

Improving The Performance of Indonesian Air Force Members Through Developing Work Attitudes, Skills and Income

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ARTICLE INFO

Published Online:
24 October 2025

ABSTRACT

This study aims to analyze the effect of work attitude, skills, and income level on the performance of members at Soewondo Air Force Base in Medan, both simultaneously and partially, as well as to determine the most dominant variable. This study employs a quantitative approach, utilizing a sample size of 60 respondents selected through *proportional random sampling* from a total population of 625 Indonesian Air Force members. Data were collected through questionnaires and analyzed using multiple linear regression with the help of SPSS version 25. The results show that work attitude, skills, and income level have a positive and significant effect on member performance, both simultaneously and partially. The work attitude variable has the most dominant influence compared to other variables, with the highest regression coefficient value (0.156). The coefficient of determination (R^2) of 0.098 indicates that the three independent variables account for 98% of the variation in performance, while the remaining 2% is attributed to factors outside the model. These findings underscore the importance of fostering a positive work attitude, enhancing skills through training, and implementing equitable income policies to promote optimal performance among military personnel. This study offers practical implications for the management of Soewondo Air Base in Medan, specifically in designing performance improvement strategies that focus on strengthening personnel competence and welfare. Additionally, it provides theoretical contributions to the development of human resource management science in military organizations.

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KEYWORDS: work attitude, skills, income level, performance, Indonesian Air Force

INTRODUCTION

Human resources play a crucial role in an organization, serving as the backbone of the organization itself. Recognizing that people are very important and the center of attention in every activity, companies are required to manage their human resources effectively. This is so that the expected goals can be achieved, with a focus on the effective and efficient use of resources. One factor that needs to be considered to achieve the company's long-term goals is work productivity. According to Rachman (2016: 57), performance is an interdisciplinary approach to determining practical goals, making plans, applying productive methods to use resources efficiently, and maintaining high quality. Performance involves the integrated utilization of human resources and skills, capital goods, technology, management, information, energy, and other resources to develop and

improve living standards. It also involves making choices about how to act (Taylor, 1914).

Work attitude refers to the various positive and negative feelings or mental states that are shaped, learned, and regulated through experiences that have a specific influence on a person's response to others, objects, or situations (Gibson, 1985). If the work system is the body, then work attitude is the spirit. Attitude is a determinant of behavior because it is related to perception, personality, and motivation (Umam, 2012). This statement aligns with Osada's (2000) opinion that work attitude is an action taken by employees, encompassing everything they must do, with results proportional to the efforts made.

Work attitude refers to the behavior exhibited by members of an organization, whether individually or collectively, in their work performance. This behavior focuses on human behavior

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within an organization. Understanding human behavior is based on the assumption that every human being behaves differently, and therefore, their work attitudes are unique. The basic principles in understanding human nature/behavior were put forward by Frederick Winslow Taylor as follows: (1) that every human being behaves differently, because they are based on different backgrounds and abilities, (2) everyone has different needs, (3) people think about the future and make choices about how to act (Taylor, 1914). Work attitude refers to the various positive and negative feelings or mental states that are shaped, learned, and regulated through experiences that have a specific influence on a person's response to others, objects, or situations (Gibson, 1985). If the work system is the body, then work attitude is the spirit. Attitudes are determinants of behavior because they are related to perception, personality, and motivation (Umam, 2012). This statement aligns with Osada's (2000) opinion that work attitude refers to the actions taken by employees and encompasses everything they must do, with results proportional to the effort made.

According to Bambang Wahyudi (2012:33), work skills refer to the abilities or expertise required to perform a job, which can only be acquired through practice. These work skills can be grouped into three categories, while Sudarmanto (2009:60) states that skills can be used to control behavior. Work skills are also one of the important factors in improving employee performance. Work skills refer to a person's physical abilities that enable them to carry out a series of tasks developed through training and experience. According to Moeherson (2010:116), work skills are defined as the ability to carry out work based on work procedures/technical guidelines or instructions from superiors. High skills and abilities are recognized as supporting the improvement of employee performance and contributing to the company's future success. Another factor that influences employee performance is work experience. Work experience is one of the factors that influences an individual's performance in carrying out tasks to achieve organizational goals. According to Handoko (2014, p. 24), work experience refers to the mastery of knowledge and skills by employees, measured by the length of service, level of knowledge, and skills possessed by employees. Based on the background of the problem, the objectives of this study are: to describe the work attitude, work skills, income level, and performance of members of the Soewondo Air Base in Medan. Analyzing the level of significance of work attitude, work skills, and income level simultaneously reveals that it significantly affects the performance of members of the Soewondo Air Force Base in Medan. Analyzing the level of significance of work attitude, work skills, and income level partially affecting the performance of members of the Soewondo Air Force Base in Medan, and analyzing which variables of work attitude, work skills, and income level have a dominant effect on the

performance of members of the Soewondo Air Force Base in Medan.

