

THE INFLUENCE OF MOTIVATION, WORK DISCIPLINE AND LEADERSHIP ON THE PERFORMANCE OF LANUD ISWAHJUDI MAOSPATI MAGETAN MEMBERS

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Abstract—The demand for the readiness of the Indonesian Air Force in supporting the TNI's duties cannot be separated from the readiness of the Indonesian Air Force Base which is part of the air power element and has an important role in carrying out air operations because all aircraft are very dependent on their air bases. Without good readiness from flight support facilities and installations at the Indonesian Air Force Base, the implementation of air operations will be hampered. In the conceptual era, the Indonesian Air Force empowered members to improve human resources as implementers of existing policies in an agency. Research objectives To determine the effect of motivation, work discipline and leadership on the performance of Iswahyudi Lanud members.

The type of research used in this research is explanatory research. Population is a combination of all elements in the form of events, things or people who have similar characteristics which is the center of attention of a researcher because it is seen as a research universe. The population in this study were members of the Iswahjudi Maospati air base, consisting of 60 First Officers. The data used in this study is primary data, namely through a questionnaire. Data analysis used instrument test, classical assumption test, multiple linear regression and statistical test.

The results of the study show (1) Motivation has a positive and significant effect on the performance of members of Iswahyudi Magetan air base. (2) Work Discipline has a positive and significant effect on the Performance of Iswahyudi Magetan Air Base Members. (3) Leadership has a positive and significant effect on the performance of members of Iswahyudi Magetan air base. (4) Motivation, Work Discipline and Leadership simultaneously have a positive and significant effect on the Performance of Iswahyudi Magetan Air Base Members.

Index Terms motivation, work discipline, leadership, performance

1. INTRODUCTION

The Indonesian Air Force as the main component of national defense is tasked with enforcing the law and maintaining security in the airspace of the national jurisdiction of the Unitary State of the Republic of Indonesia (NKRI) and carrying out air operations to support war military operations (OMP) and military operations other than war (OMSP) by empowering all forces maximum air together with spare components and supporting components. Air operations as an implementation of the use of air power, aim to overcome every threat in order to realize control of national airspace in order to achieve the task of upholding sovereignty, law enforcement and overcoming national security disturbances . The demands for readiness of the Indonesian Air Force in supporting the TNI's duties cannot be separated

from the readiness of the Indonesian Air Force Base which is part of the air power element. and has an important role in carrying out air operations because all aircraft are very dependent on their air bases. Without good readiness of aviation support facilities and installations at the Indonesian Air Force base , the implementation of air operations will be hampered.

In the conceptual era, the Indonesian Air Force empowered members to improve human resources as implementers of existing policies in an agency . As the main part of the TNI, members also act as human beings who have certain thoughts, feelings, needs and hopes. This really requires special attention, dedication and love for work (Hasibuan, 2009). In other words, human resources are an important asset for an agency/organization. Therefore, it must receive serious attention so that

the goals and objectives of the organization are achieved in accordance with expectations.

So essentially every member has needs that must be met, both material and non-material. Therefore, members need reciprocity from their content as remuneration or reward for the work they have done. Members will use these needs to fulfill their needs.

Iswahjudi Air Base has a main task that must be achieved, by carrying out continuity of work and the goals that have been set, so it requires member support to be able to realize this. Thus, members should receive fair and appropriate compensation from their agency. A person is encouraged to work or do activities because they hope it will lead to a situation that is more satisfying than the current situation. So working as a member of the TNI-AU apart from being a medium for meeting needs is also a form of activity aimed at getting satisfaction (Smith and Wakely in As'ad, 2008).

According to Nawawi (2009), the efforts made by humans through organizations, including in the form of military agencies/Iswahjudi Magetan Air Base, are basically aimed at fulfilling human needs. In other words, to be able to live a humanly worthy life based on the nature of humanity, humans have needs that must be met. The ability to fulfill one's needs is an important requirement in placing oneself in a position in accordance with one's dignity and dignity as a human being.

Therefore, efforts to improve the performance of members of an organization require proper management of human resources, so that the desired performance can be achieved according to expectations. According to Handoko (2009), factors that will influence member performance include: motivation, job satisfaction, work environment, compensation or salary system, economic aspects, technical aspects such as training, work ability and behavior. other behavior. Therefore, human resource management policies, especially efforts to improve member performance, must be based on an understanding of the factors that influence performance.

