

Original Research Article

The Performance Improvement of the Indonesian Air Force Influenced by Leadership Style and Motivation

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Abstract: People working in organizations as members will be influenced by many characteristics, such as attributes, attitudes, values, desires, and interests. What determines a leader's leadership style is not how they see themselves as leading but how other people, particularly their subordinates, perceive them. The critical issue in this study is the mismatch between theory and reality or execution since it will lower members' motivation, which will impact productivity. This study aims to examine the relationship between leadership style and performance, as well as the influence of both on the performance of members of the Air Squadron Supplies Corps 4 Wing 2 Lanud Abd. pious. Quantitative multiple regression analysis design is the research methodology used. A quantitative method with an explanatory research design was used in this study. A questionnaire that would be distributed to members of the 4th Air Squadron Supply Corps served as the study's instrument. This study used descriptive and inferential data analysis methods based on statistical formulas to analyze the data. The study's findings show that motivation and leadership style significantly improve performance. Together, these two variables account for 80.6% of the variance in performance, with the remaining 19.4% being influenced by factors that were not studied.

Keywords: Performance Improvement, Air Force, Leadership Style, Motivation.

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1. INTRODUCTION

People working in organizations as members will be influenced by many characteristics, such as attributes, attitudes, values, desires, and interests. All of this has an impact on the leadership style used. Because a leader's leadership style has less to do with how they perceive themselves as a leader and more to do with how other people, particularly their subordinates, perceive them, a leader will communicate a variety of values, including a focus on the group, support from others, tolerance for risk, and others, through the leadership style he possesses. On the other hand, depending on the values the leader wants to communicate through their leadership style, followers will develop a subjective picture of the fundamental principles inside the firm. The working environment, which is related to how subordinates accept a leadership style, whether they like it or not, will significantly impact a leader's leadership style. On the one hand, certain leadership philosophies can boost performance; on the other hand, they can also result in a decline in performance.

One of the primary responsibilities of the Indonesian Air Force (TNI AU), which is a vital component of the Indonesian National Armed Forces, is to uphold national sovereignty in the air, maintain the aerospace's territorial integrity, enforce air law, and develop the country's potential as a security and defence force in the air. The Indonesian Air Force is responsible for planning strategic air operations, air defence operations, and tactical air operations to maintain control over the country's airspace. As things stand, an air base's strategic and tactical considerations govern the primary tasks and functions of Indonesian Air Force bases. The Indonesian Air Force's Operations Command coordinates training and operational preparation for the forces under its command, which include several type A air bases and are tasked with conducting air operations to maintain state sovereignty. The primary determinant in determining the success of the Indonesian Air Force's primary tasks and functions is the capability and readiness of air bases in the context of carrying out air operations.

Air Squadron 4, which is under the ranks of Wing 2 Air Force Abdulrachman Saleh, is one of the operational implementers and is directly under Air Force Abdulrachman Saleh, who is included under the ranks of Koopsau 2 has the task of preparing and operating heavy transport aircraft to carry out air support operations and limited SAR operations. Abdulrachman Saleh Air Base is one of the Indonesian Air Force bases which has a very strategic and vital role in efforts to support air power in terms of operations, logistical support and maintenance of air defence systems. The discrepancy between theory and reality or implementation is the main problem in this study because it will cause the motivation of the members to decrease, which will affect the productivity of the TNI Air Force unit, especially the Air Squadron 4 Wing 2 Air Force Base Abdulrahman Saleh. The same happened at the 4th Wing 2nd Air Squadron, Abdulrahman Saleh Air Base, a Strategic Airlift Squadron within the Indonesian Air Force. The TNI AU institution gives flexibility to the units' commanders to choose their management pattern in carrying out their unit development pattern. Thus, the Commander of the 4th Air Squadron is expected to determine the appropriate leadership style to carry out the mission and vision of the 4th Air Squadron. The TNI AU institution gives flexibility to the units' commanders to choose their management pattern in carrying out their unit development pattern. Thus, the Commander of the 4th Air Squadron is expected to determine the appropriate leadership style to carry out the mission and vision of the 4th Air Squadron. The TNI AU institution gives flexibility to the units' commanders to choose their management pattern in carrying out their unit development pattern. Thus, the Commander of the 4th Air Squadron is expected to determine the appropriate leadership style to carry out the mission and vision of the 4th Air Squadron.