The expected contributions of this research are: For Soewondo Air Base in Medan. In practical terms, this can be used as input for practitioners and Soewondo Air Base in Medan, enabling them to assess how members perform in terms of work attitude, work skills, and income levels. It can also serve as a reference for taking strategic steps to improve member performance.

For the Development of Science Theoretically: this relates to the development of knowledge, particularly regarding work attitude, work skills, income levels, and the performance of members of Soewondo Air Base, Medan.

For Other Parties: Recent developments in science, particularly in human resource management, have sparked considerable interest from various circles. Thus, the results of this study are expected to be used as a reference for the increasingly complex demands of human resource management and as a reference for further research, especially on the topics of work attitude, work skills, income levels, and the performance of members of the Soewondo Air Force Base in Medan.

LITERATURE REVIEW

Kasmir (2016) states that a person's expertise, abilities, and skills in adapting to work, as well as factors of job satisfaction due to feelings of enjoyment or happiness, can contribute to good performance. Employees feel happy or satisfied with their work, resulting in successful professional outcomes. Another factor that influences performance is work motivation, which encompasses factors such as the comfort of the work area, including the room, layout, tools, and adequate infrastructure. According to *Robbins & Judge* (2012, p. 555), performance refers to the quality and quantity achieved by an individual in fulfilling their duties based on the responsibilities assigned to them. Thus, performance (work achievement) refers to the quality and quantity of work an employee accomplishes in fulfilling their duties in accordance with the responsibilities assigned to them. *Chu & Lai* (2011) state that performance is the quality of behavior oriented towards tasks and work.

Meanwhile, according to *Wan & Ong* (2005), performance refers to the work results achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, to achieve the organization's objectives legally, without violating the law, and in accordance with moral and ethical standards. Attitude is a learned tendency to respond pleasantly or unpleasantly consistently to a particular object. If we have a positive attitude toward our work, we will work more diligently and effectively.

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Attitude encourages us to act in specific ways in specific contexts. This means that attitude influences behavior at various levels. This is different from values, which represent comprehensive beliefs that influence behavior in all situations. Work attitudes have a dual appeal for managers/leaders. On the one hand, work attitudes represent important outcomes that need improvement.

On the other hand, work attitudes are symptoms of other potential problems. For example, low job satisfaction may be a sign that an employee is considering leaving their job. Wardani (Yona, 2018: 30) defines skills as an individual's interests or talents that enable them to complete tasks well. Expertise is an ability that can be acquired through training and development, and it must continually be refined through experience in a particular field. Hasibuan (Zaitul, 2020: 251) argues that a person's work skills encompass the ability to complete assigned tasks, as well as the capacity to seize opportunities and utilize tools effectively to achieve the company's goals. Based on the conceptual framework and description presented, the research hypothesis can be stated as follows: H1: Work attitude, skills, and income level simultaneously have a significant impact on the performance of members of the Soewondo Air Force Base in Medan. H2: Work attitude, skills, and income level partially have a significant effect on the performance of members of the Soewondo Air Force Base in Medan. H3: Work attitude has a dominant effect on the performance of members of the Soewondo Air Force Base.

METHOD

3.1 Scope of Research

The scope of this research covers human resource science, specifically examining the performance of members of the Soewondo Air Force Base in Medan, which is influenced by work attitude, skills, and income level.

3.2 Research Location

This research was conducted at Soewondo Air Base in Medan. This location was chosen because Soewondo Air Base in Medan has relevant, high-quality data that is easily accessible to researchers for gathering the necessary information.

3.3 Population and Sampling Technique

The population in this study consisted of all members of the Air Force Base/Soewondo Air Base in Medan, comprising

eight work units with officers, non-commissioned officers, and enlisted personnel, totaling 625 members. This is because work activities largely determine the performance of members in supporting performance at the officer, non-commissioned officer, and enlisted personnel levels, which also dominate the number of members compared to other positions in measuring performance at the Air Force Base / Soewondo Air Base in Medan. Meanwhile, the sampling technique used in this study employed the Slovin formula, as follows: The sample size in this study consisted of 60 people. The sampling technique used was *proportional random sampling*.