Member performance is basically an accumulation of work motivation factors and work abilities (Mangkunegara, 2007). These two factors support each other in creating member performance, but a weakness in one of these factors can reduce member performance. Empirically, we often find a member with high work motivation in carrying out his work who is not supported by high abilities, which will result in his performance decreasing, so that these two factors are

interconnected and support each other to achieve high member performance. Apart from that, by handling the right resources, Iswahjudi Air Base becomes dynamic and carries out all the tasks that are its responsibility. Therefore, human resource management policies, especially efforts to improve member performance, must be based on an understanding of the factors that influence performance, this will be used as the basis for making human resource development policies.

To be able to improve member performance and compliance is not an easy job. Iswahjudi Air Base in carrying out its work program will be very dependent on the performance of its members so it will experience difficulties if there are none can identify the causes of low member performance. This is of course understandable because there are many aspects that cause a decline in member performance. The ability of Iswahjudi Air Base to identify all problems that arise which cause members' performance to decline is of course also limited, although some members of Iswahjudi Air Base use performance assessments to evaluate and provide solutions to problems faced by Iswahjudi Air Base. Apart from all the strategies implemented by Iswahjudi Air Base in improving member performance. One of the simple and basic steps that organizations pay attention to is identifying and evaluating whether members' needs have been met. This is a very logical question to ask, because basically a person works, one of the main goals is to fulfill their needs and survive. It is very impossible if someone whose needs are not met will be able to work well, and it is very logical that someone whose needs are met can work calmly so that the member's performance will increase. Iswahjudi Air Base must pay attention to these conditions in an effort to improve the performance of its members.

Job satisfaction is very important for the continuity of Iswahjudi Air Base in carrying out its duties because it will greatly influence the achievement of the work program that has been planned each year. Of course, this cannot be achieved completely and easily, one of the most convincing symptoms of the lack of stability at Iswahjudi Air Base is low job satisfaction. The most extreme forms include work slowdowns and the level of absenteeism among members during working hours. These symptoms may be a sign of being well managed and are essentially the result of effective behavioral management (Davis and Newstrom, 2006).

From the condition of the problems at Iswahjudi Air Base, the motivation given so far has

been there but is considered lacking, this is mainly from the financial side, decreasing awareness and the role of members regarding work discipline and members' performance. The performance condition of Iswahjudi Air Base to date shows that it is in poor condition. This can be seen from several indicators, namely:

1. Members often use their time for purposes other than working hours;
2. Members are often absent during work hours and the discipline to work diligently is still considered lacking;
3. Members' ability to serve the community is still considered to be less than the targets of the programs being implemented.

Considering the demands for Iswahjudi Air Base to improve member performance, it must also be balanced with efforts to improve the quality of Iswahjudi Air Base physically and non-physically.

The objectives of this research are as follows:

1. To determine the influence of motivation on the performance of Iswahjudi Air Base members.
2. To determine the influence of work discipline on the performance of Iswahjudi Air Base members.
3. To determine the influence of leadership on the performance of Iswahjudi Air Base members.
4. To determine the influence of motivation, work discipline and leadership on the performance of Iswahjudi Air Base members.

2. RESEARCH METHODS

The type of research used in this research is explanatory research . According to Sugiyono (2009), explanatory research is research that aims to find out or explain the relationship between two or more variables, looking for roles, influences, causal relationships between independent variables (variables that influence) and dependent variables (variables that are influenced).

Population is a combination of all elements in the form of events, things or people who have similar characteristics which is the center of attention of a researcher because it is seen as a research universe. The population in this study were members of Iswahjudi Maospati Air Base , 60 First Officers. The data used in this research is primary data, namely through questionnaires. Data analysis uses instrument tests, classical assumption tests, multiple linear regression and statistical tests.

3. DATA ANALYSIS AND DISCUSSION

3.1. TEST RESULTS INSTRUMENT

In this research, data is a depiction of the

variables to be studied so that whether the data is correct or not really determines the quality of the results of the research carried out. Meanwhile, whether the data is correct or not depends on whether the data collection instruments are good or not. An important requirement for a good instrument is that it is valid and reliable. In full , validity and reliability can be described as follows.

3.1.1. VALIDITY TEST RESULTS

The validity test was carried out to see whether each instrument was valid or not in the Work Discipline, Motivation, Leadership and Performance variables for members of the Iswahjudi Air Base in Magetan. Validity test results for each research variable are shown in Table 1.