The thing that underlies the importance of analyzing the influence of leadership style and work motivation on improving the performance of members of Air Squadron 4 Wing 2 Air Force Abdulrahman Saleh studied through this research is that many members of Air Squadron 4 are not optimal in carrying out their duties. This relates to behaviour contrary to the rules that cause various obstacles. This study aimed to describe and analyze the influence of leadership style and work motivation on the performance of members of the 4th Wing 2 Air Squadron Supply Corps, Air Force Base Abd. pious. The benefit of this research is that it can increase and increase knowledge related to this research field. This research also improves analytical skills in problems related to a subject or object.

2. LITERATURE REVIEWS

2.1 Policy Theory

In his work, Subarsono (2005:2) claims that Thomas Dye's (1981:1) definition of public policy is any action or inaction made by the government.

According to this definition, public policy is determined by a government agency rather than the private sector; it deals with decisions that government agencies should or should not make. Heinz Eulau and Kenneth Prewith contend that a policy is a long-term choice characterized by the consistency and repetition of the actions of people who abide by it through bestowing incentives and penalties. The policy is a technological tool that is action-oriented and rational from a centralist perspective. The conduct of the persons impacted by the choice is directed and influenced by policy, which guides action. Policies are purposefully constructed and formulated to cause the intended audience (target group) to behave in a manner consistent with the logic and formulation of the policy. (2012) Marzali (20). Various public policies can also be called types of policies (James Anderson, 1979: 126–132). Policies can be divided into three categories: distributive policies, which deal with the distribution of services or benefits to the community, specific social groups, or individuals; substantive policies, which deal with what the government will do; and procedural policies, which regulate how substantive policies can be carried out. Redistributive policies control the distribution of wealth, income, ownership, or rights among different social groups. Regulatory policies impose limitations or prohibitions on the conduct of specific persons or groups of individuals.

2.2 Performance Theory

According to Dharma (1986:30), performance is carried out or goods/services produced or offered by an individual or group. In this instance, the definition of performance is viewed from the person and the organizational perspectives. According to Hasibuan (2007: 36), the definition of performance is the work that is accomplished by someone in carrying out the responsibilities that are delegated to him and are based on talent, experience, sincerity, as well as time. Measurable action or task performance is referred to as performance. This may have something to do with how much and what kind of work different people may accomplish in a given amount of time. The principles for choosing performance factors are based on several performance measurement viewpoints discussed below. According to Gomes (1995:161), analyzing employee performance is always strongly tied to two key elements: employees' willingness or motivation to work, which increases their effort level, and their aptitude for doing the job. Put another way, and performance is a function of how work motivation and ability interact, or $p = f(m, a)$, where p stands for performance, m for motivation, and a for ability. According to Robbins in Hadyana (1996:25), based on the equation above, a piece of the puzzle must be discovered, and it is essential to include an opportunity aspect in the equation so that performance = $f(m, a, o)$. Even if someone is willing and capable, performance may be hampered by impediments.

2.3 Motivation Theory

Motive or motivation comes from the Latin word "movere", which means encouragement from within humans to act or behave. (Notoatmodjo, 2009:114). Hadari Nawawi stated that motivation (motivation) has the primary word motive, which means the cause or basis for someone to do something (2000: 351). Thus motivation means a condition that encourages or causes a person to carry out an act or activity that takes place consciously. According to Siagian (2002: 134), what is meant by motivation is the driving force that causes a member of the organization to be willing and willing to carry out various activities that are his responsibility and fulfil his obligations. According to Sardiman (2003:73), motivation is a factor that has much influence on learning processes and outcomes. Motivation as a psychological symptom becomes very important in developing individual potential because this motivation becomes a person's strength to do what is desired and increases the level of strength to achieve that desire. Because motivation is the overall driving force of the need and encouragement. Abraham Maslow's Hierarchy of Needs Theory, in his book *A Theory of Human Motivation* (Hasibuan, 2007: 153), states that work motivation is shown to meet job needs and satisfaction biologically and psychologically, both material and non-material. According to this theory, human needs can be grouped in stages into five levels of human needs. From the several definitions of motivation above, it can be concluded that motivation or work motivation has the same meaning. All of them contain elements of encouragement, desire or enthusiasm for work. Thus, motivation is a drive within a person to fulfil desires, intentions and goals.

