
Boosting Performance Through Work Discipline: The Role of Transformational Leadership and Motivation in the Context of the Indonesian Air Force Military

Abdur Rachman Alkaf¹, Eddy Yunus², Sri Utami Ady³

Abstract:

The Indonesian National Air Force (TNI AU), as an integral part of the Indonesian National Armed Forces (TNI), is a crucial component of Indonesia's air power. It is essential to enhance the performance of officers, and one way to monitor and evaluate their performance can be seen through the promotion rate. However, there was a decline in officer rank promotions from 2017 to 2019. In 2020, there was an increase, but the difference compared to 2018 was not significant. This indicates a decrease in officer performance from 2017 to 2021. This decline should be a concern for organizational leaders and a target for strategic planning to discover new strategies for enhancing the effectiveness of officer performance. The study examined the impact of transformational leadership and motivation on officer performance through work discipline. The research was quantitative with the population in this study consists of all Indonesian Air Force officers, totaling 10,295. Nonprobability sampling was used and purposive sampling was employed with specific criteria. Based on the calculation used Slovin formula, the sample size was 400 officers. Data analysis used a Structural Equation Model (SEM) framework with Partial Least Squares Structural Equation Model (PLS-SEM) which is the statistical method employed to analyze the relationships among latent variables within the Structural Equation Model (SEM) framework. The test include measurement and structural model (outer-inner model) and used Smart PLS version 3.2.9 as a tool for analysis. The result from this research found that transformational leadership, motivation, and discipline influence on officer performance, transformational leadership and motivation influence on discipline, and discipline mediate the relationship of transformational leadership and motivation on officer performance. The implication can assist the Air Force in designing better human resource management strategies, improving officer performance, and achieving their operational objectives more effectively.

Keywords: Transformational Leadership; Motivation; Performance; Work Discipline; Indonesian Air Force Military Officers

1. Introduction

The Indonesian National Air Force (TNI AU), as an integral part of the Indonesian National Armed Forces (TNI), is a crucial component of Indonesia's air power (Setyo et al., 2019). As an integral part of the TNI, the TNI AU plays a vital role in Indonesia's national defense. Its duties include safeguarding Indonesian airspace, maintaining national security and stability, and supporting military operations involving fighter aircraft, transport planes, and various other types of aircraft.

¹Faculty of Economics and Business, Universitas Dr. Soetomo, Indonesia. alkaf518@gmail.com

²Faculty of Economics and Business, Universitas Dr. Soetomo, Indonesia.

³Faculty of Economics and Business, Universitas Dr. Soetomo, Indonesia.

Indonesian Air Force officers are an important component in the personnel composition and the level of strength possessed by the Indonesian Air Force (TNI AU). Officers constitute a personnel group that plays a strategic role in carrying out various tasks and responsibilities within the Indonesian Air Force. Officers play a key role in planning, executing, and supervising air operations, as well as in the development and maintenance of the military capabilities of the Indonesian Air Force. Therefore, it is essential to enhance the performance of officers, and one way to monitor and evaluate their performance can be seen through the promotion rate.

Here is Figure 1.1, which illustrates the promotion chart that reflects the process of job advancement and rewards given to individuals who meet specific criteria set by the organization. This ranking system is typically based on factors such as work experience, achievements, training, education, and performance evaluations. Through promotions, individuals can move up to higher positions within the organizational structure and assume greater responsibilities.

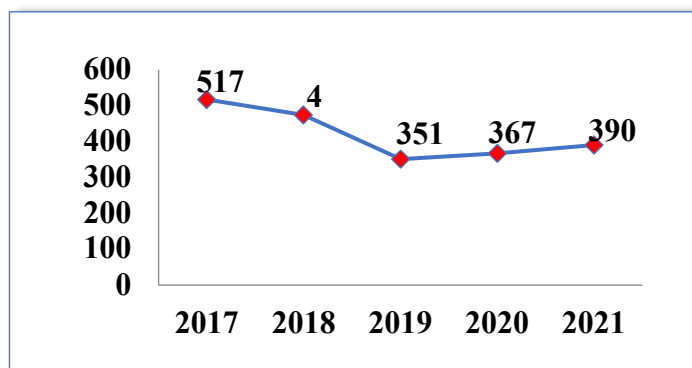


Figure 1. Rank Promotion from 2017-2021

Source: Personnel Administration Office of the Indonesian Air Force, processed by the researcher (2023)

From Figure 1.1, it can be observed that there was a decline in officer rank promotions from 2017 to 2020. In 2021, there was an increase, but the difference compared to 2020 was not significant. This indicates a decrease in officer performance from 2017 to 2021. This decline should be a concern for organizational leaders and a target for strategic planning to discover new strategies for enhancing the effectiveness of officer performance.

According to Article 10 of Law No. 34 of 2004 on the Indonesian National Armed Forces (TNI), the Air Force carries out defense, law enforcement, and aerospace security duties under national jurisdiction. In accordance with national and international legal provisions that have been ratified, as well as the implementation of TNI missions in the development and enhancement of the Air Force, the

strengthening of the air defense sector is emphasized. Based on this mandate, the Indonesian Air Force (TNI AU) has demonstrated an active role and commitment to counter any threats, disruptions, and obstacles to the sovereignty and territorial integrity of the nation and the security of the people (Manurung, 2017). With the significant role of the TNI AU organization, it is imperative for its leaders to ensure that the TNI AU has competent, dedicated, and prepared human resources to face challenges in safeguarding airspace sovereignty and effectively carrying out national defense tasks.