3.4 Data Analysis Technique

Overall, the data will be analyzed using appropriate and easy-to-understand methods, ensuring that the raw data collected is meaningful and helpful in addressing the existing problems. The data can be analyzed quantitatively using the statistical model in the SPSS (*Statistical Package for the Social Sciences*) version 25.0 computer program. Descriptive analysis aims to describe or provide an overview of the phenomenon being studied through sample data as it is, without making conclusions that apply to the general public (Ghozali, 2007). Descriptive analysis is used to describe the variables analyzed based on the respondents' scores on the distributed questionnaire. In this case, the mode and mean scores were used to categorize each variable. Multiple linear regression analysis is used to determine the effect of the dependent variable (X) on the independent variable (Y). The multiple linear regression model used in this study is Ghozali (2007).

RESULTS AND DISCUSSION

4.1 Results

The profile of the research respondents was grouped according to gender, age, education, and length of service at Soewondo Air Base in Medan. This was done to measure the variables of work attitude, skills, and income level. This grouping was expected to provide a clear picture of the phenomena measured by the researcher and to reveal the problems that occurred.

Gender: The results of the classification tabulation according to the gender of Soewondo Air Base members in Medan are presented in the table below:

Table 1. Respondents by gender

No	Gender	Number of Respondents	Percentage
1	Male	45	75
2	Female	15	25
		60	100

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Based on Table 1, it can be seen that male respondents outnumbered female respondents by 45 to 15, or 75% to 25%. Age: The results of the tabulation by age for members of

Soewondo Air Force Base in Medan are presented in the table below:

Table 2. Respondents by age

No	Age (years)	Number of Respondents	Percentage
1	20-30	10	16.7
2	31-40 years	15	25.0
3	41-50 years	20	33.3
4	>50 years old	15	25.0
		60	100

Based on Table 2, it can be seen that the age of respondents was dominated by those aged 41-50 years, with 20 respondents or 33.3%, followed by those aged 31-40 years, with 15 respondents or 25.0%, those aged >50 years, with 15 respondents or 25.0%, and 10 respondents aged 20-30 years

old, accounting for 16.7%. Overall, this indicates that the majority of members of Lanud Soewondo Medan are in their productive years. Education: The results of the education tabulation for members of Lanud Soewondo Medan are presented in the table below:

Table 3. Respondents by Education

No	Education	Number of Respondents	Percentage
1	Bachelor	40	66.7%
2	Graduate/Equivalent	20	33.3
		60	100

Based on Table 3, the majority of respondents hold a bachelor's degree as their highest level of education, with 40 respondents (66.7%), and a postgraduate degree, with 20 respondents (33.3%). In general, this indicates that a good understanding of problem-solving characterizes the

educational level of Lanud Soewondo Medan members. Length of Service: The results of the tabulation according to the length of service of Lanud Soewondo Medan members are presented in the table below:

Table 4. Respondents based on length of service

No	Length of Service	Number of Respondents	Percentage
1	<1 year	10	16.7
2	1-3 years	15	25.0
3	3-5 years	20	33.3
4	>5 years	15	25.0
		60	100

Based on Table 4 above, it is known that the respondents' length of service is dominated by respondents with 3-5 years of service, totaling 20 respondents with a percentage of 33.3%, followed by respondents with >5 years of service, totaling 15 respondents with a percentage of 25%, and respondents with 1-3 years of service, totaling 15 respondents with a percentage of 25%. In general, this indicates that the length of service of members of the Soewondo Air Force Base in Medan shows a good level of understanding of their work. Descriptive Analysis Results: This study provides an overview or description of 60 members of the Soewondo Air Force Base in Medan. It also measures the work attitudes, skills, income levels, and performance of the members. The researcher used the SPSS program to explain the overview of

the four variables studied. The statistics used were the mean or mode values. The explanation of each research variable is as follows: The results of the above test show that the *Cronbach's Alpha* value for the four variables studied, representing 26 items in the research questionnaire, produced a value above the *cut-off* point (0.6). This comparison reveals that the respondents were consistent in their responses to the 26 items in the questionnaire submitted by the researcher. Thus, all items in the questionnaire in this study were declared reliable.

The work attitude variable comprises three indicators: the cognitive component, the affective component, and the behavioral component. In the cognitive component indicator, there are two questionnaires with the highest value of 32,

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corresponding to 52.2%, and the lowest value of 4, corresponding to 6.7%. In the affective component indicator, there are two questionnaires with the highest score of 32, corresponding to 53.3%, and the lowest score of 16, corresponding to 26.7%. In the behavioral component indicator, there are two questionnaires with the highest score of 34 corresponding to 56.7%, and the lowest score of 4, corresponding to 6.7%.

