Original Research Article

Increasing Achievement of Air Force Academy's Taruna Determined by Leadership Style and Work Environment

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Abstract: This research aims to describe the leadership style, individual characteristics, work environment, and achievements of Yogyakarta Air Force Academy Taruna and to analyze partially and simultaneously the influence of leadership style, individual characteristics, and work environment on the achievements of Yogyakarta Air Force Academy Tarunas. Location: This research was conducted at the Yogyakarta Air Force Academy at 6C8V+HH2, Raya Solo – Yogyakarta Street, Mereden, Sendangtirto, subdistrict. Due to the population not reaching 100, the number of samples in this study was 90 people from all Karbol Soldiers (Prakar) at the Air Force Academy in Yogyakarta. Thus, this research is census research. The data analysis technique in this research was carried out using descriptive analysis techniques, which were carried out quantitatively using multiple linear regression analysis using the program version 25.0. The research results show that leadership style influences taruna achievement, leadership style influences taruna discipline and obedience, and individual characteristics influence taruna achievement, where various characteristics of tarunas also influence increased performance. The work environment influences the achievement of Yogyakarta Air Force Academy tarunas. Thus, it means that all independent variables influence the achievements of the Yogyakarta Air Force Academy Tarunas. This research contributes to the Indonesian Air Force's consideration of improving taruna performance quality, driven by leadership style, individual characteristics, and work environment.
Keywords: Leadership Style, Individual Characteristics, Work Environment, and Taruna Achievements.

1. INTRODUCTION

Human resource management is a component of organizational management that specifically deals with human resources. HRM's role is to effectively manage the human aspect in order to create a workforce that meets the needs of its tarunas. People are crucial components in enterprises. Even with all necessary things in place, the organization will not function optimally without human involvement. Humans are the primary catalyst and factor that influences the operation of an organization. Taruna achievements are individual because each person's work ability has a different character. Taruna achievement is an action in which tarunas carry out the tasks given by the Air Force Academy in Yogyakarta. These differences can be due to educational background and even work experience. From the differences in the character of each taruna's abilities, a leader who can be called a leader should be able to motivate the tarunas to agree with the goals of the Air Force Academy in Yogyakarta so that the

implementers at the Air Force Academy in Yogyakarta or tarunas with the goals of the Air Force Academy in Yogyakarta can be in harmony. Taruna achievements are greatly influenced by several things, such as the leadership style of the head of the institution itself, the individual characteristics of each taruna, and the work environment.

Leadership is an ability inherent in a person who leads, which depends on various internal and external factors (Winardi, 1990, p. 47). Leadership includes people who work in an organization that arises in a specific situation. A leader does not have to maintain a consistent style in all activities; he is flexible and adapts his style to the specific situation and the individuals concerned. A leader's flexible leadership style will be able to overcome the various characteristics of individual tarunas, seeing the importance of the role of humans as operators in achieving the goals of the Air Force Academy in Yogyakarta.

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Optimal taruna performance is achieved in a supportive work environment. There are two aspects of the work environment: the physical and psychological environments. The physical work environment encompasses all factors surrounding the tarunas that may impact their execution of assigned tasks, such as cleanliness, music, and room arrangement. The psychological work environment refers to the interpersonal dynamics between tarunas and their peers, as well as between tarunas and their superiors. Workplace comfort can be ensured by maintaining physical infrastructure including cleanliness, adequate lighting, air circulation, background music, and a comfortable workplace layout.

This is important as the work environment can foster strong work connections among individuals. Inadequate working circumstances can lead to tarunas becoming unwell, experiencing heightened stress, struggling to focus, and decreasing job efficiency. If the workspace is uncomfortable or heated, and there is insufficient air circulation. Therefore, the workplace is excessively packed, and the work environment must be tidier or quieter, greatly affecting comfort. Because the work environment can create binding work relationships between the people in the environment.

