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The Influence of Leadership Style, Work Motivation, and Work Environment on the Performance of Aircraft Maintenance Personnel (Human Resource Management Literature Review)

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Abstract: The purpose of this study is to develop hypotheses regarding the influence of leadership style, work motivation, and work environment on the performance of aircraft maintenance personnel, which will be used in future research in the field of human resource management. This study employs a library research method, sourcing data from previous studies obtained through academic platforms such as Google Scholar, Publish or Perish, and other academic databases. The findings of this study indicate that: 1) Leadership style influences the performance of aircraft maintenance personnel; 2) Work motivation influences the performance of aircraft maintenance personnel; and 3) Work environment influences the performance of aircraft maintenance personnel.

Keyword: Personnel Performance, Leadership Style, Work Motivation, Work Environment.

INTRODUCTION

Aircraft maintenance is a series of activities aimed at ensuring the airworthiness and operational safety of an aircraft. It includes inspections, repairs, and component replacements to ensure the aircraft continues to meet aviation safety standards. Maintenance is carried out periodically to prevent serious damage that could endanger flight operations (Susilo, 2013:89). The primary objectives of aircraft maintenance are to maintain reliability, extend the aircraft's lifespan, and comply with applicable aviation regulations. This process requires a high level of technical competence, strict work procedures, and effective coordination among personnel. In the context of both military and civil aviation, the performance of maintenance personnel is a crucial element in ensuring that aircraft can operate optimally without compromising safety.

However, the success of aircraft maintenance does not solely depend on technical skills but also on managerial and psychological factors, such as leadership style and work motivation. An effective leadership style can create a supportive work environment, encourage collaboration, and boost morale. Meanwhile, work motivation serves as a key driver for personnel to perform consistently in accordance with established standards. Problems frequently encountered in the field, such as delays in maintenance task completion, lack of

personnel initiative, and decreased morale, are often caused by weak leadership styles and low work motivation. Therefore, this study aims to examine the influence of leadership style and work motivation on the performance of aircraft maintenance personnel. Leadership style is a pattern of behavior applied by a leader to influence, direct, and motivate team members to achieve organizational goals. In the context of aircraft maintenance, implementing an effective leadership style is crucial to ensuring safety and operational efficiency. Leaders with strong leadership ethics, including an appropriate leadership style and professionalism in carrying out their duties, can create a more productive and harmonious work environment. Research shows that leaders with high integrity and the ability to build a strong organizational culture encourage employees to work more optimally and significantly improve their performance (Nurhawani & Supardam, 2024).

Work motivation is the internal and external drive that influences employees' enthusiasm, commitment, and performance in carrying out their tasks to achieve organizational goals. In the context of aircraft maintenance, work motivation is a crucial factor, as the tasks involved require precision, timeliness, and a high level of responsibility for flight safety. Factors such as the need for achievement, recognition, responsibility, and a supportive work environment can enhance the motivation of maintenance personnel. Research indicates that work motivation has a positive and significant impact on employee performance. Personnel with high motivation tend to demonstrate better productivity, higher work quality, and strong loyalty to the organization. Therefore, it is essential for aircraft maintenance units to create a work environment that fosters personnel motivation, such as providing fair rewards, establishing a conducive work atmosphere, and offering career development opportunities (Farhan & Indriyaningrum, 2023).

The work environment encompasses various physical, social, and psychological aspects in the workplace that can affect employees' comfort, health, and performance. In the context of aircraft maintenance, a conducive work environment is crucial, as the tasks involved require precision, timeliness, and a high level of responsibility for flight safety. Factors such as adequate facilities, harmonious relationships among colleagues, and management support for employee well-being can enhance the quality of the work environment. Research indicates that a positive and supportive work environment has a significant impact on employee performance. Employees who work in a good environment tend to feel more valued, motivated, and capable of delivering optimal performance. Therefore, it is essential for organizations to create and maintain a comfortable and supportive work environment to achieve maximum performance (Fajriati & Noviyanty, 2024).

The performance of aircraft maintenance personnel is crucial in ensuring flight safety and operational reliability. Optimal performance is characterized by a high level of technical expertise, strong work discipline, and adherence to established procedures and operational standards. Factors such as technical competence, work motivation, a conducive work environment, and effective leadership play a vital role in determining personnel performance levels. Research indicates that improving technical competence and work motivation can significantly enhance the performance of aircraft maintenance personnel. Additionally, the implementation of a robust safety management system also contributes to improving maintenance operational performance (Driyono, 2020).

