerful factor that propels individuals towards achieving goals and is seldom without purpose. Every business undoubtedly aims to achieve its objectives. The role of humans is crucial in achieving this goal. To influence individuals to adhere to an organization's

standards, it is crucial to comprehend the motivation of the employees as it directly impacts their conduct, which is essentially a manifestation of their motivation.

### **c. Work Discipline**

Sinambela (2018) defines discipline as the responsibility of individuals and groups to ensure adherence to instructions and to proactively perform required actions even in the absence of specific instructions. Sinambela (2018) defines work discipline as a method leaders use to persuade employees to adjust their behavior to adhere to specified regulations. Ready. Work discipline encompasses two distinct meanings. To delve deeply into this topic, it is essential to carefully comprehend these two words.

### **d. Work Environment**

Sulistyan (2018) says that the work environment is made up of all the things that affect how well a person does their job. Afandi (2017) says that the temperature, humidity, ventilation, lighting, noise, cleanliness, and availability of the right tools for the job are all parts of the work setting that can affect how well workers do their jobs. The work environment includes everything that affects how happy and productive workers are at work. It includes things that make it easier for workers to do their jobs, which leads to better work at the company. There are two types of work environments: those that are real and those that are psychological.

## **2. Methods**

This study focuses on the impact of motivation, work discipline, and work environment on the performance of Surabaya Hanudnas Education Center members. The research was carried out at the Hanudnas Education Center in Surabaya. The research location was chosen based on the expertise of human resource researchers in serving the community. It is deemed satisfactory if the members of Pusdik Hanudnas Surabaya exhibit high motivation and discipline in a conducive environment, and demonstrate a strong sense of responsibility towards the programs and policies of the Commander of Pusdik Hanudnas Surabaya. Census research was conducted on the entire population of 70 non-commissioned officers and officers at the Surabaya Hanudnas Education Center. This research is a census study.

Finding out how the dependent variable (X) affected the independent variable (Y) was done using multiple linear regression analysis tools on the data from this study. The Ghozali (2021) multiple linear regression model was used in this study.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

## **3. Results and Discussion**

### **3.1. Results**

The history of the Hanudnas Education and Training Center began with the formation of the National Air Defense Education Center (Pusdik Hanudnas), which was established on January 26, 1984, through the Decree of the Commander in Chief of the Armed Forces of the Republic of Indonesia Number Kep/02/P/I/1984 dated January 26, 1984, which at that time was located at the Air Base. Halim Perdana Kusuma Jakarta. Then, based on the order of the Commander of the National Defense Forces number Sprin /005/VI/1991 dated June 11, 1991, The National Air Defense Education Center's position was moved from Halim Air Base Perdanakusuma Jakarta to Kenjeran, Surabaya to be precise, it occupies the former Headquarters National Air Defense Sector Command, which is currently in Makassar. This also utilizes the building facilities and infrastructure of the former Hanudnas II Headquarters Surabaya for the development of the Hanudnas Education Center.

**a. Characteristics of Research Respondents**

Respondents' images are according to gender, age, education, and length of work at Pusdik Hanudnas Surabaya to measure motivation variables, work discipline, work environment, and member performance. This grouping can provide a clear picture of the symptoms researchers measure and reveal the problems that occur.

The results of the classification tabulation according to the gender, age, education, and years of work of the Surabaya Hanudnas Education Center members are presented in the table below.

**Table 1.** Respondent Gender

Characteristics	Number of Respondents	Percentage %
<b>Gender</b>		
Man	60	85.7
Woman	10	14.3
<b>Age</b>		
< 30 Years	7	10
31-40 Years	13	18.6
41-50 Years	23	32.9
>50 Year	27	38.5
<b>Education</b>		
Senior High School	29	41.4%
Diploma	21	30%
Bachelor	15	21.4%
Postgraduate	5	7.2%
<b>Years of Work</b>		
<5 years	18	25.7%
6 – 10 years	8	11.4%
11 – 20 years	13	18.6%
>20 years	31	44.3%