Tarunas have significant responsibilities; taruna achievements must continually be improved through self-motivation and excellent and harmonious relationships between tarunas and leaders, even the relationship between tarunas and tarunas because a good work environment is a work environment with good relationships. Fellow tarunas. The Air Force Academy leader has a democratic and respected attitude; the Leader always asks for opinions from subordinates before making decisions for the institution. The Leader is very authoritative and willing to listen to suggestions from his subordinates, but the decision remains with him. A person's leadership style is a leader's way of working and behaving in guiding his subordinates to do something for a purpose (Kartono: 2005).

Yogyakarta Air Force Academy tarunas have different characteristics, which can be seen from Age, educational background, willingness, interest, and needs in carrying out their duties; they have their ways or desires to improve their achievements with support and motivation from their superiors. The Yogyakarta Air Force Academy's work environment is relatively comfortable indoors because of sufficient lighting and an average temperature for the body. However, the layout of the Leader's room still needs to be neatly arranged, such as the placement of books that fill the work desk, which seems to interfere with work, as well as the layout of the Yogyakarta Air Force Academy building, which is in an area near Yogyakarta's Adi Sutjipto airport, which is busy with motorized vehicles which cause pollution and is prone to vehicles going in and out of the office because of the busy roads, even though according to Irawan (1986:52) Pollution is caused by Motorized vehicles are much more numerous than the pollution caused by factories, judging by the number of motorized vehicle users.

The expected contribution from the results of this research, especially for the Yogyakarta Air Force Academy, can practically be used as input for practitioners and the Yogyakarta Air Force Academy so that they can find out how tarunas' attitudes towards leadership style variables, individual characteristics, and the work environment affect taruna achievement and also can be used as a reference in carrying out strategic steps in order to improve the achievements of the Yogyakarta Air Force Academy Tarunas. Theoretically, it is related to the development of knowledge about the achievements of Yogyakarta Air Force Academy Tarunas, especially those related to leadership style, individual characteristics, and work environment.

2. LITERATURE REVIEW
2.1 Performance
Achievement is a result achieved, carried out, or obtained by an individual or a group. According to Dahar, quoted by Djamarah (Rosyid *et al.*, 2019, p. 6), "Achievement is what has been created, the result of work, a pleasing result obtained with the tenacity of work." According to Hasibuan (2011: 87), Work performance appraisal is the evaluation of an employee's work performance and the establishment of future policies by a manager. The next policy will determine if employees will be promoted or demoted, and if their compensation will be raised. Assessing employee work performance is essential for both people and employers as it serves as the focal point for career planning and advancement opportunities. Evaluating employee job performance can serve as a motivation for employees to enhance their work performance in firms.

2.2 Leadership Style
According to Swanburg in Herlambang (2014), Leadership is a process of influencing and organizing other people or groups to formulate and achieve organizational goals. Sometimes, a leader's Leadership is prominent and develops in a certain period, while it begins to fade in other periods. The phrase "The Right Man in the Right Place" shows us that if this is fulfilled, it is very likely that the Leader will be successful in carrying out his leadership duties because, in reality, there are often symptoms of "The Right Man In The Wrong Place" which is wrong—an obstacle to leadership development. The right leadership style can reflect the boss's responsibility to his employees. When employees receive an example of appropriate Leadership from their superiors, this can encourage employees to be disciplined in implementing occupational safety and health.

2.3 Individual Characteristics
The most needed element in the world of work is the formation of individual characteristics because the

formation of individual characteristics is a thought in which there are entire programs formed from the experience of employees who are the pioneers of everything. This program then forms a belief system that can ultimately shape thinking patterns and influence behavior (Emin, 2007). Thus, the formation of individual characteristics in research is seen from the ability dimension—value (value). Attitude and interest, attitudes that make people happy about certain situations, objects, or ideas, will increase the individual's job satisfaction. So, the higher the level of ability, the better the employee's attitude and high interest in the job, the higher their job satisfaction will be. (Yuliarso, *et al*., 2013). According to Robbins (2012), individual characteristics are the overall behavior and abilities that exist in an individual due to the nature of their environment. Attitudes, interests, and needs can measure individual characteristics. Individuals carry inherent values that are formed by the environment in which they live; these values are then brought into work situations.