The role of human resources is becoming increasingly important in an era of globalization filled with challenges. Therefore, organizations must pay serious attention to human resource management because their roles and contributions have invaluable significance within the organization. The presence of employees plays a central role in realizing the planned achievements of the organization. In facing this complexity, the roles of leadership and management are extremely vital. They must possess the ability to carefully analyze the organization's internal and external environments to identify constraints or issues that affect employee performance. Employee performance is the outcome individuals derive from the execution of their job tasks. This serves as one of the fundamental measures underlying an organization's success and achievement. The phenomenon of employee performance in an organization has garnered increasing attention in the scope of an ever-expanding body of research (Saputri & Rachman, 2022). Similar within the military.

Armed forces have clear strategic objectives, such as safeguarding national sovereignty, securing national interests, or supporting alliances and international agreements. Before formulating strategies, military organizations must conduct a comprehensive analysis of existing threats. This includes identifying potential adversaries, non-military threats like terrorism or natural disasters, and cyber threats. Once the threats are identified, military organizations design operational plans to address them. This involves the development of tactics, techniques, and procedures necessary to achieve strategic objectives (Putra & Pramono, 2017).

The lack of leaders who can drive change, motivate, and inspire their subordinates can influence organizational culture and overall performance. Structural systems and organizational cultures that are rigid or resistant to change can pose obstacles to the implementation of transformational leadership. If the organizational structure and culture do not support participation, innovation, and renewal, transformational leaders face barriers in creating the necessary changes. Moreover, if officers feel unsupported or if they do not receive adequate supervision, they lose motivation to work with discipline and high performance. Support from superiors and effective supervision can help maintain the motivation and work discipline of officers (Pasaribu et al., 2017).

Furthermore, there is lack of research on how the combination of variables of transformational leadership, motivation, work discipline, and officer performance

were examined together. Moreover, there is still a lack of understanding regarding the variables that affect employee (officer) performance through work discipline in the context of the Indonesian Air Force (TNI AU). In addition, some previous researches have the limitations such as the dimensions used for the variable of transformational leadership still rely on outdated literature (Rita et al., 2018), the sample size in previous research was relatively small considering the broad scope of the research object (Putra, 2021; Sawir et al., 2020), and previous research used qualitative methods, so it needs to be further developed with a different method in future research using quantitative methods (Baihaqi et al., 2020), therefore, further research needed to be conducted in order to fill the gap.

The research focuses on the influence of transformational leadership and motivation on the performance of officers in the Indonesian Air Force, with work discipline as a mediating factor. It is essential to enhance the performance of officers as they play a crucial part in the planning, implementation, and oversight of air operations, as well as in the enhancement and upkeep of the Indonesian Air Force's military capabilities. This research will help determine how these factors interact and affect performance, which in turn can provide valuable insights to enhance the effectiveness of the military organization.

Based on the problem identification, the specific research questions are: Do transformational leadership, motivation, and discipline influence on officer performance? Do transformational leadership and motivation influence on discipline? Does discipline mediate the relationship between transformational leadership on officer performance? and Does discipline mediate the relationship between motivation on officer performance?

This study provides a new model regarding the factors influencing the performance of Indonesian Air Force officers. Furthermore, this research contributes new literature on the relationships between variables affecting officer performance through work discipline. Additionally, this study enhances the understanding of the variables used in this research, including transformational leadership, motivation, work discipline, and officer performance. This research also offers a new strategy for stakeholders concerning factors that impact the improvement of officer performance through work discipline in the Indonesian Air Force. Moreover, this study provides actionable information within the Indonesian Air Force context regarding aspects related to transformational leadership, motivation, work discipline, and officer performance.

2. Theoretical Background

Performance

Robbins defines performance as the results achieved by an employee in his work based on certain criteria that apply to that job. Basically, performance is what employees do or do not do in carrying out their duties. Performance can also be

understood as real behavior shown by each individual as work performance produced by employees according to their role in the organization (Robbins, 2009).

Performance refers to the results produced by a particular job function or activities on a particular job over a specified period of time. These work results are the result of the abilities, skills and motivation achieved by the individual. Performance is related to the extent to which individuals expend effort in carrying out their duties. Performance is a manifestation of the work that has been produced or carried out by employees. These results are recorded properly so that performance achievements that should be achieved can be evaluated effectively with what has happened (Suwanto, 2019)

Officer performance can be defined as their ability to meet the expectations and demands of their job in an effective manner. This includes their success in leading, managing resources, making decisions, communicating, building relationships, and achieving desired outcomes (Wood et al., 2019). Officer performance refers to the achievement of strategic goals and superior performance in the context of military organizations. This involves efficiency and effectiveness in managing resources, leading units or troops, making decisions based on sound information, and making significant contributions to operational success (Barney & Hesterly, 2019).

Discipline

Discipline can be defined as compliance and obedience to the rules, norms and procedures established by the organization (Robbins & Judge, 2017). Discipline involves orderly behavior, compliance with regulations, and responsibility for work duties and obligations. Furthermore, discipline is the process of directing employee behavior to comply with organizational rules and policies (Dessler, 2019). This involves enforcing rules, imposing sanctions, and monitoring the implementation of established policies and procedures.