Based on the background above, the objective of this study is to develop hypotheses for future research, specifically to formulate: 1) The influence of leadership style on personnel performance; 2) The influence of work motivation on personnel performance; and 3) The influence of the work environment on personnel performance.

METHOD

This study uses a descriptive qualitative method with a literature review approach, aiming to analyze in-depth the relationship between leadership style, work motivation, work environment, and the performance of aircraft maintenance personnel. This method was chosen because it provides a deep understanding of theoretical concepts and the relationships between variables based on secondary data from various relevant sources. Research data was obtained from journal articles, books, and research reports available through online platforms such as Google Scholar, DOAJ, and other academic databases. The researcher used Mendeley software to manage references systematically, ensuring that the bibliography was organized neatly and in accordance with scientific writing standards.

The qualitative method provides flexibility for researchers to deeply understand phenomena through the collection and analysis of non-numeric data (Moleong, 2012:9). Therefore, this study not only explores relevant theories but also presents comprehensive insights. This approach is designed to maintain methodological consistency, ensuring that the research results can provide credible and beneficial contributions to the readers.

RESULTS AND DISCUSSION

Personnel Performance

Personnel performance refers to an individual's ability to carry out their duties and responsibilities in accordance with the standards set by the organization. In the context of aircraft maintenance, personnel performance becomes a crucial factor that contributes to safety and operational efficiency. Good performance can enhance the reliability of the aircraft and reduce the risk of accidents due to technical failures. Therefore, organizations must ensure that maintenance personnel have high competence and dedication in performing their tasks. Personnel performance can be measured through various indicators that reflect effectiveness and efficiency in their work (Arifin, 2020).

Personnel performance indicators include: 1) Work Quality: Refers to the level of accuracy and precision demonstrated by personnel in performing aircraft maintenance tasks according to operational standards; 2) Work Quantity: Measures the amount of maintenance tasks completed within a certain time frame; 3) Timeliness: Assesses how well tasks are completed according to schedule, without delays that could disrupt flight operations; 4) Work Commitment: Reflects the dedication and responsibility of personnel in carrying out their duties, including compliance with regulations and procedures; and 5) Work Effectiveness: Indicates how well the outcomes of personnel's work achieve the desired goals, such as ensuring aircraft airworthiness and minimizing the likelihood of technical issues.

Personnel performance has been widely studied by previous researchers, including: (Bilhaq & Sandy, 2021), (Junaedi et al., 2024), (Indarto et al., 2023).

Leadership Style

Leadership style is the pattern of behavior applied by a leader to influence, direct, motivate, and control organizational members to work effectively and efficiently. It reflects the strategy used by the leader in interacting with subordinates to achieve organizational goals. Leadership style also plays a role in creating a conducive work environment, improving employee morale, and encouraging team productivity. Each leader has a different approach, depending on their character, experience, and the organizational context in which they lead. The implementation of an appropriate leadership style can have a positive impact on employee motivation and performance, especially in a dynamic and challenging work environment (Sumarsid et al., 2024).

Leadership style indicators include: 1) Decision Making: The leader's ability to determine the direction and policies of the organization, as well as involving subordinates in the decision-

making process; 2) Communication: The way the leader conveys the vision, mission, and work instructions to team members clearly and effectively; 3) Motivation: The leader's ability to encourage subordinates to work better and achieve organizational goals; 4) Control and Supervision: The extent to which the leader can control the progress of work and provide direction or corrections when necessary; 5) Task Delegation: The leader's ability to assign tasks to team members according to their competencies and responsibilities; 6) Empathy and Care: The level of attention the leader gives to the needs, problems, and well-being of subordinates; and 7) Openness to Change: The leader's attitude toward accepting innovation, adapting to organizational dynamics, and encouraging creativity within the team.

Leadership style has been widely studied by previous researchers, including: (Hidayati et al., 2021), (Amalia et al., 2021), (Arfandi, 2023).

Work Motivation

Work motivation is the internal and external drive that influences an individual's enthusiasm, direction, intensity, and perseverance in working to achieve specific goals. This motivation can stem from within the individual (intrinsic) or from external factors (extrinsic) provided by the organization. High work motivation contributes to increased productivity, job satisfaction, and employee commitment to the company. With strong motivation, individuals become more enthusiastic in carrying out their tasks and responsibilities, resulting in better work outcomes. Therefore, organizations need to understand the factors that can influence work motivation in order to create a supportive work environment and improve employee performance (Esisuarni et al., 2024).