2.4 Work Environment

Sidanti (2015) stated that the work environment has a direct impact on individuals, affecting their ability to complete tasks and eventually enhancing organizational performance. An optimal work environment is one where people can perform their tasks efficiently, securely, and in a healthy and comfortable manner. Thus, building a positive work atmosphere is crucial for achieving corporate objectives. Poor work environments can diminish motivation, excitement, and eventually, employee performance. Saraswati (2015) found that the work environment includes both physical and non-physical components that are closely linked to employees and play a crucial role in enhancing employee performance. An optimal work environment that is secure, hygienic, and conducive to well-being will instill a sense of safety in employees while they perform their tasks.

3. RESEARCH METHODS
3.1 Research Scope and Location

The scope of this research is in the field of Human Resources Management (HRM) with a focus on determining the influence of leadership style, individual characteristics, and work environment, which simultaneously and partially significantly affect the achievements of Yogyakarta Air Force Academy Tarunas. Location: This research was conducted at the Yogyakarta Air Force Academy at 6C8V+HH2, Jl. Raya Solo - Yogyakarta, Mereden, Sendangtirto, Kec. Kalasan.

3.2 Population and Sampling Techniques

The population in this study used the census method, namely using all existing populations because the population did not reach 100, so the number of samples in this study was 90 people from all Karbol Soldiers (Prakar) at the Air Force Academy in Yogyakarta. Considering that the population is small, census research was used, namely all Karbol Soldiers (Prakar) at the Yogyakarta Indonesian Air Force Academy, with 90 Karbol soldiers as respondents who will be studied as a whole. Thus, this research is census research.

3.3 Data Analysis Technique

The data analysis technique in this research used descriptive analysis techniques, and the data in question can be analyzed quantitatively using statistical models. Furthermore, the data analysis method used in this research uses multiple linear regression analysis using the SPSS (Statistical Program for Social Science) version 25.0.

4. RESEARCH RESULTS
4.1 Respondent Characteristics

The respondents' images in this study are grouped according to gender, Age, education, and length of service at the Air Force Academy to measure the variables of leadership style, individual characteristics, work environment, and taruna achievements. This grouping can provide a clear picture of the symptoms measured by researchers and reveal the problems that occur.

Gender: The results of the classification tabulation according to the gender of Yogyakarta Air Force Academy tarunas are presented in the table below.

Table 1: Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	80	88.9
2	Woman	10	11.1
		90	100%

Based on Table 1 above, it can be seen that the number of male respondents was 80 people (88.9%) and ten female respondents (11.1%). Thus, the number of male respondents showed a more significant number.

Age: Tabulation results according to Age for Yogyakarta Air Force Academy tarunas are presented in the table below.

Table 2: Respondents by Age

No	Age (Years)	Number of Respondents	Presentation %
1	18-19 years old	75	83.3%
2	20-22 years old	15	16.7%
		90	100%

Based on Table 2 above, it can be seen that the number of respondents aged 18 - 19 years dominates at 75 people or (83.3%). In general, this shows that the Yogyakarta Air Force Academy tarunas. Most are of an age with a high level of experience and knowledge.

4.2 Multicollinearity Test Results

Multicollinearity occurs in a regression equation when there is a strong connection between independent variables. To identify multicollinearity symptoms, examine the VIF value. To be considered free of multicollinearity symptoms, the VIF value should be below 10.

Table 3: Variance Inflation Factor Values

	Independent Variable	*Collinear Statistics*	
		Tolerance	VIF
1	Leadership style (X1)	,357	2,804
2	Individual characteristics (X2)	.106	9,448
3	Working environment (X3)	,093	9,768

All independent variables, including leadership style, individual traits, and work environment, have VIF values below 10, indicating the absence of multicollinearity.