Table 1. Validity Test Results

Indicator	Pearson Correlation	Sig (2 tailed)	C
X ₁₋₁	0.877	0,000	
X ₁₋₂	0.877	0,000	
X ₂₋₁	0.651	0,000	
X ₂₋₂	0.818	0,000	
X ₂₋₃	0.842	0,000	
X ₁₋₁	0.310	0,000	
X ₁₋₂	0.405	0,000	
X ₁₋₃	0.329	0,000	
Y ₋₁	0.665	0,000	
Y ₋₂	0.818	0,000	
Y ₋₃	0.700	0,000	
Y ₋₄	0.495	0,000	

Based on Table 1, the results show that the Sig. (2-tailed) of each indicator is smaller than a (0.05). Thus, it is concluded that all question items in the questionnaire regarding each research variable analyzed, namely Motivation (X₁), Work Discipline (X₂), Leadership (X₃), and Performance (Y), are valid and can be used for the actual data collection process in the field.

3.1.2. Reliability Test Results

Reliability is an index that shows the extent to which a measuring instrument can be trusted or

reliable. To see whether it is reliable or not, it is done by looking at the reliability coefficient (coefficient of reliability). The coefficient value ranges from 0 to 1. The closer it is to 1, the more reliable it is. The measure used is more reliable if Cronbach's Alpha is above 0.6. The results of the reliability test for each of the research variables are shown in Table 2.

Table 2. Reliability Test Results

Variable	N of Cases	Cronbach's Alpha	Reliability
X ₁	60	0.909	Reliable
X ₂	60	0.843	Reliable
X ₃	60	0.672	Reliable
Y	60	0.798	Reliable

Based on Table 2, the results show that the Cronbach's Alpha value of each research variable is greater and is 0.6. Thus, it is concluded that all question items in the questionnaire regarding each research variable analyzed, namely Motivation (X₁), Work Discipline (X₂), Leadership (X₃) and Member Performance (Y), are reliable and can be used for the data collection process in the field.

3.2. ANALYSIS OF RESEARCH VARIABLE DESCRIPTIONS

The variables measured in this research are in accordance with the research title which include: service quality, reference group, guidance program and decision to participate in guidance (Y). Descriptive analysis in this research was carried out to find the minimum, maximum, average (*mean*) value and standard deviation. The results of the calculations can show the minimum, maximum, *mean* and standard deviation values for each variable studied as in Table 3 below.

Table 3 . Descriptive Statistics of Research Variables

		performance	motivation	discipline	leadership
N	Valid	60	60	60	60
	Missing	0	0	0	0
Mean		3,2300	3.2833	3.1467	2.9450
Std. Error of Mean		.05489	.08600	.05407	.04733
Median		3,1500	3,0000	3,0000	3,0000
Mode		3.00	3.00	3.00	3.00
Std. Deviation		.42518	.66617	.41882	.36658
Variance		,181	,444	,175	,134

Range	2.20	3.00
Minimum	1.80	1.00
Maximum	4.00	4.00
Sum	193.80	197.00

Table 3 above shows the mean value and standard deviation for each variable. The mean value and standard deviation of each of the variables above can be seen that the overall standard deviation value does not exceed twice the mean value. This indicates that the data distribution is good. The mean value reflects the central tendency of the data distribution used in this study. The standard deviation value reflects the variability of the data towards its center.

3.3. CLASSIC ASSUMPTION TEST RESULTS

3.3.1. NORMALITY TEST

Priyatno (2014) states that the normality test is used to determine whether the data population is normally distributed or not. This test is usually used to measure ordinal, interval or ratio scale data. If the analysis uses a parametric method, then the normality requirements must be met, namely the data comes from a normal distribution. If the data is not normally distributed, then an alternative method that can be used is non-parametric statistics. In this discussion, the Lilliefors test will be used by looking at the Kolmogorov-Smirnov value. Data is declared normally distributed if the significance is greater than 0.05. The results of the normality test can be seen as follows :

Table 4. Normality Test Results

		Un
N		
Normal Parameters ^{a, b}	Mean	
	Std. Deviation	
Most Extreme Differences	Absolute	
	Positive	
	Negative	
Statistical Tests		
Asymp. Sig. (2-tailed)		

Based on Table 4 above, it can be seen that the significant Unstandardized Residual value of 0.200 is greater than $\alpha = 0.05$, meaning that the variables in this study are normally distributed.