Work Motivation Indicators: 1) Job Satisfaction: The level of employee satisfaction with their work, which includes positive feelings and emotional fulfillment derived from the job; 2) Rewards and Recognition: The appreciation and recognition given for employees' achievements, which can enhance motivation and work enthusiasm; 3) Career Development Opportunities: Opportunities provided by the organization for employees to develop their skills and abilities through training and further education; 4) Conducive Work Environment: A comfortable, safe, and supportive work atmosphere and conditions, which can influence employee motivation and performance; and 5) Effective Leadership: A leadership style that can provide direction, support, and motivation to employees in achieving organizational goals.

Work motivation has been widely studied by previous researchers, including: (Larasati et al., 2023), (Sudarso, 2023), (Antika et al., 2021).

Work Environment

The work environment refers to everything that surrounds employees while they work, both in physical and non-physical forms, which can influence employee performance. A conducive work environment plays a crucial role in enhancing employee satisfaction and productivity. The physical aspects include work facilities, lighting, room temperature, and cleanliness, while the non-physical aspects encompass relationships among employees, organizational culture, and psychological conditions at the workplace. Research indicates that a good work environment can improve employee job satisfaction (Andreas et al., 2023).

The indicators of the work environment include: 1) Physical Environment: The condition of work facilities, lighting, room temperature, noise, and other physical aspects that affect work comfort; 2) Social Environment: Relationships among employees, communication with supervisors, and the prevailing organizational culture; 3) Psychological Conditions: The level of work pressure, social support, and organizational policies that affect employees' mental well-being; 4) Work Facilities: The completeness of infrastructure provided by the company to support the effectiveness of employee work; and 5) Occupational Health and Safety: Safety standards implemented at the workplace to protect employees from the risks of accidents and

work-related hazards.

The work environment has been extensively researched by previous researchers, including: (Aslia, 2019), (Ahmad et al., 2022), (Putra et al., 2021), (Arnita et al., 2025).

Previous Research Results

Conducting an analysis of relevant studies in formulating research hypotheses.

Table 1. Relevant Previous Research Results

No.	Author (Tahun)	Research Title	Research Result	Difference/ Novelty	hypothesis
1	(Mamitoho et al., 2023)	The Influence of Work Motivation on Employee Performance at PT. Angkasa Pura 1 (Persero) Sam Ratulangi Airport Manado	1. Work motivation positively affects employee performance. 2. Increasing work motivation can significantly improve employee performance.	Leadership Style Variable and Work Environment Variable	H2
2	(Supardi et al., 2023)	Increasing Motivation, Leadership, Competence of Aviation Security Officers to Create Security and Excellent Service at Airports	1. Motivation Has a Positive Effect on the Performance of Aviation Security Employees. 2. Effective Leadership Also Has a Positive Effect on Employee Performance	Work Environment Variable	H1, H2
3	(Dewi et al., 2023).	The Effect of Contract Work System, Work Motivation, and Work Environment on Employee Performance at the Surabaya Aviation Polytechnic	1. Work Motivation and Work Environment Have a Significant Effect on Employee Performance. 2. The Contract Work System Does Not Have a Significant Effect on Employee Performance.	Leadership Style Variable	H2, H3
4	(Purwaganda & Elmi, 2019)	The Influence of Leadership Style, Work Environment, and Work Discipline on Employee Performance (Case Study at PT. Garuda Indonesia Branch of Halim Perdana Kusuma Airport Jakarta)	1. Leadership style, work environment, and work discipline have a positive and significant effect on employee performance. 2. Work discipline has the most dominant influence on employee performance.	Work Motivation Variable	H1, H3
5.	(Hanif, M., 2023).	The Influence of Work Motivation on Employee Performance at the Cileungsi Subdistrict Office	1. Work motivation has a positive influence on employee performance with a contribution of 43.1%. 2. The better the work motivation, the higher the employee performance.	Leadership Style Variable and Work Environment Variable	H2