Source: Data Processed (2023)

Based on Table 1 above, it can be seen that the number of male respondents was 60 people, or (85.7%) and 10 female respondents, or (14.4%). Thus, the number of male respondents showed a more significant number. The number of respondents aged > 50 years dominates at 27 people or (38.5%). In general, this shows that most of the members of Pusdik Hamudnas Surabaya are of an age and have a high level of experience and knowledge. The number of respondents with a diploma level of education dominates at 21 people or (30%). In general, this shows that the diploma education level of members of Pusdik Hamudnas Surabaya shows a good level of understanding in dealing with work problems. The number of respondents with a working period of more than 20 years dominates at 31 people or (44.4%). In general, this shows that the work period of the members of Pusdik Hamudnas Surabaya shows a good level of understanding of problems.

**b. Multicollinearity Test Results**

Multicollinearity develops when there is a strong relationship between independent variables in a regression model. Examining the VIF value allows one to find multicollinearity indicators. A VIF score less than 10 shows the lack of considerable multicollinearity.

**Table 2.** Inflation Factor Variant Values

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Motivation	0.308	3,250
Work Discipline	0.306	3,266
Work Environment	0.383	2,613

Source: Data Processed (2023)

Based on the VIF calculation above, all the independent variables are motivation, work discipline, and environment. The VIF value is below ten so that multicollinearity does not occur.

**c. Autocorrelation Test Results**

Autocorrelation in a regression model can be assessed by conducting a serial correlation test using the Durbin-Watson (DW) method. If the Durbin-Watson value falls within the range of -2 to 2 ( $-2 < DW < 2$ ), a regression model equation does not exhibit any indications of autocorrelation. The Durbin-Watson value is 1.161, indicating it falls inside the range of -2 to 2, which is considered statistically significant. Therefore, it may be inferred that there is no autocorrelation present in the regression model.

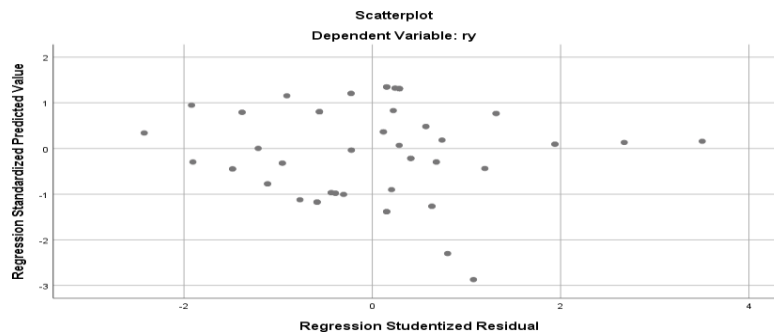
**Table 3.** Autocorrelation Test Results

Model	R	R Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	0,962a	0,925	0,921	1,173	1,161

- a. Dependent Variable: ry
  - b. Predictors: (Constant), rx3, rx1, rx2
- Source: Data Processed (2023)

**d. Heteroscedasticity Test Results**

The heteroscedasticity test can be demonstrated by looking at the scatterplot results. The regression equation is free from heteroscedasticity if the scatterplot distribution is spread out.

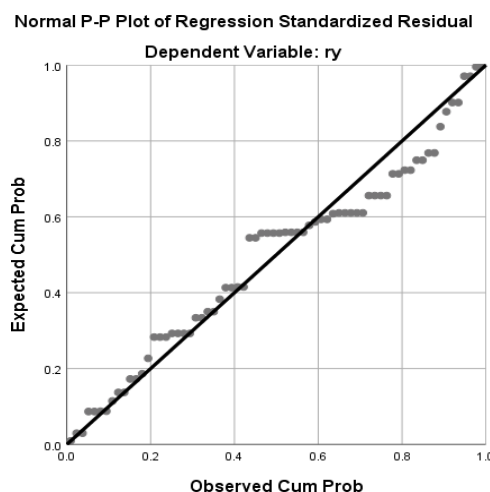


**Figure 1.** Heteroscedasticity Test Results  
Source: Data Processed (2023)

The figure above is a scatterplot, which explains that the scattered dots do not form a pattern; according to the results of the statistical analysis of the irregularity of the pattern above, there is no heteroscedasticity, which means that the respondent's perception may be quantified.