3.3.2. MULTICOLLINEARITY TEST RESULTS

Multicollinearity test using the SPSS 24.0 program. The results of the multicollinearity test are

in table 5 below.

The results of multiple linear regression analysis can be seen in table 6 below.

Table 5. Multicollinearity Test Results

Variable	N of Cases	VIF
X ₁	60	1,102
X ₂	60	1,135
X ₃	60	1,103

In the attachment, it appears that the VIF value for each variable is less than 10. So in conclusion, this shows that multicollinearity does not occur as shown in Table 5.

Table 6. Coefficients

Model		Unstandardized Coefficients		Std. Error
		B		
1	(Constant)	,297		,390
	motivation	,160		,061
	discipline	,524		,099
	leadership	,258		,111

3.3.3. HETEROSCEDASTICITY TEST RESULTS

The results of the heteroscedasticity test using the SPSS program are explained in Appendix 5. To avoid multicollinearity in the observational data, the heteroscedasticity test was carried out by observing the scatter plotting between the residual values and the estimated values shown in Figure 1.

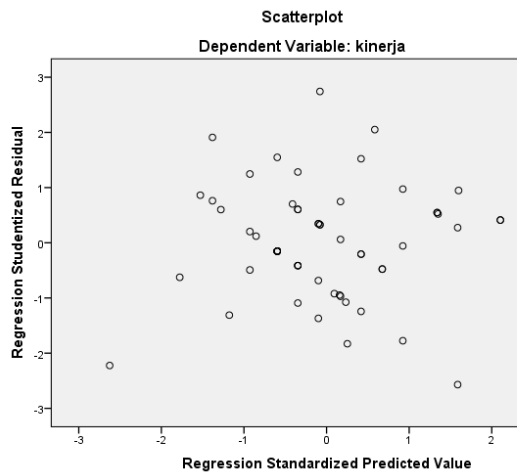


Figure 1. Scatter plot

From the scatter diagram image that is analyzed, it shows that the pattern of data distribution which is random or spread between the Y axis and the positive X axis is spread without a meaningful pattern which shows that the data does not contain heteroscedasticity so that in this analysis it is concluded that the data is homogeneous or random data.

3.4. MULTIPLE LINEAR REGRESSION ANALYSIS

Based on Table 6, the linear regression equation model produced in this research is: $Y = 0.297 + 0.160 X_1 + 0.524 X_2 + 0.258 X_3 + e$.

The explanation of the multiple linear regression equation is:

- 1) A constant value of 0.297 indicates that if the motivation variable (
- 2) The value of b1 is 0.160 or the coefficient of regression of the motivation variable (X₁) is known to be 0.160, meaning that if mutations increase, the performance of Iswahyudi Magetan Air Base members will also increase by 0.160.
- 3) b2 value is 0.524 or the regression coefficient for the work discipline variable (X₂) is known to be 0.524 This means that the performance of Iswahyudi Magetan Air Base members will increase by 0.524 better.
- 4) The b3 value is 0.258 or The regression coefficient for the leadership variable (X₃) is known to be 0.258 This means that if compensation increases, the performance of Iswahyudi Magetan Air Base members will also increase by 0.258 units.

3.4.1 . STATISTIC TEST

3.4.1.1. PARTIAL TEST (T TEST)

- 1) The influence of motivation on member performance.

Determining the level of significance (α), used $\alpha = 0.05$ (with two-tailed testing $\alpha/2 = 0.025$). Meanwhile, the value of the degree of freedom (df) = nk (60 - 4 = 56), then the size of t table = $\pm 2,003$. Next, calculate the t value. From the calculation of n, the calculated t value for the mutation variable is 2.623. Determine the test criteria, because the calculated t = 2,623 > t table = 2.003 with a probability level/ significance is 0.011, then Ho is rejected and Ha is accepted, meaning that there is a significant influence of

motivation on the performance of members of the Iswahjudi Maospati Magetan Air Base.

- 2) The influence of work discipline on member performance

Determining the level of significance (α), used $\alpha = 0.05$ (with two-tailed testing $\alpha/2 = 0.025$). Meanwhile, the value of the degree of freedom (df) = nk (60 -4 = 56), then the value of t table = $\pm 2,003$. Calculate the t value The calculation for the position promotion variable is 5 , 303 . Determine the test criteria. Because $t = 5,303 > t$ table = 2.003 with a probability/significance level of 0.000 , H_0 is rejected and H_a is accepted , meaning that there is a significant influence of work discipline on the performance of members of the Iswahjudi Maospati Magetan Air Base.