6	(Farhan & Indriyaningrum, 2023)	The Influence of Work Discipline, Work Motivation, and Work Environment on Employee Performance (PT. Dekael Semarang)	1. Work Discipline, Work Motivation, and Work Environment have a Positive and Significant Influence on Employee Performance. 2. Work Discipline has the Most Dominant Influence on Employee Performance.	Leadership Style Variable	H2, H3
7.	(Firdaus et al., 2024)	The Influence of Leadership Style and Work Discipline on Employee Performance at the Directorate Office of PT. Perkebunan Nusantara XIV	1. Leadership Style and Work Discipline Have a Positive and Significant Influence on Employee Performance. 2. Work Discipline Has a More Dominant Influence on Employee Performance Compared to Leadership Style.	Work Motivation Variable and Work Environment Variable	H1
8.	(Sari & Fuadati, 2022).	The Influence of Leadership Style on Performance: Job Satisfaction as an Intervening Variable (Private Hospitals in Gresik)	1. Leadership Style Has a Positive Influence on Job Satisfaction. 2. Job Satisfaction Mediates the Relationship Between Leadership Style and Employee Performance..	Work Motivation Variable and Work Environment Variable	H1
9.	(Santi & Mustangi, 2023)	The Influence of Work Environment on Employee Performance at PT ABC Persada	A Positive Work Environment Significantly Affects Employee Performance.	Leadership Style Variable and Work Motivation Variable	H3
10.	(Nurfazria & Anismadiyah , 2024)	The Influence of Work Environment and Work Discipline on Employee Performance at PT Dynamika Blockindo Tangerang	The work environment and work discipline have a positive and significant impact on employee performance.	Leadership Style Variable and Work Motivation Variable	H3
11.	(Lorena & Mahargiono, 2024)	The influence of work environment, job satisfaction, and organizational commitment on employee performance at PT Wangta Agung Surabaya.	The work environment, job satisfaction, and organizational commitment have a positive and significant impact on employee performance	Leadership Style Variable and Work Motivation Variable	H3

Based on the findings from the research above, the discussion of this article will involve a review of relevant previous studies, analysis of the relationships between variables, and the development of a conceptual framework for the research plan.

The Influence of Leadership Style on Personnel Performance

Leadership style refers to the behavioral patterns applied by a leader to influence, guide, and motivate their subordinates to achieve organizational goals. In the context of military and aviation organizations, an effective leadership style is crucial to ensure optimal performance, discipline, and adherence to strict procedures. Good leadership can create a conducive work environment, enhance motivation, and foster a sense of responsibility among personnel. A leader who can implement the appropriate leadership style will have a positive impact on personnel performance.

If the organization is able to implement: 1) Supportive leadership: Being able to provide guidance and support to personnel in carrying out their tasks; 2) Effective communication: The leader ensures that all personnel understand their duties and responsibilities; 3) Appropriate decision-making: The leader must be decisive in addressing issues and making strategic decisions; and 4) Motivation and recognition: Fair and transparent rewards can enhance personnel morale, then it will impact personnel performance, including: 1) Efficiency in operational tasks: Personnel can complete tasks according to established standards; 2) Increased loyalty and dedication: Personnel with good leadership are more likely to be loyal and dedicated to the organization; and 3) Improved adherence to regulations: Clear and firm leadership helps personnel follow rules and procedures properly.

Leadership style has an impact on personnel performance, which is in line with the research conducted by: (Sari, 2023), (Purwaganda & Elmi, 2019), (Firdaus et al., 2024), (Sari & Fuadati, 2022).

The Influence of Work Motivation on Personnel Performance

Work motivation is the internal and external drive that affects a person's enthusiasm, dedication, and commitment to carrying out their tasks to achieve the organization's goals. In the context of military and aviation organizations, work motivation plays a crucial role because the tasks performed require precision, timeliness, and a high level of responsibility for operational safety. Personnel with high work motivation tend to be more disciplined, productive, and exhibit a higher level of loyalty to the organization. On the other hand, a lack of motivation can lead to low job engagement, decreased quality of work, and an increased potential for errors in both technical and administrative tasks.

If the organization is able to implement: 1) Reward and Appreciation: Recognition of individual or team achievements can boost morale and encourage personnel to perform better; 2) Career Development Opportunities: Opportunities for training, further education, and promotions can increase motivation and dedication to the organization; 3) Welfare and Work Facilities: Providing adequate facilities and infrastructure, including work equipment that meets standards, will contribute to increased satisfaction and work motivation; 4) Supportive Leadership: Leaders who can provide guidance, direction, and moral support to personnel will create a positive work environment and foster team loyalty; and 5) Strong Organizational Culture: Consistently applied organizational values can create a sense of ownership and pride in the work being done, this will influence personnel performance, including: 1) Increased work productivity: Personnel will work more efficiently and complete tasks according to operational standards; 2) Loyalty and commitment to the organization: High motivation encourages personnel to contribute in the long term; 3) Reduced work errors: Motivated personnel will work more carefully and responsibly in their tasks; 4) Increased resilience to work pressure: High motivation helps personnel stay focused and maintain work performance in challenging situations; and 5) Improved work quality: High motivation encourages personnel to continuously improve their skills and competencies.

Work motivation has an impact on personnel performance, as supported by the studies conducted by: (Mamitoho et al., 2023), (Farhan & Indriyaningrum, 2023), (Supardi et al., 2023).