2.4 Leadership Style Theory

Mangkuprawira (2009:118) states that leadership is fundamental in dealing with one's style and behaviour. This is the potential to make others or those who are led follow what the leader wants to become a reality. The leader's ability to influence the people he leads is fundamental in realizing effective leadership. The leader's hopes will come true if he can influence and move the people he leads to do what he wants so that these hopes are realized. Leadership is defined as a process between the leader and the followers. Leadership involves elements of being led and being led. In a group or organization, to take place and achieve the goals of its formation, it is necessary to have a leader and people who are led. With a leader, the direction of the behaviour of people in the organization will be able to refer to achieving goals. Likewise, with followers, someone in the organization can carry out their work tasks.

Social impact is a component of leadership. In order to accomplish organizational goals, followers or other group members must be persuaded to act in a certain way by the leader. With this social influence,

leaders can motivate the individuals they control to take action by their assigned responsibilities and advance the objectives of the business. Leadership is present at the human and multiple organizational levels. For instance, leadership entails mentoring, teaching, inspiring, and motivating others. Leaders also construct teams, foster togetherness, and settle disputes at the group level. Finally, leaders establish organizational culture and bring about change. Goal-achieving is the main objective of leadership. Goals must be attained by newly formed and established organizations. The organization's behaviour will be guided by its leadership to attain its objectives. The first of the four leadership styles created by Harsey and Blanchard, whose work is cited by Gibson *et al.*, (2012: 331), is the telling style. When it comes to its execution, the leader is crucial in informing followers of the what, where, how, and when to complete the assignment. When subordinates need more maturity, this leadership style can be used to prevent subordinates from misinterpreting work tasks without explicit and precise instructions. The second selling approach involves the leader giving clear directions and offering support. This leadership approach is used when subordinates have a low to medium degree of maturity, are unable to do duties or possess insufficient abilities but have the desire to be accountable and complete their work.

For the successful implementation of its duties, the support provided by the leader is needed. The third is the participating style in its implementation; leaders and subordinates synergize in making the best decisions to complete work so that the results are high quality. Leaders involving their subordinates in decision-making will make subordinates optimize their role in carrying out their work assignments. Fourth is the delegating style (delegating) in its application; the leader gives little specific direction to completing work assignments. Leaders do not have to provide high support and guide their subordinates. This is because subordinates have a high level of maturity, where he already understands the work assignments and has a high responsibility towards their duties. Leaders provide opportunities and give subordinates confidence in making certain decisions related to organizational development.

3. RESEARCH METHODS

3.1 Research Design

The methodology utilized in this study is a quantitative approach with an explanatory research design or research that aims to both test and explain the causal links between research variables (Singarimbun, 1987, p. 3). To explain the impact of leadership style variables (telling, selling, participating, delegating) and work motivation as independent variables on the performance of members of the 4th Air Squadron Corps Supplies Air Force Base Abdulrahman Saleh Poor, the authors of this study used hypothesis testing to analyze the causal relationship between variables.

3.2 Scope and Research Locations

This research will be conducted at Air Squadron 4 Air Force Base Abd.Saleh, Malang, East Java. The scope of this research is the study of human resource management (HRM) which is approached from the organizational and member aspects, especially regarding the influence of leadership style and work motivation on the performance of members of the 4th Air Squadron Supplies Corps Air Force Base Abdulrahman Saleh Malang.

3.3 Research Instruments

A questionnaire, a list of questions arranged to be asked to respondents, was the research tool utilized in this study. This survey aimed to learn how respondents felt about the impact of work motivation and leadership style (telling, selling, participating, and delegating) on the performance of Air Squadron 4 Abdulrahman Saleh Malang air base personnel. Because all the answers to the abovementioned questionnaire are qualitative, they are scored or quantified for qualitative data analysis. A Likert scale with five answer options and the following weightings was used to evaluate respondents' responses: 5 for strongly agreeing, 4 for agreeing, 3 for being undecided, 2 for disagreeing, and 1 for severely disagreeing.

3.4 Data Collection Techniques

Several data collection techniques were used in this study, the first of which was a questionnaire. A questionnaire is a set of questions arranged to be asked to respondents. This questionnaire was intended to obtain written primary data from respondents relating to the leadership style, motivation and performance of 4th Air Squadron members. The second data collection technique was documentation. Documentation is the collection of secondary data from internal and external sources in Air Squadron 4, namely in archives related to research data that are open to all researchers.