In the publication "Employee Discipline: Policies and Practices" published by the Society for Human Resource Management (SHRM, 2020), discipline is defined as a system and approach used by organizations to handle rule violations and behavior that is not in accordance with work expectations. Discipline involves giving reprimands, warnings, and corrective action to employees who break the rules. Furthermore, discipline is the control of employee behavior to ensure compliance with organizational regulations and policies (Armstrong & Taylor, 2019). Discipline involves warnings, sanctions, or punishments given to employees who violate the rules.

Then, in the context of this research, officer work discipline in the military has a special meaning and concept, related to the demands and characteristics of the military environment. The following is an explanation of the work discipline of officers in the military:

- 1) **Compliance with Military Regulations and Discipline:** Officer work discipline in the military involves compliance with the rules, procedures and regulations that apply in military institutions. Officers are expected to strictly comply with regulations, including rules regarding code of conduct, codes of conduct, and protocols implemented within military units or formations.
- 2) **Obedience to Orders:** Officer work discipline in the military includes obedience to orders given by superiors in a timely manner and without delay. Officers are expected to carry out orders with efficiency and effectiveness, and carry out their responsibilities and duties in accordance with the directions given.
- 3) **Leadership and Example:** Officers' work discipline also involves their ability to be good leaders and set a good example for subordinates. They are expected to lead with integrity, personal discipline, example, and practice applicable military values.
- 4) **Maintenance of Physical Condition and Military Skills:** The work discipline of officers in the military includes the maintenance of good physical condition and the necessary military skills. Officers are expected to maintain their health, fitness and physical prowess, as well as continually develop and sharpen the tactical and technical abilities required for their duties and responsibilities.
- 5) **Fulfillment of Responsibilities and Duties:** Officer work discipline also involves fulfilling assigned responsibilities and duties properly. They are expected to carry out their duties and responsibilities with full responsibility, dedication and consistency, and prioritize the interests of the organization and state security.

The work discipline of officers in the military is very important to ensure unity, operational effectiveness, and success in achieving military mission objectives. Obedience to regulations, obedience to orders, good leadership, maintaining physical condition and military skills, as well as fulfilling responsibilities and duties are some of the key aspects of officer work discipline in the military.

Transformational Leadership

In the context of transformational leadership, the leader actually acts as a change agent which is closely related to the transformation that occurs in the organization. Their main role is to be a catalyst for change, not a controller of change (Suwanto, 2019). Avolio argues that transformational leadership can be understood as a form of leadership that involves change in the organizational context (Avolio, 2004). Leadership is also defined as the actions of leaders who motivate employees to be willing to work to achieve high-level goals that are considered to exceed their personal interests at that time. Additionally, transformational leadership involves developing closer relationships between leaders and followers, not just agreements, but based on trust and commitment.

Transformational leadership is used by managers when they want to expand boundaries and achieve performance that goes beyond the status quo or fully achieve a new set of organizational goals. Transformational leadership influences employees so that they feel trust, pride, loyalty and respect for their leaders, and are motivated

to do more than expected (Yukl, 2010). According to Yukl, transformational leadership can be defined as a situation where employees led by a transformational leader feel trust, admiration, loyalty and respect for the leader, and are motivated to do more than was previously expected of them (Yukl, 2010:313).

Mikhail also emphasized that transformational leadership has a significant positive impact, especially in encouraging innovation in the face of changing times. From the conclusions outlined above, the essence of transformational leadership is a leader's ability to create positive change, supported by the will and motivation of employees in carrying out their duties to achieve stated organizational goals (Mickahail & Aquin, 2019:24).

Transformational leadership, according to Yucel's (2021), shows that transformational leadership has a positive impact on employee performance. However, according to Juwantini et al., (2022), transformational leadership does not affect teacher performance. On the other hand, according to Wardani and Eliyana (2020), transformational leadership has a positive influence on employee performance.

Motivation

Internal motivation is the drive or desire that arises from within an individual to take action or achieve goals (Deci & Ryan, 2000). Internal motivation involves intrinsic satisfaction, deep-seated needs, personal interests, and a desire to face challenges or achieve personal satisfaction. Internal motivation is an inner drive that compels individuals to perform tasks or activities because of intrinsic satisfaction, self-satisfaction, and a sense of accomplishment derived from those tasks. It encompasses a sense of autonomy, mastery, and personal goals that provide satisfaction and personal fulfillment (Pink, 2009).

Internal motivation is the drive or desire that originates from within an individual to attain personal satisfaction and achievement (Locke & Latham, 2019). It involves expectations, a desire for growth and development, and a need for achievement and personal recognition. Internal motivation is a drive or motivation that arises from an individual's personal values, deep interests, and intrinsic need to feel competent, autonomous, and connected to the activities they engage in. Internal motivation encourages individuals to behave independently and enthusiastically pursue personal goals (Deci et al., 2017).

Furthermore, in the context of this research, internal motivation of officers refers to the inner drive or strength that arises from within a military officer to achieve goals, perform their duties well, and maintain their enthusiasm and dedication to their tasks and responsibilities. Internal motivation differs from external motivation, which comes from factors outside of an individual, such as rewards, recognition, or encouragement from others (Deci & Ryan, 2000).