4.3 Autocorrelation Test Results

Autocorrelation in a regression model can be assessed by a serial correlation test utilizing the Durbin-Watson (DW) method. If the Durbin-Watson value falls within the range of -2 to 2 (-2 < DW < 2), a regression model equation will exhibit no autocorrelation symptoms. The Durbin-Watson value is 1.319, indicating significance between -2 and 2. Therefore, it may be inferred that there is no autocorrelation present in the regression model.

Table 4: Autocorrelation Model Summary Test Results

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	.934a	,872	,868	,744	1,319

4.4 Heteroscedasticity Test Results

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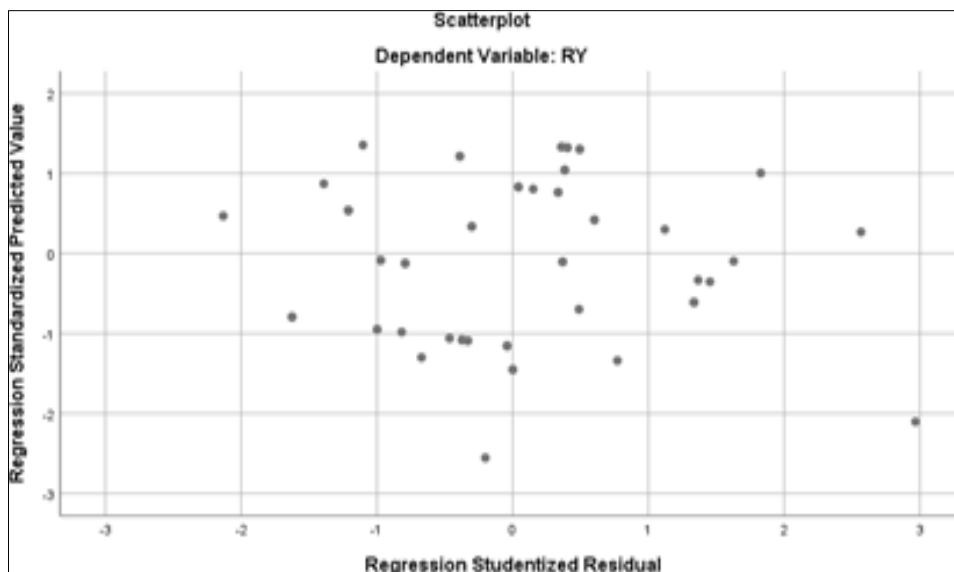

Figure 1: Heteroscedasticity Test Results

The scatterplot in Figure 1 above illustrates that the dots are randomly distributed and do not exhibit a discernible pattern. The statistical analysis results indicate that the irregular pattern above does not exhibit heteroscedasticity, allowing for the measurement of the respondent's perception.

4.5 Normality Test Results
The normality test assesses if the independent and dependent variables in a regression model have a normal distribution.
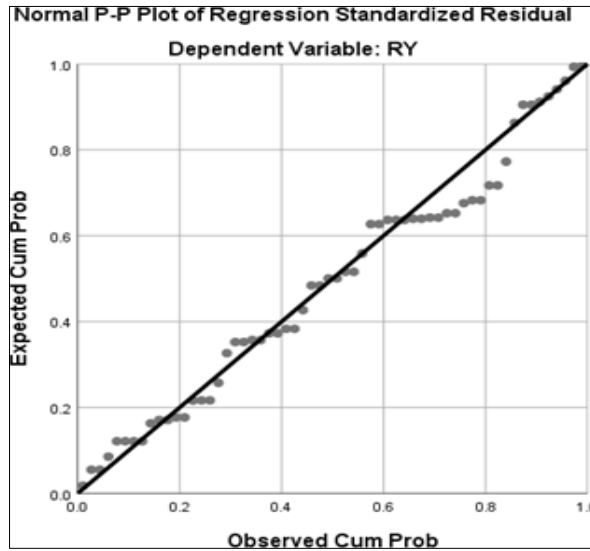
Figure 2: Normality Test Results