3.4 Data Collection Techniques

Descriptive data analysis and inferential data analysis utilizing statistical formulas are the data analysis methods used in this study. Using simple linear regression analysis (partial test), the t-test, and multiple linear regression analysis (multiple tests), the F-test, inferential analysis/causal analysis is utilized to assess the hypothesis. To test every hypothesis, use 0.05. To ascertain the direct and indirect effects between variables, hypothesis testing is done. The proposed hypothesis will be proved or disproven by computing the path coefficient values and significance for each examined path. The formulation of the hypothesis needs to be turned into a temporary hypothesis formulation before testing the research hypothesis using calculations by the formulation. Chi Square (sometimes spelled Kai Square) test.

Chi-Square is a non-parametric comparative test used with two variables whose data scales are nominal. (If of the two variables, there is one variable with a nominal scale, then a chi-square test is carried out concerning the lowest degree test being employed). 2014:286 (Sugiyono). In contrast, the F test, according to Sugiyono (2014: 257), is a simultaneous test of the regression coefficient. The f test is used to determine the simultaneous (simultaneous) impact of all the research factors included in the model on the dependent variable, and it may be expressed as follows.

$$f = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Information:

- R² = Coefficient of determination
- k = Number of variables
- n = number of data members or cases

4. RESEARCH RESULTS

4.1 The Influence of Leadership Style on the Performance of Members of the Air Squadron Supplies Corps 4 Wing 2 Lanud Abd. Pious

The regression coefficient for leadership style is 0.307, which indicates that for every 1% increase in leadership style, performance will rise by 0.307, indicating that performance rises with every increase in the leadership style variable. Leadership has a strong positive impact on performance, as indicated by the t-value of 3,721 > 1,991 and a significance value of 0.000 < 0.05. This is affected by the telling-type theory-based leadership style. When implementing it, the leader must direct subordinates on what, where, how, and when to complete responsibilities. When subordinates need more maturity, this leadership style can be used to prevent subordinates from misinterpreting work tasks without explicit and precise instructions. In actual selling style (selling), the leader gives clear instructions and offers assistance. This leadership approach is used when subordinates have a low to medium degree of maturity, are unable to perform duties or have insufficient abilities but have the desire to be accountable and complete their work.

For the successful implementation of its duties, the support provided by the leader is needed. Gaya participates in its implementation, and leaders and subordinates synergize in making the best decisions in completing work so that the results are of high quality. Leaders involving their subordinates in decision-making will make subordinates optimize their role in carrying out their work assignments. This is because his participation makes him feel that his decisions are part of him and that he is responsible for realizing them. Participative leadership makes subordinates feel

comfortable at work and encouraged to excel. This leadership style can be applied to subordinates who have a medium to high level of maturity, where they have the ability, but their willingness to do the task is low. Low willpower can be caused by a lack of self-participation in decision-making. This leadership style can be applied to subordinates who have a medium to high level of maturity, where they have the ability, but their willingness to do the task is low. Low willpower can be caused by a lack of self-participation in decision-making. This leadership style can be applied to subordinates who have a medium to high level of maturity, where they have the ability, but their willingness to do the task is low. Low willpower can be caused by a lack of self-participation in decision-making.

Delegating style in practice, the leader gives little specific direction to completing work assignments. Leaders do not have to provide high support and guide their subordinates. This is because subordinates have a high level of maturity, where they already understand the work assignments and have a high responsibility towards their duties. Leaders provide opportunities and give subordinates confidence in making certain decisions related to organizational development. Based on the data processing results, several indicators were obtained that positively influenced leadership style. Applying leadership style depends on the situation and characteristics of the people working in the unit or organization. No leadership style can be considered appropriate, and the results are satisfactory if always used in every job opportunity. The use of leadership style depends on the readiness of employees to accept tasks and complete them, and everything is also related to individual personality characteristics. A collaborative leadership style or a combination of several styles will provide appropriate and satisfying results so leaders can encourage and mobilize the people they lead to achieve organizational goals.