Motivation, according to Shin (2019), indicates that intrinsic motivation has a positive relationship with employee performance. In line with this, Van Der Kolk et al. (2019), found that work motivation has a positive influence on employee performance.

Frameworks and Hypotheses

The framework of this research can be seen in Figure 1.

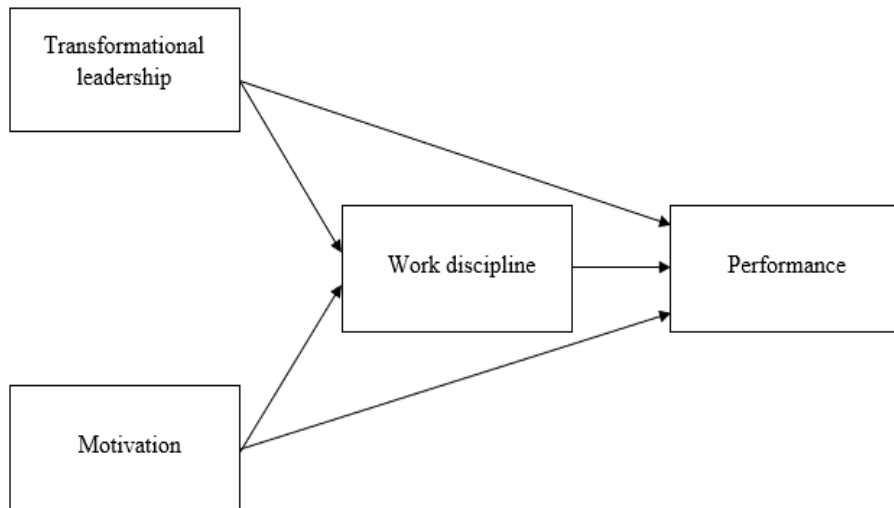


Figure 1 Framework

Hypotheses

The hypotheses of this research among others:

H1: Transformational leadership influence on performance

H2: Motivation influences on performance

H3: Transformational leadership influences on work discipline

H4: Motivation influences on work discipline

H5: Work discipline influences on performance

H6: Transformational leadership influences on performance through work discipline

H7: Motivation influences on performance through work discipline

3. Methodology

The research conducted by the author is quantitative research. The variables examined in this research are transformational leadership and motivation as independent variables, officer performance as the dependent variable, and work discipline as a mediating variable. The population in this study consists of all Indonesian Air Force officers, totaling 10,295. Nonprobability sampling was used as the sampling method in this research because the method does not provide an equal opportunity for every element or member of the population to be part of the sample.

(Mansour & Ariffin, 2017) and purposive sampling was employed with specific criteria because the population was large or difficult to access in its entirety, purposive sampling technique can be used to select a sample that can represent the key characteristics of the population. The criteria applied in this research include:

- 1) Have been an officer for at least 2 years.
- 2) Have been assigned outside of Java, as officers would gain experience with different leaders, cultures, and environments.
- 3) Officers have a minimum education background of Diploma III (DIII).

With the criteria mentioned above, the officer population suitable for the purposive sampling technique in this study amounted to 9,441 officers. Based on the calculation of the sample using the Slovin formula, the sample size for this research is 400 officers. Data collection was survey with questionnaire and distributed by Google Form. Used five-points Likert Scale for measurement. The measurement for transformational leadership variable was from Rita, dkk. (2018), motivation was from Van Der Kolk, dkk. (2019), work discipline was from Nugroho, dkk. (2023), and officer performance was from Rita, dkk. (2018). The data was collected from July 2023 to September 2023.

This study utilizes the Smart PLS version 3.2.9 as a tool for analysis. Data analysis used a Structural Equation Model (SEM) framework with Partial Least Squares Structural Equation Model (PLS-SEM) which is the statistical method employed to analyze the relationships among latent variables within the Structural Equation Model (SEM) framework. The test include measurement and structural model (outer-inner model). For measurement model (validity and reliability), the tests were convergent validity (indicator's outer loading, composite reliability, and Average Variance Extracted (AVE)) and discriminant validity (Heterotrait-Monotrait ratio (HTMT)). For structural model, the tests were Variance Inflation Factor (VIF), hypothesis test, R-Square (R^2), Q-Square (Q^2), effect Size f^2 , and model fit (SRMR, Chi-Square and NFI).

4. Empirical Findings/Result

Convergent Validity Test Results

Convergent validity testing of the model with reflexive indicators is assessed based on the correlation between item scores or component scores and construct scores calculated using PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, in scale development research, a loading factor of 0.60 to 0.70 is still acceptable. By looking at the output results of the correlation between the indicators and their constructs as shown in the table and structure image below.

Convergent validity used to find out instrument items that can be used as indicators of all latent variables. The results of this test are measured based on the value of the

loading factor of the construct indicators. The following results of convergent validity testing are presented in the table.