The skill variable consists of two indicators, namely competence and personality. In the competence indicator, there are two questionnaires with the highest score of 37, corresponding to 61.7%, and the lowest score of 3, corresponding to 5.0%. In the personality indicator, there are two questionnaires with the highest score of 33 or 55.0% and the lowest score of 1 or 1.7%.

The income level variable consists of four indicators, namely internal, external, decent standard of living, and ability to meet needs. The internal indicator consists of two questionnaires, with the highest value at 39 or 65.0% and the lowest at 2 or 3.3%. The external indicator consists of two questionnaires, with the highest value at 32 or 53.3% and the lowest at 2 or 3.3%. The decent standard of living indicator consists of two questionnaires, with the highest value of 32 (or 53.3%) and the lowest value of 28 (46.7%). The ability to meet needs indicator consists of two questionnaires, with the highest value of 32 (53.3%) and the lowest value of 2 (3.3%). The performance variable comprises four indicators: knowledge, skills, abilities, and attitudes. The knowledge indicator consists of two questionnaires, with the highest score being 35 or 58.3% and the lowest score being 3 or 5.0%. The skills indicator consists of two questionnaires, with the highest score of 35 or 58.3% and the lowest score of 5 or 8.3%. The competency indicator consists of two questionnaires, with the highest score being 32 or 53.3% and the lowest score being 7 or 11.7%. The attitude indicator consists of two questionnaires, with the highest score being 29 or 48.3% and the lowest score being 3 or 5.0%.

Multiple Linear Regression Results: The results of the multiple linear regression analysis between the variables of work attitude, skills, and income level on the performance of members at Soewondo Air Base in Medan are described in the table below:

Based on the regression table above, the multiple linear regression equation can be formulated as follows: $Y = 36.905 + 0.156X_1 + 0.115X_2 + 0.007X_3 + e$. The regression constant value of 36.905 indicates that the three independent variables (work attitude, skills, and income level) are assumed to be constant or equal to 0, suggesting that they still influence performance at Soewondo Air Base in Medan. The regression coefficient of the work attitude variable, 0.156, indicates that work attitude has a positive effect on the performance of members at Soewondo Air Base in Medan. The t-test results show that the probability value of variable X1 is less than the

researcher's error rate of 0.05 or 5%.

The regression coefficient of the skill variable is 0.115, indicating that skill has a positive effect on the performance of Soewondo Air Base members in Medan. The t-test results show that the probability value of variable X2 is less than the researcher's error rate of 0.05 or 5%. The regression coefficient of the income level variable, 0.007, indicates that income level has a positive effect on the performance of members of the Soewondo Air Base in Medan. The t-test results indicate that the probability value associated with variable X3 is less than the researcher's error level of 0.05, or 5%.

The strength of the relationship between the independent variables of Work Attitude (X1), Skills (X2), and Income Level (X3) and the dependent variable of performance (Y) can be measured using multiple correlation coefficient analysis. The resulting R value (correlation coefficient) of 0.094 shows that the correlation between the independent variables (work attitude, skills, income level) and the dependent variable (performance) is 94%. This figure illustrates a strong relationship between the independent variables selected by the researcher and the dependent variable. The R² (adjusted) value or coefficient of determination is 0.098, indicating that work attitude, skills, and income level collectively contribute 9.8% to performance. In comparison, the remaining 2% is other independent variables that were not studied.

Hypothesis I in this study was tested using the F test. The F test was used to determine whether all independent variables had the same effect on the dependent variable. The test was conducted using the F-distribution test, which compares the critical F-value (from the F-table) with the calculated F-value found in the ANOVA table. The F-test helps test whether the variables of work attitude (X1), skills (X2), and income level (X3) collectively affect member performance (Y). The method used as a reference or guideline for testing hypotheses in the F test is to compare the significance value (sig.) or probability value of the ANOVA output. If the sig. Value is < 0.005 , the hypothesis is accepted; if the significance value is > 0.005 , the hypothesis is rejected. The results obtained in this study are as follows: Based on the F test results in the table, it can be seen that the calculated F value is 4.751 with a significance level of < 0.000 , while the F table value for $\alpha = 0.05$ and $df = 60$. Hypothesis testing II in this study uses the t-test. The purpose of this test is to determine the individual effect of independent variables on explaining the variation in the dependent variable. To interpret the t-test, the following table can be used:

The t-value calculated for the work attitude variable (X1) is 0.997, which is positive with a significance result of $0.000 < 0.997$. This result shows that work attitude has a simultaneous effect on member performance. The t-value calculated for the skill variable (X2) is 0.705, which is positive and significant

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at a p-value of $0.000 < 0.705$. This result shows that skills have a simultaneous effect on member performance. The t-value calculated for the income level variable (X3) is 0.078, which is positive and significant at a p-value of $0.000 < 0.708$. This result shows that income level has a simultaneous effect

on member performance. Therefore, the independent variables of work attitude (X1), skills (X2), and income level (X3) simultaneously have a significant effect on member performance.