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

4.6 Multiple Linear Regression Results
The results of multiple linear regression analysis between leadership style variables, individual characteristics, and work environment on the achievements of Yogyakarta Air Force Academy tarunas are explained in Table 12 below:

Table 5: Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Coefficient Regression (β)	count	Sig.
X1 X2 X3	Leadership style Individual characteristics Work environment	,519	3,831	,000
		,635	4,678	,000
		,765	26,702	,000
Constant	,315			
R2	,872			
Adjusted R Square	,868			
F Count	196,008			
Sig. F	,000			
N	90			
Dependent variable = Taruna Achievement (Y)				

Based on the regression table above, a multiple linear regression equation can be prepared as follows:

$$Y = 0.315 + 7.716X1 + 8.788X2 + 9.602X3 + e$$

Referring to Table 5, a multiple linear regression equation can be formulated as shown: The regression constant value of 0.315 signifies that even when the independent variables (leadership style, individual attributes, and work environment) are held constant at 0, there is still an achievement among Air Force Academy tarunas in Yogyakarta. The regression coefficient (β1) for the leadership style variable is 7.716, suggesting a positive impact of leadership style on the performance of Yogyakarta Air Force Academy tarunas. The t-test findings indicate that the p-value of variable X1 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$).

The regression coefficient (β2) for the individual characteristic variable is 8.788, suggesting a favorable impact of individual characteristics on the performance of Yogyakarta Air Force Academy tarunas. The t-test findings indicate that the p-value of variable X2 (0.000) is lower than the researcher's significance limit of 0.05 ($\alpha = 0.05$). The regression coefficient (β3) for the work environment variable is 9.602, suggesting a

favorable impact on the performance of Yogyakarta Air Force Academy tarunas. The t-test findings indicate that the p-value of variable X3 (0.000) is lower than the researcher's significance limit of 0.05 (α = 0.05).

The strong link between the independent variables leadership style (X1), individual characteristics (X2), work environment (X3), and the dependent variable taruna achievement (Y) can be assessed by multiple correlation coefficient analysis. The R-value of 0.934 indicates a strong correlation of 93.4% between the independent factors (leadership style, individual characteristics, and work environment) and the dependent variable (taruna achievement). This figure shows that there is a strong relationship between the independent variables. The researcher and the dependent variable chose me. The R2 (adjusted) value or the coefficient of determination is 0.868, which means that leadership style, individual characteristics, and work environment contribute to member achievement by 86.8%. In comparison, the remaining 13.2% is another independent variable. I have not researched.

4.7 Hypothesis Test Results 1

The study tested hypothesis 1 using the F test to examine the impact of leadership style variables, individual characteristics, and work environment on the performance of Yogyakarta Air Force Academy tarunas. The F test results show a calculated F value of 196.008 with a significance value of 0.000. The F Table value for α = 0.05 and DF = 90 is 0.250. The comparison between Fcount (196.008) and Ftable (0.271) indicates that Fcount is larger. The significance value (0.000) is lower than the researcher's error rate of 0.05 or 5%. The leadership style variable, individual qualities, and the work environment have a major impact on the achievement of Yogyakarta Air Force Academy tarunas. Hence, hypothesis 1 can be validated.

4.8 Hypothesis Test Results II

Testing hypothesis II in this study involves using the t-test to determine the significance of the impact of each (partial) independent variable on the dependent variable. Variable X1 has a t value of 7,716 and a significance level of 0.000. Variable X2 has a t value of 8,788 and a significance level of 0.000. Variable X3 has a t value of 9.602 and a significance level of 0.000. The results of this research show that there are good significance values (Sig.t) for the independent variables, namely, Leadership style, individual characteristics, and work environment partially have a significant effect on the achievement of Yogyakarta Air Force Academy tarunas. Thus, hypothesis II can be proven.