- 3) The influence of leadership on member performance

Determining the level of significance (α), used $\alpha = 0.05$ (with two-tailed testing $\alpha/2 = 0.025$). Meanwhile, the value of the degree of freedom (df) = nk (60 -4 = 56), then the value of t table = $\pm 2,003$. Calculating the t value , the calculated t value for the compensation variable is 2 , 316 . Determining the test criteria, because the calculated $t = 2,316 > t$ table = 2.003 with a probability/significance level of 0.024 , then H_0 is rejected and H_a is accepted , meaning that there is a significant influence of leadership on the performance of members of the Iswahjudi Maospati Magetan Air Base.

3.4.1.2. F TEST / SIMULTANEOUS TEST

The results of simultaneous hypothesis testing can be seen in Table 7 below .

Table 7 . F Test / Unison

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,689	3	1,896	21,333	,000 ^b
	Residual	4,977	56	,089		
	Total	10,666	59			

Based on Table 7 , it can be seen that the calculated F value is 21.333, while the value of the F table at a 95% confidence level is 2.769 . The conclusion of the research results is that simultaneously the motivation variable (X1) , work discipline (X2) and leadership (X3) have a real or significant effect on the performance of Iswahyudi Maospati Magetan Air Base members , because the calculated F is greater than the F table, at a 95% confidence level.

3.4.2. ANALYSIS OF THE COEFFICIENT OF DETERMINATION

The results of the determination analysis (R²) can be seen in table 8 below.

Table 8. Model Summary

Model	R	R Square	Adjusted Square
1	,730 ^a	,533	
a. Predictors: (Constant), leadership, motivation, discipline			
b. Dependent Variable: performance			

Based on Table 8 above, it can be explained that the coefficient of determination (Adjusted R²) obtained is 0.533. This means that variations and the three independent variables, namely motivation, work discipline and leadership contribute to the performance of Iswahyudi Magetan Air Base members by 53.3% while the other 46.7% can be explained by other variables not included in the research, for example work environment , development career, work culture and so on .

3.5. DISCUSSION OF RESEARCH RESULTS

3.5.1. THE INFLUENCE OF MOTIVATION ON THE PERFORMANCE OF ISWAHYUDI MAGETAN AIR BASE MEMBERS

Based on partial hypothesis testing of motivation on the performance of Iswahyudi Magetan Air Base members, it can be seen that there is a positive and significant influence between motivation on the performance of Iswahyudi Magetan Air Base members. The research results can be understood that with high motivation from each member, it is hoped that member performance will also increase. 21,333 ,000^b . The results of this research are also in line with research by Mardiana (2009) who conducted research entitled The Influence of Motivation and Discipline on the Performance of Correctional Officers at the Medan Women's Correctional Institution. This research aims to determine the influence of motivation and discipline on the performance of correctional officers at the Medan Women's Correctional Institution. The statistical test tool used to analyze the data in this research is multiple linear regression analysis. The research results show that motivation and discipline simultaneously and partially influence the

performance of correctional officers at the Medan Women's Correctional Institution. The results of this research are also in line with research by Gidion (2009) who conducted research entitled "The Influence of Education and Training, Motivation and Work Culture on the Performance of Class II A Women's Penitentiary Employees, education and training, motivation and work culture variables". This research aims to determine the influence of education and training, motivation and work culture on the performance of class II A female correctional institution employees in Medan. The data analysis method uses multiple linear regression analysis. The results of the research show that simultaneously and partially the variables of education and training, motivation and work culture have a significant influence on the performance of class II A female correctional institution employees in Medan.

3.5.2. THE INFLUENCE OF WORK DISCIPLINE ON THE PERFORMANCE OF ISWAHYUDI MAGETAN AIR BASE MEMBERS

Based on partial hypothesis testing of work discipline on the performance of members of Iswahyudi Magetan Air Base, it can be seen that there is a positive and significant influence between work discipline on the performance of members of Iswahyudi Magetan Air Base. The research results can be understood that the higher the member's level of discipline, the higher the member's performance