Table 5. Hypothesis Test III Results

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Significance Level	Result Interpretation
1	X1 - Work Attitude	Y - Performance	0.156	0	0.05	X1 has a significant effect on Y
2	X2 - Skills	Y - Performance	0.115	0	0.05	X2 has a significant effect on Y
3	X3 - Income Level	Y - Performance	0.007	0	0.05	X3 has a significant effect on Y

By comparing the unstandardized coefficients, the Work Attitude variable (X1) has the highest value of 0.156, compared to the Skill and Income Level variables. Thus, the third hypothesis, which states that Work Attitude has a greater or dominant influence on member performance, can be proven.

4.2 Discussion

Work attitude is measured by three indicators, namely cognitive components, affective components, and behavioral components. In the cognitive component indicator, most respondents strongly agreed with the statement that they could complete tasks on time. In the affective component indicator, most respondents strongly agreed with the statement that they felt happy with the work environment at Soewondo Air Force Base in Medan. In the behavioral component indicator, most respondents strongly agreed with the statement that they were willing to solve problems that arose.

Skills are measured by two indicators, namely competence and personality. In the competence indicator, most respondents strongly agreed with the statement that they can communicate clearly with colleagues. Then, in the personality indicator, most respondents tended to agree with the statement that they can effectively control their emotions. Income level is measured by four indicators, namely internal, external, decent standard of living, and ability to meet needs. Regarding the internal indicator, most respondents strongly agreed with the statement that they were satisfied with the policies of Soewondo Air Base in Medan regarding allowances. Regarding the external indicator, most respondents strongly agreed with the statement that they felt income information was sufficiently transparent. For the decent standard of living indicator, most respondents strongly agreed with the statement that they felt their living conditions were adequate. For the 'ability to meet needs' indicator, most respondents strongly agreed with the statement that they were able to cover their children's education costs.

Performance is measured by four indicators, namely knowledge, skills, abilities, and attitude. On the knowledge indicator, most respondents strongly agreed with the statement that they understand their role within the team. On the skills indicator, most respondents strongly agreed with the statement that they possess time management skills. On the ability indicator, most respondents strongly agreed with the statement that they can direct others. For the attitude indicator, most respondents strongly agreed with the statement, "I feel that Soewondo Air Base in Medan provides fair compensation."

The study's results indicate that the majority of members have a positive work attitude. Work attitude is important and needs to be considered because with a good work attitude, each member can perform work to achieve the expected performance. Work attitude is influenced and stimulated by cognitive, affective, and behavioral components.

Work skills refer to the abilities or expertise required to perform a job effectively and efficiently. Without good skills, work will be challenging to complete, making it difficult for an organization to achieve its performance goals.

Income level refers to the amount earned by an individual or household within a specified period, typically one month or one year. A high income level is often considered a reward for good performance, which can increase members' motivation to achieve targets and improve performance.

Performance is a measure of how efficiently an individual or group completes tasks or achieves set goals, or the comparison between the results achieved and the resources used (such as time and energy). The results of the descriptive analysis of member performance indicate that members are fully responsible for completing their assigned tasks.

Several explanations of the results of this study compared to previous studies can be concluded that members who have roles and functions in performing work always have quality performance and can always work together with other members and be responsible in carrying out their duties,

supported by factors such as work attitude, skills, and income level.

CONCLUSION

This study explains the influence of work attitude, skills, income level, and member performance at Soewondo Air Base in Medan, with the conclusions and recommendations of the study presented below, Based on the research objectives, the conclusions of this study are as follows: The work attitude, skills, income level, and performance of members can be described in accordance with the conditions at Soewondo Air Base in Medan, which is the background for this research. The results of the study indicate that work attitude, skills, and income level have a significant simultaneous effect on the performance of members at Soewondo Air Base in Medan. The results of the study indicate that work attitude, skills, and income level have a significant partial effect on the performance of members at Soewondo Air Base in Medan. Work attitude has a strong and dominant effect on member performance.

A good work attitude is essential and must be taken into consideration at Soewondo Air Base in Medan. Therefore, members need to work together to cultivate a positive work attitude that supports performance. Good skills are needed to support performance. Therefore, member training and periodic evaluations are necessary to improve overall performance. Income levels are crucial in supporting member motivation, which in turn impacts member performance. The author believes that many other variables can influence performance that were not examined in this study. These should be considered further to improve performance in light of these other factors.

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