4.9 Hypothesis Test Results III

By comparing the Unstandardized coefficient value of the work environment variable (X3) of 0.765, it is the largest compared to that of the leadership style and

individual characteristics variables. Thus, hypothesis III can be proven.

5. DISCUSSION OF RESEARCH RESULTS

The taruna leadership style is assessed based on six indicators: Decision-Making Ability, Motivational Ability, Communication Ability, Ability to Control Subordinates, Responsibility, and Emotional Control Ability. There are twelve questionnaire items in all. Tarunas' individual traits are assessed using four indicators: Ability, Value, Attitude, and Interest, through a total of nine questionnaire items. The taruna work environment is assessed based on three indicators: Work atmosphere, relationships with coworkers, and availability of work facilities. There are a total of six questionnaire items. Taruna achievement is assessed based on two indicators: quality and quantity. There are five questionnaire items.The variables of leadership style, individual characteristics, and work environment, both simultaneously and partially, significantly affect the achievement of Yogyakarta Air Force Academy tarunas. The work environment predominantly significantly influences the achievements of Yogyakarta Air Force Academy tarunas.

5.1 Leadership Style

The leadership style of decision-making ability is measured by two questionnaire items: The Leader appreciates input from tarunas, and the Leader involves tarunas in decision-making. The means analysis results show the highest value by measuring the leadership style of the Yogyakarta Air Force Academy tarunas' decision-making abilities as demonstrated by the Leader involving tarunas in decision-making. The strongly agreed choice indicates this. Motivational ability leadership style is measured by two questionnaire items: The Leader always provides solutions if the tarunas ask about problems related to learning in education, and the Leader can supervise his tarunas well. The results of the means analysis show the highest score by measuring the leadership style and motivation ability of the Yogyakarta Air Force Academy tarunas as shown by the Leader who always provides solutions if the tarunas ask about problems related to learning in education. The strongly agreed choice indicates this.

The leadership style of communication skills was measured by two questionnaire items consisting of the Leader always telling the expectations for the tarunas and the Leader having a good relationship with the tarunas. The means analysis results show the highest score by measuring the leadership style of communication skills of the Yogyakarta Air Force Academy tarunas, shown by the Leader always telling the hopes for the tarunas. The agreed option indicates this. The leadership style, the ability to control subordinates, was measured by two questionnaire items: the Leader involving tarunas in all tasks and the Leader asking tarunas for advice in the educational process. The

results of the means analysis show the highest score by measuring the leadership style of the ability to control subordinates of the Yogyakarta Air Force Academy tarunas as shown by the Leader asking the tarunas for advice in the education process. The strongly agreed choice indicates this.

The responsible leadership style is measured by two questionnaire items consisting of the Leader taking full responsibility for the decisions he makes and the Leader always providing apparent work completion. The means analysis results show the highest score by measuring the responsible leadership style of the Yogyakarta Air Force Academy tarunas, which is shown by the Leader being fully responsible for his decisions. The agreed option indicates this. The leadership style, the ability to control emotions, is measured by two questionnaire items: Leaders act according to standards even under any circumstances and can control their emotions well. The means analysis results show the highest score by measuring the leadership style, the ability to control the emotions of the Yogyakarta Air Force Academy tarunas, demonstrated by the Leader acting according to standards even under any circumstances. The agreed option indicates this.

5.2 Individual Characteristics (Cadts)

The individual characteristics of obeying time rules are measured by three questionnaire items: Age influencing the work produced by tarunas, gender influencing doing the job, and length of service influencing the ability to do the job. The means analysis results show the highest value by measuring the individual characteristics of obeying the rules of time for Yogyakarta Air Force Academy tarunas as indicated by Age influencing the work produced by tarunas. The agreed option indicates this. Individual characteristics (Value) are measured by two questionnaire items: tarunas feeling appreciated by superiors for their skills and tarunas needing to be more relaxed when faced with new things, especially new technological methods. The means analysis results show the highest value by measuring the individual characteristics of value (Value) of the Yogyakarta Air Force Academy tarunas, shown by the tarunas not being easily nervous when faced with new things, especially new technological methods. The strongly agreed choice indicates this. Individual characteristics of attitude (attitude) are measured by two questionnaire items consisting of tarunas feeling capable of doing every job they do and tarunas feeling comfortable in carrying out their education.