The results of this research are also in line with research by Mardiana (2009) who conducted research entitled The Influence of Motivation and Discipline on the Performance of Correctional Officers at the Medan Women's Correctional Institution. This research aims to determine the influence of motivation and discipline on the performance of correctional officers at the Medan Women's Correctional Institution. The statistical test tool used to analyze the data in this research is multiple linear regression analysis. The research results show that motivation and discipline simultaneously and partially influence the performance of correctional officers at the Medan Women's Correctional Institution. The results of this research are also in line with research by Rismaida (2010) who conducted research entitled The Influence of Work Discipline and Work Supervision on the Work Productivity of Education Service Employees in Simeulue Regency, Nanggroe Aceh Darussalam Province. This research aims to

determine the effect of work discipline and work supervision on the work productivity of Education Service employees in Simeulue Regency, Nanggroe Aceh Darussalam Province. The data analysis model used in this research is multiple linear regression (multiple regression analysis). The results of the research conducted show that work discipline and work supervision simultaneously and partially have a very significant effect on the work productivity of employees of the Education Service in Simeulue Regency, Nanggroe Aceh Darussalam Province.

3.5.3. THE INFLUENCE OF LEADERSHIP ON THE PERFORMANCE OF ISWAHYUDI MAGETAN AIR BASE MEMBERS

Based on a partial hypothesis test of leadership on the performance of members of Iswahyudi Magetan Air Base, it can be seen that there is a positive and significant influence between leadership on the performance of members of Iswahyudi Magetan Air Base. From the research results, it can be understood that the more effective the leadership carried out by the leader, the higher the performance of the members.

The results of this research are also in line with research by Samir Djawa (2012) entitled The Influence of Leadership Style on Member Performance at PT. Mahogany Jaya Abadi. The research results state that there is a positive and significant relationship between democratic leadership style and member performance at PT. Mahogany Jaya Abadi Cianjur. The results of this research are also in line with research by Agus Allatif, Jajuk Herawati, Ignatius Soni Kurniawan (2022) entitled The influence of leadership and motivation on employee performance through loyalty. This research aims to determine the influence of leadership and motivation on employee performance through loyalty to the Baitul Maal wat Tamwil Multi-Enterprise Cooperative (KSU BMT) Bina Sejahtera Sembungan, Gulurejo, Lendah, Kulon Progo, Yogyakarta. This research is quantitative research and primary data was taken using a questionnaire taken using *non-probability sampling* and census methods from 32 respondents. Data was collected through direct surveys and then processed using multiple linear regression analysis. The research results show that leadership and motivation have a positive and significant effect on loyalty. Loyalty has a positive and significant effect on employee performance, while leadership and motivation do not have a significant effect on employee performance. Leadership and motivation

have a positive and significant effect on employee performance through loyalty.

3.5.4. SIMULTANEOUS INFLUENCE OF MOTIVATION, WORK DISCIPLINE AND LEADERSHIP ON THE PERFORMANCE OF ISWAHYUDI MAGETAN AIR BASE MEMBERS

Based on simultaneous hypothesis testing of motivation, work discipline and leadership on the performance of Iswahyudi Magetan Air Base members, it can be seen that there is a positive and significant influence between motivation, work discipline and leadership on the performance of Iswahyudi Magetan Air Base members. The research results can be understood that the higher the member's motivation, the higher the member's discipline and the more effective the leadership carried out by the leader, the member's performance will be able to increase significantly.

The results of this research are also in line with research by Mohammad Edi Syahputra, Syaiful Bahri, Muis Fauzi Rambe (2020) entitled *The Influence of Leadership, Discipline and Motivation on the Performance of Tarukim Labura Service Employees*. The population in this study were all employees who worked in the housing and residential areas of North Labuhan Batu Regency, totaling 31 employees and the sample used was all existing employees. Based on the results of research conducted, partial testing of leadership has a positive and significant effect on employee performance. Partial testing of the influence of work discipline has a positive and significant effect on employee performance. Partial testing of motivation has a positive and significant effect on employee performance. And simultaneous testing of the influence of leadership, discipline and motivation on employee performance shows that leadership, work discipline and motivation have a positive and significant effect on employee performance.

4. CONCLUSION

Based on data analysis and discussion, it can be concluded as follows:

Motivation has a positive and significant effect on the performance of Iswahyudi Magetan Air Base members.

Work Discipline has a positive and significant effect on the Performance of Iswahyudi Magetan Air Base Members.

Leadership has a positive and significant effect on the performance of Iswahyudi Magetan Air Base members.

Motivation, work discipline and leadership simultaneously have a positive and significant effect on the performance of Iswahyudi Magetan Air Base members.

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