**e. Normality Test Results**

The normality test assesses if the independent and dependent variables in a regression model have a normal distribution.



**Figure 2.** Normality Test Results  
Source: Data Processed (2023)

Figure 2 shows that the points are spread around and approach the diagonal line, so this shows that the research data is usually distributed.

#### f. Multiple Linear Regression Results

Results of multiple linear regression analysis variables of motivation, work discipline, and work environment on the Performance of members of the Surabaya Hanudnas Education Center are explained in Table 4 below:

**Table 4.** Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Coefficient Regression	count	Sig.
X1 X2 X3	Motivation Work discipline	0,551	5,883	0,000
	Work environment	0,779	7,829	0,000
		1,252	10,951	0,000
Constant	3,836			
R <sup>2</sup>	0.925			
Adjusted R Square	0.921			
F Count	270,634			
Sig. F	0.000b			
N	70			
Dependent Variable = Member Performance (Y)				

Source: Data Processed (2023)

Based on the regression table, the multiple linear regression equation can be arranged as follows:

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

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

$$Y = 3.836 + 0.551X_1 + 0.779 X_2 + 1.252 X_3 + e$$

The regression constant value of 3.836 suggests that even when the independent variables (motivation, work discipline, and work environment) are set to zero, Surabaya Hanudnas Education Center employees perform. The regression coefficient ( $\beta_1$ ) for the motivation variable is 0.551, demonstrating that motivation positively influences the performance of Surabaya Hanudnas Education Center members. The t-test findings indicate that variable X1 has a p-value of 0.000, which is less than the researcher's significance criterion of 0.05 ( $\alpha = 0.05$ ). The regression coefficient ( $\beta_2$ ) for the work discipline variable is 0.779, showing that work discipline positively influences the performance of Surabaya Hanudnas Education Centre members. The t-test findings indicate that variable X2 has a p-value of 0.000, which falls below the researcher's significance limit of 0.05 ( $\alpha = 0.05$ ). The work environment variable has a regression coefficient ( $\beta_3$ ) of 1.252, showing that it has a positive impact on the performance of Surabaya Hanudnas Education Center members. The t-test findings indicate that variable X3 has a p-value of 0.000, which is less than the researcher's significance criterion of 0.05 ( $\alpha = 0.05$ ).

Multiple correlation coefficient analysis can be used to explore the link between the independent variables motivation (X1), work discipline (X2), and work environment (X3), as well as the dependent variable member performance. The R-value of 0.962 indicates a 96.2% correlation between the independent factors (motivation, work discipline, and work environment) and the dependent variable (member performance). This graph demonstrates a high correlation between the selected independent variables and the dependent variable. The updated R<sup>2</sup> value, also known as the coefficient of determination, is 0.921, indicating that motivation, work discipline, and work environment all influence 92.1% of member performance. The remaining 7.9% represents an additional independent variable worth studying.

### **g. Hypothesis Test Results**

#### **Hypothesis Test Results 1**

In this study, hypothesis 1 is investigated using the F test to see how incentive variables, work discipline, and work environment affect the performance of Surabaya Hanudnas Education Center members. The significance level can be calculated using the F test results, which are 270,634. When  $\alpha = 0.05$  and  $DF = 70$ , the  $Table(\alpha:DF=nk-1)$  value is 0.232, with  $F = 0.000$ . The comparison reveals that the F count value (270.634) far outperforms the F table value (0.232). The value of F (0.000) is less than the researcher's 0.05 error rate, or 5%. Employee performance at Surabaya Hanudnas Education Center is significantly influenced by factors such as motivation, work discipline, and work environment. Thus, hypothesis 1 can be validated.