Table 1. Convergent Validity Test Results

Variables	Indicators	Outer Loading	Description
Transformational Leadership (X1)	X1.1	0.667	Valid
	X1.2	0.714	Valid
	X1.3	0.732	Valid
	X1.4	0.834	Valid
	X1.5	0.710	Valid
	X1.6	0.723	Valid
Motivation (X2)	X2.1	0.800	Valid
	X2.2	0.805	Valid
	X2.3	0.744	Valid
	X2.4	0.821	Valid
Work Discipline (Z)	Z1	0.571	Valid
	Z2	0.589	Valid
	Z3	0.850	Valid
	Z4	0.815	Valid
	Z5	0.865	Valid
	Z6	0.858	Valid
	Z7	0.807	Valid
	Z8	0.591	Valid
Performance (Y)	Y1	0.866	Valid
	Y2	0.884	Valid
	Y3	0.829	Valid
	Y4	0.879	Valid
	Y5	0.849	Valid
	Y6	0.766	Valid
	Y7	0.806	Valid
	Y8	0.785	Valid

Source: Data processed in 2023

Based on the table results, it is shown that all external loading factors have values greater than 0.5. This shows that this measurement meets the requirements of convergent validity. Convergent validity refers to the extent to which reflective indicator scores correlate with the scores of the latent variables being measured. A loading factor greater than 0.5 indicates that these indicators significantly influence the latent variable being measured.

In this research, there are 5 constructs with a number of indicators ranging from 3 to 10 indicators. In this context, by considering factor loadings above 0.5, it can be

concluded that constructs that have dominant factor loadings meet the requirements for good convergent validity. Based on factor loading analysis, it can be confirmed that this measurement has adequate convergent validity. However, it is important to note that convergent validity is only one aspect that needs to be evaluated in the development of a measurement scale. Discriminant validity and composite reliability also need to be examined to ensure overall measurement quality and reliability

AVE, Composite Reliability and Cronbach's Alpha

Validity testing is also carried out using a testing method comparing the square root of average variance extracted (AVE) value for each construct with the correlation between other constructs contained in the model

Table 2. AVE, Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.829	0.873	0.535
Motivation	0.805	0.871	0.629
Work discipline	0.888	0.911	0.568
Performance	0.937	0.948	0.696

Source: Data processed in 2023

Composite reliability is used to measure the degree of internal consistency of a block of indicators that measure a construct. A composite reliability value above 0.70 indicates that these indicators together indicate the same latent variable. Additionally, testing also involves Cronbach's alpha, which is also a measure of internal reliability. Cronbach's alpha values above 0.60 are considered adequate, although not an absolute standard.

Discriminant Validity

The discriminant validity test is an important step to ensure that the indicators that form the variables in the research have the ability to discriminately differentiate one variable from another.

Table 3. Discriminant Validity (HTMT Ratio)

	X1	X2	Z	Y
X1				
X2	0.595			
Z	0.572	0.802		
Y	0.659	0.774	0.885	

Source: Data processed in 2023

In the discriminant validity test, we observe the HTMT value of the indicators in the variables formed.

The measurement model for validity and reliability testing, model determination coefficient and path coefficient for the equation model, can be seen in the following figure:

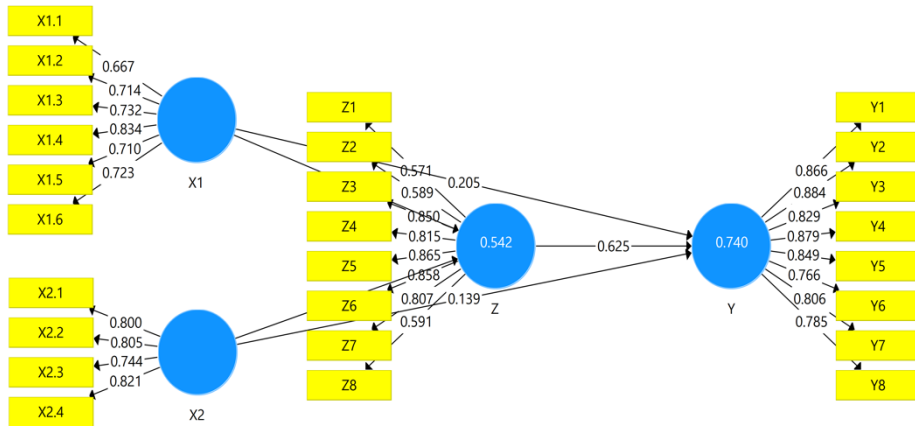


Figure 2. Display of PLS Algorithm Results
Source: processed data

Structural Testing

Structural Model Testing (Inner Model)

The structural model in PLS is evaluated using R^2 for the dependent variable and the path coefficient value for the independent variable which is then assessed for significance based on the t-statistic value of each path. The structural model of this research can be seen in the following figure:

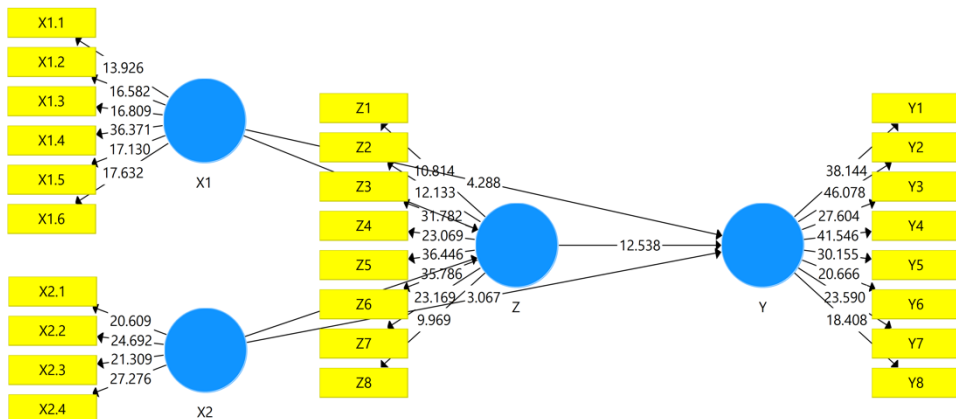


Figure 3. Display of PLS Bootstrapping Results
Source: processed data

The R^2 value for each endogenous variable in this study can be seen in the table:

Table 4. R-square

Variable	R Square	R Square Adjusted
Work discipline	0.542	0.540
Performance	0.740	0.738

Source: Data processing with PLS, 2023

The R Square value for work discipline is 0.542, indicating that there is a double correlation between transformational leadership and motivation. This indicates that the transformational leadership provided and motivation contribute to influencing the level of work discipline. These variables explain about 54.2% of the variation in work discipline.

Meanwhile, the performance R Square value of 0.740 shows that there is a double correlation between transformational leadership, motivation and work discipline. this shows that transformational leadership, motivation, and work discipline, performance levels. These variables explain about 74% of the variation in performance.

Calculation of Influence between Variables

Table 5. Path Coefficients (Mean, STDEV, t-Value)

Variable	β	T Statistics	P Values	Sig	Result
Transformational Leadership -> Performance	0.205	4,288	0,000	<0.05	Accepted
Motivation -> Performance	0.139	3,067	0.002	<0.05	Accepted
Transformational Leadership -> Work Discipline	0.229	4,248	0,000	<0.05	Accepted
Motivation -> Work Discipline	0.593	9,487	0,000	<0.05	Accepted
Work Discipline -> Performance	0.625	12,538	0,000	<0.05	Accepted
Transformational Leadership -> Work Discipline -> Performance	0.143	4,239	0,000	<0.05	Accepted
Motivation -> Work Discipline -> Performance	0.371	7,669	0,000	<0.05	Accepted

Source: Processed data

Based on the table above, it can be seen that the measurement model formed is the Equation Model as below:

$$Z = 0.229X1 + 0.593X2$$

$$Y = 0.205X1 + 0.139X2 + 0.625Z$$

Where,

X1 = transformational leadership

X2 = motivation

Z = work discipline

Y = performance

5. Discussion

Transformational Leadership Influences On Performance

The table above provides proof of the research hypothesis regarding the influence exerted on transformational leadership and motivation on work discipline and performance.

The first hypothesis which states that transformational leadership influences on performance was accepted. This can be seen from the statistical t value of 4,288 which is greater than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit, namely 0.05. Thus it is stated that transformational leadership has a significant and influential effect on performance. Transformational leadership can motivate, support, and enable officers to reach their maximum potential, which, in turn, can enhance their performance in fulfilling their duties and responsibilities. Transformational leaders have the ability to motivate, inspire, and transform their subordinates to achieve outstanding performance. They tend to focus on individual development, shared vision, and strong values, all of which can enhance officer performance. Transformational leaders typically build strong relationships with their officers based on trust and appreciation. This trust and strong relationship can boost officer performance.

Transformational leadership is known for its ability to provide strong values and inspire individuals. In a military context, transformational leaders can help officers understand the meaning and purpose of their tasks, which can enhance their performance through intrinsic motivation. With a combination of theoretical, empirical, and non-empirical evidence, the finding that transformational leadership significantly positively affects officer performance can be considered a strong and profound discovery in the context of the research. This reaffirms the importance of transformational leaders in performance-oriented and goal-oriented organizations.

These findings align with the results of various empirical studies conducted in various organizational contexts. Many previous studies have shown a positive relationship between transformational leadership and individual or employee performance, including studies by Yucel (2021), Wardani and Eliyana (2020), Arman et al. (2020), Rawashdeh et al. (2020), Qalati et al. (2022), Rita et al. (2018), and Bastari et al. (2020). Therefore, the results of this research contradict the findings of Juwantini et al. (2022), where transformational leadership did not influence employee performance.

Motivation Influences On Performance

The second hypothesis which states that motivation influences on performance was accepted. This can be seen from the statistical t value of 3,067 which is greater than

the t table value = 1.96, as well as the probability value of 0.002 which is smaller than the specified critical value limit, namely 0.05. Thus it is stated that motivation has a significant effect on performance.

Motivation plays a crucial role in determining how well officers carry out their duties and responsibilities within the Air Force. Motivated officers tend to demonstrate higher levels of dedication, commitment, and effectiveness in their roles. Motivation can have various forms and sources within the military context, such as intrinsic motivation driven by a sense of duty, pride, and fulfillment in serving one's country, or extrinsic motivation linked to rewards, promotions, and recognition. The level of motivation can impact an officer's willingness to go above and beyond the call of duty, to maintain high levels of discipline and professionalism, and to continually improve their skills and knowledge.

These results may be attributed to the specific task context in this research. There are unique factors in officer tasks that make the level of motivation not significantly influence their performance. For example, in highly structured situations where officers have limited control over their tasks, motivation has a more limited impact. These findings align with previous empirical research indicating that in certain contexts or situations, motivation does not have an influence on employee performance. For instance, the results of studies by Shin et al. (2019), Van Der Kolk et al. (2019), Han et al. (2021), Halimatussakdiah et al. (2019), Zhang et al. (2016), Kuvaas et al. (2017), and Yousaf et al. (2015), where motivation has an impact on employee performance.