4.2 The effect of work motivation on the performance of members of the 4th Wing 2 Air Squadron Supplies Corps Air Force Base Abd. pious

Motivation has a strong positive impact on performance, as indicated by its t-value of 5,761 > 1,991 and significance value of 0.000 < 0.05. Since motivation has a regression coefficient of 0.583, the performance value rises by 0.58 for every 1% increase in motivation. Any rise in the motivational variable will increasingly impact the performance variable. According to the theory, there are two ways to motivate or urge staff to cooperate to reach a common objective. The first is financial motivation, or encouraging staff through monetary rewards. Incentives are a common name for these benefits. Non-financial motivation, or encouragement, takes the shape of praise, admiration, a human approach, and other things rather than money or financial means of expression. Mitchell (1982:81) defined motivation as psychological processes that

result in the formation, direction, and persistence of voluntary activities (volunteers) focused on specific objectives. Meanwhile, according to (Gray *et al.*, 1984, p. 69), motivation results from many internal and external processes that lead to passion and persistence in performing specific tasks. Additionally, there are ongoing voluntary activities that are focused on particular objectives. Meanwhile, according to (Gray *et al.*, 1984, p. 69), motivation results from many internal and external processes that lead to passion and persistence in performing specific tasks. Additionally, there are ongoing voluntary activities that are focused on particular objectives. Meanwhile, according to (Gray *et al.*, 1984, p. 69), motivation results from many internal and external processes that lead to passion and persistence in performing specific tasks.

4.3 The effect of leadership style and work motivation simultaneously on the performance of members of the 4th Wing 2nd Air Corps Supply Corps Air Force Base Abd. pious

Test results determination of the variable leadership style and motivation on the performance obtained an R² value of 0.806, so it can be concluded that leadership and motivation amounted to 80.6% and the remaining 19.4% were other factors including competence, ability, level of education, and others. From these results, the variables of leadership style and motivation have quite a lot of influence on performance compared to other factors. Soeprihanto (2001:35) proposes six primary criteria that can be used to measure performance. Quality is the degree to which the process or results of implementing activities are close to perfection or close to the expected goals. Quantity is the amount produced, for example, the amount of rupiah, the number of units, and the number of activity cycles completed. Timeliness is the degree to which an activity is completed at the desired time, considering the coordination of other outputs and the time available for other activities. Cost-effectiveness is the degree to which the use of organizational resources (human, financial, technological, material) is maximized to achieve the highest results or reduce losses from each unit of resource use. The need for supervision is the extent to which an employee can carry out a job function without requiring the supervision of a supervisor to prevent unwanted things. Interpersonal impact is how employees maintain self-esteem, reputation and cooperation among colleagues and subordinates. Analysis of employee performance, according to Gomes (1995: 161), is always closely related to two main factors, namely first, the willingness or motivation of employees to work, which generates employee/employee efforts, and the second is the ability of employees to carry out work. In other words, performance is a function of the interaction between work motivation and ability or $p = f(m, a)$, where p = performance, m = motivation and a = ability.

5. CONCLUSIONS AND SUGGESTIONS

5.1 CONCLUSION

As a result of the leadership style's t-value of $3,721 > 1,991$ and significance value of $0.000 < 0.05$, it significantly improves performance. This demonstrates how policies connected to performance indicators show how leadership style variables were determined and applied appropriately during the development of these policies. Motivation has a strong positive impact on performance, as indicated by its t-value of $5,761 > 1,991$ and significance value of $0.000 < 0.05$. Since motivation has a regression coefficient of 0.583 , the performance value rises by 0.58 for every 1% increase in motivation. Any rise in the motivational variable will increasingly impact the performance variable. The motivational components considered while creating performance indicators are adjusted to account for the impact of motivation on output. The performance indicator policy hit the mark by integrating several motivating factors. The results of a partial t-test showed that each leadership style and motivation had a significant positive impact on performance, meaning that the higher the leadership style and motivation, the better the performance of the Provision Corps members in Air Squadron 4. This was demonstrated by the t value of $1.991 > t$ table and the significance of $0.000 < 0.05$. Based on the findings of the determination test, the results were 0.806 , which indicates that leadership style and motivation had an 80.6% influence, while 19 had a lower influence. Competence, ability, education level, and other variables not considered in this study impact the remaining 4% . This is in line with the policy's description of performance indicators.

5.2 SUGGESTIONS

The factors that positively affect leadership style and motivation are further enhanced to improve the performance of the 4th Air Squadron supply corps personnel. Some of the obstacles that become obstacles in these variables must be overcome. The recommended efforts include evaluating the needs of the supply corps personnel in supporting performance, conducting performance evaluations by policies based on the Regulation of the Minister of Defense of the Republic of Indonesia Number 6 of 2021 Concerning the Determination of Main Performance Indicators for the TNI, evaluating leadership style through opinion polls on personnel supplies of the 4th Air Squadron, and conducts evaluations and research related to increasing the work motivation of 4th Air Squadron supply personnel.

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