#### **Hypothesis Test Results 2**

In this study, hypothesis II is investigated with a t-test to determine the significance of each (partial) independent variable's effect on the dependent variable. Variable X1 has a t-value of 5.883 with a significance level of 0.000. Variable X2 has a t-value of 7.829 with a significance level of 0.000. Variable X3 has a t-value of 10.951 and a significance level of 0.000. The study's findings indicate that the independent variables - motivation, work discipline, and work environment - have a statistically significant impact on the performance of Surabaya Hanudnas Education Center employees. Thus, hypothesis II can be validated.

#### **Hypothesis Test Results 3**

By comparing the Unstandardized Coefficients value of the work environment variable (X3) of 1.252, it is larger than that of the motivation and work discipline variables. Thus, hypothesis III can be proven.

### **3.2. Discussion**

Motivation, work discipline, and work environment have a considerable impact on the performance of members at the Surabaya Hanudnas Education Center, both collectively and individually. The work environment has a substantial impact on the performance of the members of the Surabaya Hanudnas Education Center.

The motivation of Surabaya Hanudnas Education Center members is assessed using five indicators: bodily needs, safety needs, social requirements, esteem needs, and encouragement needs to reach goals. Most respondents are more inclined to strongly agree when it comes to indicators of physical requirements. Most respondents strongly agreed with indicators of physical needs, security needs, and the need for encouragement to achieve goals. They tended to agree with indicators of social needs and the need for appreciation. The investigation revealed that the motivation variable significantly impacts the performance of the members at Surabaya Hanudnas Education Center. High motivation is essential from all members, particularly those at Surabaya Hanudnas Education Center.

Work discipline of members of the Surabaya Hanudnas Education Center measured indicators, namely, obeying time rules, company regulations, and the rules of behavior at work. For indicators of compliance with time regulations, most respondents tend to choose to agree; For indicators of compliance with company regulations, most respondents tend to agree strongly; For indicators of compliance with rules of behavior at work, most respondents tend to agree. The analysis of the description of the work discipline variable found that it influences the Performance of the Surabaya Hanudnas Education Center members. So, high work discipline is needed from members, especially Surabaya Hanudnas Education Center members.

The work environment for members of the Surabaya Hanudnas Education Center measured indicators, namely, physical, psychological, and environmental factors; for indicators of physical and environmental factors, most respondents were more likely to choose strongly agree. For indicators of psychological and environmental factors, most respondents tended to agree strongly. The analysis of the description of work environment variables found that work environment variables influenced the Performance of the Surabaya Hanudnas Education Center members. So, a comfortable working environment is needed for members, especially members of Pusdik Hanudnas Surabaya.

## 4. Conclusion

This study examines how motivation, work discipline, and work environment impact the performance of members at the Surabaya Hanudnas Education Center. This research concludes that high work motivation has been well received by members of the Surabaya Hanudnas Education Center, in line with the problem's objectives. Respondents have shown a strong adherence to time regulations in their job discipline, and it has been observed that the precision of working hours can impact overall productivity. The physical work environment can impact members' performance at work, while the psychological environment can enhance their performance. The study revealed that the performance of members at Pusdik Hanudnas Surabaya is determined by their ability to complete tasks correctly and on time according to established rules and regulations. The research indicated that motivation, work discipline, and work environment significantly influence the performance of members at the Surabaya Hanudnas Education Center. Factors such as motivation, work discipline, and a responsive work environment have a significant positive impact on member performance by ensuring timely completion of tasks. The work environment is the most dominant factor influencing member performance. Thus, improving the Performance of Pusdik Hanudnas Surabaya members is greatly influenced by the quality, quantity, motivation, discipline, and work environment. It is hoped that the contribution of this research can be input for practitioners and the Surabaya Hanudnas Education Center so that they can find out how members' attitudes towards motivation variables, work discipline, and work environment affect Performance and can also be used as a reference in carrying out strategic steps in order to improve the Performance of Hanudnas Pusdik members. Surabaya.

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