Transformational Leadership Influences On Work Discipline

The third hypothesis, which states that transformational leadership influences on work discipline was accepted. This can be seen from the statistical t value of 4,248 which is smaller than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit, namely 0.05. Thus, it is stated that leadership has a significant and influential effect on work discipline.

Transformational leaders build trust and rapport with their team members. This trust can lead to a sense of responsibility and accountability, reinforcing work discipline as individuals are more likely to adhere to rules and regulations when they trust and respect their leaders. Moreover, transformational leaders focus on individual growth and development. They encourage continuous learning and skill improvement, which can lead to enhanced work discipline as personnel strive to meet these expectations. In addition, transformational leaders excel at motivating their teams. By providing clear goals and a compelling vision, they can boost morale and create a sense of pride in the work, fostering a culture of discipline and dedication.

Transformational leadership style is more focused on motivating and inspiring officers rather than controlling and supervising them. Transformational leadership tends to encourage innovation, creativity, and commitment to a shared vision, rather

than focusing on strict discipline aspects. Therefore, in the context of the Indonesian Air Force (TNI AU), which places a strong emphasis on military discipline, the relationship between transformational leadership has an impact on work discipline. Previous research that supports the idea that transformational leadership affect work discipline includes studies by Susilawati et al. (2021), Ondari et al. (2016), Rachman (2022), Sulaxono et al. (2020), Rusmila et al. (2021), and Yulia and Trinanda (2022), which state that transformational leadership influences work discipline.

Motivation Influences On Work Discipline

The fourth hypothesis which states that motivation influences on work discipline was accepted. This can be seen from the statistical t value of 9.487 which is greater than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit of 0.05. Thus it is stated that motivation has a significant effect on work discipline.

Intrinsic motivation, which stems from an individual's personal values, sense of duty, and pride in serving their country, can significantly impact work discipline. Air Force personnel who are intrinsically motivated are more likely to exhibit self-discipline, adhere to regulations, and maintain high levels of professionalism. Extrinsic motivation, driven by external rewards such as promotions, recognition, or financial incentives, can also influence work discipline. The prospect of career advancement or other tangible rewards can encourage personnel to stay disciplined and perform at their best.

These findings are consistent with the results of previous empirical studies that show motivation significantly influences work discipline. Earlier studies supporting the positive relationship between motivation and work discipline can provide strong empirical evidence, including Claver et al. (2020), Earlyanti and Andi (2019), Rahmi et al. (2020), Vanesa et al. (2019), Bawono et al. (2020), Munawaroh et al. (2020), and Sahadi et al. (2021) Theoretically, motivation is considered a driver for individuals to achieve goals and attain success. In the Indonesian Air Force (TNI AU), work discipline is one of the crucial aspects in achieving military objectives and tasks. Strong motivation can encourage members to maintain a high level of discipline to achieve success in their duties.

With a combination of theoretical, empirical, and non-empirical evidence, the research findings that indicate a significant positive influence of motivation on work discipline in the Indonesian Air Force (TNI AU) can be considered a sensible and relevant discovery in a military context. High motivation can be a crucial factor in maintaining high levels of discipline within a military organization, particularly the Indonesian Air Force.

Work Discipline Influences On Performance

The fifth hypothesis which states that work discipline influences on performance was accepted. This can be seen from the statistical t value of 12,538 which is greater

than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit, namely 0.05. Thus it is stated that work discipline has a significant and influential effect on performance.

High work discipline has a significant positive impact on the performance of officers in the Indonesian Air Force (TNI AU). Work discipline is a crucial attribute in ensuring that military tasks can be carried out effectively, safely, and efficiently, thus directly contributing to the performance of officers. Empirical data from previous research can demonstrate that officers with high work discipline have a better performance record. This research is supported by empirical data showing that work discipline affects employee performance, including studies by Prayogi et al. (2019), Mukminin et al. (2020), Solihah et al. (2021), Amri et al. (2021), Endang and Sari (2019), and Fahmi et al. (2022).

Based on these foundations, the research results indicating a significant positive influence of work discipline on officer performance in the Indonesian Air Force (TNI AU) can be considered a strong and relevant finding. High work discipline is a key attribute in achieving good performance across various sectors, and in a military context, it has broader implications for safety, mission success, and the sustainability of a positive organizational culture. This research can encourage the development of more accurate performance indicators for the Indonesian Air Force (TNI AU). Policies and regulations can require the use of more relevant and contextual performance indicators that reflect aspects such as work discipline and organizational culture.

Therefore, regulations and policies should focus on strengthening factors that support work discipline, such as the enforcement of rules, supervision, and incentives for adherence to work ethics. Policies and regulations should reinforce surveillance and incentive mechanisms to promote work discipline. As for actions to be taken by policymakers, clear and consistent sanctions should be applied for violations of work ethics and organizational regulations, and the enforcement of rules and regulations should be closely monitored to ensure consistent compliance.