The Influence of the Work Environment on Personnel Performance.

The work environment refers to all the factors surrounding employees that can affect how they carry out their tasks and responsibilities. In military and aviation contexts, the work environment plays a crucial role because the work requires precision, high discipline, and strict adherence to safety procedures. A conducive work environment can enhance comfort, morale, and motivation, leading to better performance. On the other hand, a poor work environment can reduce productivity, increase stress, and hinder overall performance.

If the organization is able to implement: 1) Provision of Adequate Facilities: Comfortable workspaces, sufficient lighting, and equipment that meets standards will improve personnel productivity; 2) Cleanliness and Workplace Safety: A clean and safe environment will create a more comfortable work atmosphere and reduce the risk of accidents; 3) Harmonious Work Relationships: Good communication between supervisors and subordinates, as well as strong teamwork, can enhance work effectiveness; 4) Support from Leadership: Leaders who care about personnel well-being and provide constructive feedback will create a more positive work environment; and 5) A Strong Organizational Culture: Well-applied organizational values can increase personnel's sense of ownership and loyalty to the institution, it will influence personnel performance, which includes: 1) Increased work productivity: A comfortable work environment will help personnel focus more on their tasks; 2) Higher loyalty and job satisfaction: Personnel who feel supported by their work environment will be more motivated and committed to their work; 3) Reduced work stress: A positive working condition can reduce excessive psychological burden and enhance personnel's mental well-being; 4) Efficiency in task execution: Adequate facilities and a supportive work environment will help personnel complete their tasks faster and more accurately; and 5) Increased compliance with safety procedures: A well-organized work environment can reduce the risk of errors and improve workplace safety.

The work environment affects personnel performance, which is in line with research conducted by (Santi & Mustangin, 2023), (Nurfazria & Anismadiyah, 2024), and (Lorena & Mahargiono, 2024).

Framework of Thought

Based on the problem formulation, discussion, and relevant previous research, the framework of thought is determined as shown in Figure 1 below:

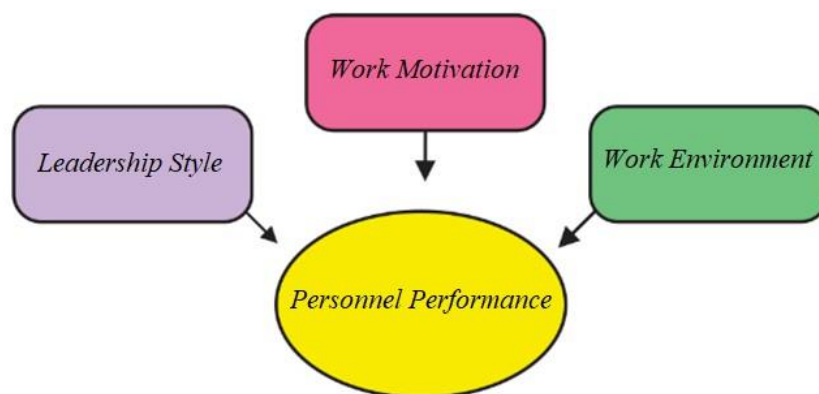


Figure 1. Conceptual Framework

Based on Figure 1 of the framework above, leadership style, work motivation, and work environment affect the performance of aircraft maintenance personnel. In addition to these three independent variables, there are other factors that influence personnel performance according to previous:

1. Work Discipline: (Kibiyanto et al., 2024), (Papalia & Albanna, 2024), (Gani & Prakosawati, 2024).
2. Training and Competency Development: (Amri et al., 2024), (Ramdani, 2019), (Budiharta, 2020), (Adriansyah & Trisnowati Josiah, 2024).
3. Compensation and Incentives: (Izhar et al., 2024), (Maharani et al., 2021), (Sucipto et al., 2023).
4. Organizational Culture: (Giawa, 2024), (Novitasari et al., 2022), (Rasal, 2023), (Firdaus, 2019).
5. Job Satisfaction: (Augustine et al., 2022), (Huda, 2024), (Kirono & Anwar, 2024), (Iryadana et al., 2024), (Rada et al., 2024).

Considering the main variables and other supporting factors, this study aims to understand how leadership style, work motivation, and work environment contribute to personnel performance, as well as to provide relevant insights for the development of management strategies in the context of aircraft maintenance.

CONCLUSION

Based on the objectives and discussions above, the conclusions of this study are formulated to establish hypotheses for future research, including: 1) Leadership style influences personnel performance; 2) Work motivation influences personnel performance; and 3) Work environment influences personnel performance.

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