The means analysis results show the highest value by measuring the individual characteristics of the Yogyakarta Air Force Academy tarunas' attitudes, which are shown by the tarunas' feeling comfortable in carrying out their education. The strongly agreed choice indicates this. Individual characteristics of interest are measured by two questionnaire items consisting of tarunas wanting to work according to their abilities and tarunas wanting

to develop themselves so they can work well. The results of the means analysis show the highest value by measuring the individual characteristics of interest of the Yogyakarta Air Force Academy tarunas, which is shown by the tarunas having a desire to develop themselves so they can work well. The strongly agreed choice indicates this.

5.3 Work Environment

Working environment: The working atmosphere is measured by two questionnaire items: The tarunas' working environment is comfortable, and the cleanliness of the tarunas' environment is classified as good. The results of the means analysis show the highest score by measuring the work environment of the Yogyakarta Air Force Academy tarunas as indicated by the cleanliness of the tarunas' work environment, which is classified as good. The strongly agreed choice indicates this. The work environment and relationships with co-workers are measured by two questionnaire items consisting of carrying out nursing duties and providing mutual assistance between co-workers and tarunas needing help communicating with other tarunas. The results of the means analysis show the highest score by measuring the work environment and relationships with fellow tarunas at the Yogyakarta Air Force Academy, which is shown by the tarunas not having difficulty communicating with other tarunas. The strongly agreed choice indicates this. The work environment and availability of work facilities are measured by two questionnaire items: Facilities available at the taruna education site are measured by current technological developments, and educational facilities are available. The results of the means analysis show the highest value by measuring the work environment and availability of work facilities for the Yogyakarta Air Force Academy tarunas, shown by where the tarunas are and what educational facilities are available. The strongly agreed choice indicates this.

5.4 Taruna Achievements

Quantitative achievement is measured by two questionnaire items consisting of Tarunas trying to complete tasks by the Quantity set by the Yogyakarta Air Force Academy and Tarunas consistently producing a volume of tasks by the targets set by the Yogyakarta Air Force Academy. The results of the means analysis show the highest value by measuring the achievement of the Quantity of work of the Yogyakarta Air Force Academy tarunas, which is shown by the tarunas consistently producing a volume of tasks that is by the targets set by the Yogyakarta Air Force Academy. The strongly agreed option indicates this. Achievement Quality of work is measured by three questionnaire items consisting of Tarunas always trying to improve their knowledge, Tarunas being brave in expressing opinions that they think are correct, and Tarunas being brave in making decisions when facing problems in order to solve these problems.

6. CONCLUSION

This research explains the influence of leadership style, individual characteristics, and work environment on the achievements of Yogyakarta Air Force Academy Tarunas. Based on the objectives of the problem, the conclusions of this research include: leadership style influences the achievements of Yogyakarta Air Force Academy Tarunas. Individual characteristics influence taruna discipline and obedience. Individual characteristics influence Yogyakarta Air Force Academy Taruna Achievement. This means that various characteristics of tarunas also influence increasing performance. The work environment influences the achievements of Yogyakarta Air Force Academy Tarunas. This proves that the comfort and completeness of the workplace is very much needed. Leadership style, individual characteristics, and work environment significantly influence the achievements of Yogyakarta Air Force Academy tarunas. This can be proven by the F test carried out in this research, which shows that the calculated F is greater than the F table and is significant, below 0.05, meaning that Ho is rejected. Ha is accepted, which means that the independent variable influences the achievement of the Air Force Academy Tarunas. Yogyakarta. This research contributes to the Indonesian Air Force's consideration of improving taruna performance quality, driven by leadership style, individual characteristics, and work environment.

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