Transformational Leadership Influences On Performance Through Work Discipline

The sixth hypothesis states that transformational leadership influences on performance through work discipline was accepted. This can be seen from the statistical t value of 4,239 which is greater than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit, namely 0.05. Thus it is stated that transformational leadership influences performance through work discipline. The influence of transformational leadership on performance through work discipline in the Air Force is multifaceted and interconnected. Transformational leaders play a critical role in fostering a culture of discipline and excellence, which can ultimately contribute to improved performance and mission success.

The influence of the work discipline variable as a mediator refers to the role played by work discipline in explaining or mediating the relationship between two or more variables in a research or model. In this context, work discipline acts as an intermediary or mediator between the independent variable and the dependent variable. In other words, work discipline explains how or why the independent variable affects the dependent variable, and this effect is considered a mediating influence. This research's results are supported by empirical data from studies by Rachman (2022) and Susilawati (2021), which show that transformational leadership influences employee performance through work discipline.

Transformational leadership in the Air Force is a dynamic and comprehensive force that goes beyond mere inspiration. It involves cultivating a culture of discipline, commitment, and excellence that permeates every aspect of the organization. This culture, in turn, leads to improved performance, mission success, and the long-term readiness of the Air Force to meet its operational goals. Policies and regulations should strengthen the role of leaders in creating an environment that supports high performance and work discipline. This may include specific training for leaders or incentives to foster a positive culture. Leadership training programs should be enhanced to prepare leaders with the necessary skills to create a positive organizational culture and support high performance. Subsequently, incentive policies can be developed to motivate leaders to be exemplary role models within the organization.

Motivation Influences On Performance Through Work Discipline

The seventh hypothesis states that motivation influences on performance through work discipline was accepted. This can be seen from the statistical t value of 7,669 which is greater than the t table value = 1.96, as well as the probability value of 0.000 which is smaller than the specified critical value limit, namely 0.05. Thus it is stated that motivation influences performance through work discipline.

These results highlight the importance of motivating officers in the Indonesian Air Force (TNI AU) to achieve better performance through the development and strengthening of their work discipline. It also indicates that motivation is not only important as a direct factor in improving individual performance but also as a factor that can explain the relationship between motivation and performance through work discipline. Therefore, efforts to enhance the performance of officers in the TNI AU may involve initiatives to motivate them and cultivate a strong work discipline culture. The findings of this research are supported by previous study, such as those by Yusuf et al. (2020) which state that motivation affects employee performance through work discipline.

Motivation serves as a linchpin connecting work discipline and officer performance in the Air Force. The synergy between motivation, work discipline, and leadership creates a conducive environment for officers to perform at their best, uphold military

standards, and contribute to the overall effectiveness and readiness of the Air Force in achieving its mission objectives. Policies should consider a more holistic performance measurement approach, not just traditional quantitative measures. This can help provide a more accurate picture of performance. Policies can encourage the use of more holistic performance indicators that reflect various aspects of performance, including work discipline, motivation, and organizational culture. Therefore, qualitative measurements and peer-to-peer evaluations can be used to complement quantitative measurements.

6. Conclusions

Theoretically, this research makes a significant contribution to understanding how these factors interact in the context of the Indonesian Air Force (TNI AU). These theoretical implications can be used to develop a better theory regarding the relationships between these factors in military situations and other organizational contexts. The findings of this research also have the potential to provide valuable insights for management, especially within the TNI AU, in their efforts to maintain and improve officer performance through the enhancement of work discipline and other identified factors. These managerial implications can assist the TNI AU in designing better human resource management strategies, improving officer performance, and achieving their operational objectives more effectively.

Leaders in the Indonesian Air Force (TNI AU) need to be provided with additional training and development in the area of transformational leadership. They should be capable of inspiring and motivating team members, articulating a clear vision, and setting a positive example within the organization. This will help improve overall performance. Training and development in transformational leadership can be conducted regularly for TNI AU leaders at all levels. Additionally, leaders should have opportunities to practice transformational leadership skills through specific projects or leadership responsibilities. As a result, the evaluation of leaders' performance in applying transformational leadership can be used to provide necessary feedback and support.

Motivation has a significant positive influence on the work discipline of Indonesian Air Force (TNI AU) officers. This finding implies that a high level of motivation can encourage TNI AU officers to maintain and enhance their work discipline, including compliance with rules and regulations, orderliness, and organizational values. This finding can have significant implications for management in human resource management within the Indonesian Air Force. It's important to understand that motivation can play a crucial role in maintaining high levels of work discipline. Therefore, human resource management strategies should consider ways to enhance the motivation of TNI AU officers, especially if the goal is to uphold and improve work discipline.

Furthermore, all members of the Indonesian Air Force (TNI AU) must be aware of

the importance of work discipline in achieving better performance. The implementation of organizational rules and regulations should be consistent and strict. Violations of work ethics and organizational norms should be avoided and appropriate sanctions applied. Therefore, organizational rules and regulations should be clearly communicated to all members.

Further research with a more comprehensive design that takes these limitations into account could provide deeper insights into this topic. Some of the limitations of this study included, this study did not consider external factors such as changes in government policies or shifts in the geopolitical environment that could influence the work discipline and performance of TNI AU officers. This study did not encompass all the factors that can affect the work discipline and performance of TNI AU officers. Some factors examined in this research only included the influence of transformational leadership, motivation, training, organizational culture, and the work environment. Addressing these limitations in future research can lead to a more robust understanding of the subject matter and its complexities.

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